

# ADMINISTRATION AND MANAGEMENT SKILLS (LII312)

## 7. MANAGEMENT SKILLS – Pt. 2

### 7.3. Delegation

If you work on your own, there's only a limited amount that you can do, however hard you work. You can only work so many hours in a day. There are only so many tasks you can complete in these hours. There are only so many people you can help by doing these tasks. Also, your success is limited, because the number of people you can help is limited. This can lead to a real sense of pressure and work overload, because you can't do everything that everyone wants, and this can leave you stressed, unhappy, and feeling that you're letting people down. One of the most common ways of overcoming this limitation is to learn how to delegate your work to other people. If you do this well, you can quickly build a strong and successful team of people and will be able to meet the demands that others place. Delegation allows you to make the best use of your time and skills, and it helps other people in the team grow and develop to reach their full potential in the organization. Delegation is a win-win when done appropriately, however that does not mean that you can delegate just anything.

When is delegation important? To determine when delegation is most appropriate there are five key questions you need to ask yourself below. If you can answer "yes" to at least some of these questions, then it could well be worth delegating the particular job;

- Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?
- Does the task provide an opportunity to grow and develop another person's skills?
- Is this a task that will recur, in a similar form, in the future?
- Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.

- Is this a task that should be delegated? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

How should you delegate? Use the following principles to delegate successfully;

1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
2. Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability?
3. Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.
4. Match the amount of responsibility with the amount of authority.
5. Delegate to the lowest possible organizational level. This increases workplace efficiency, and helps to develop people.
6. Provide adequate support, and be available to answer questions.
7. Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done.
8. Avoid "upward delegation." If there is a problem, don't allow the person to shift responsibility for the task back to you.
9. Build motivation and commitment. Provide recognition where deserved.
10. Establish and maintain control. Remember the following; discuss timelines and deadlines, agree on a schedule of checkpoints at which you'll review project progress, make adjustments as necessary, and take time to review all submitted work.

#### **7.4. Negotiation**

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument. In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organization they represent). However, the principles of fairness, seeking mutual benefit and maintaining a relationship are the keys to a successful outcome. General negotiation skills can be learned and applied in a wide range of activities. Negotiation skills can be of great benefit in resolving any differences that arise between you and others. As Cohen suggests (2002), "When people want to do something together, they need a mechanism to

accomplish this. A successful negotiation has taken place, when parties end up mutually committed to fulfilling the agreement they have reached.” An important note is that fairness is a crucial element to make a negotiation process succeed. Why is it important to negotiate? It is inevitable that, from time-to-time, conflict and disagreement will arise as the differing needs, wants, aims and beliefs of people are brought together. Without negotiation, such conflicts may lead to argument and resentment resulting in one or all of the parties feeling dissatisfied. The point of negotiation is to try to reach agreements without causing future barriers to communications.

#### **7.4.1. Profile of Negotiators**

It is interesting to note that negotiators have specific personality traits that have been linked with estrogen. Although estrogen is known as a female sex hormone, men have it, too, and there are plenty of male negotiators. As the name suggests, this type is superb at handling people. Negotiators instinctively know what others are thinking and feeling. They artfully read facial expressions, postures, gestures, and tone of voice. Their interest in identity extends not only to others but to themselves. So they are introspective and self-analytical—men and women who take pleasure in journeying into their thoughts and motives. As a result, when they form a partnership, they like to delve deeply into the strengths and weaknesses of the relationship. Not only do negotiators connect psychologically, they also have the ability to remain mentally flexible. When they make decisions, they weigh many variables and consider various ways to proceed, they see things contextually, rather than linearly. As a result, they tend to be comfortable with ambiguity. Negotiators can be highly intuitive and creative and they like to theorize. Perhaps their most distinctive characteristic is verbal fluency, the facility for finding the right words rapidly. With this skill, alongside an agreeable and accommodating nature, compassion, social savvy, and patience so the negotiator can be very friendly, diplomatic, and authentic. But as with all qualities, these traits can become negative. Negotiators can sometimes appear wishy-washy to the point of spinelessness. With their need to examine all the possibilities, they can get bogged down in rumination as opposed to action. Finally, in relationships, their desire to connect and dissect all the subtle meanings can become cloying and invasive.

## 7.4.2. Negotiation Process

In order to achieve a desirable negotiation outcome, it may be useful to follow a structured approach to negotiation. For example, in a work situation a meeting may need to be arranged in which all parties involved can come together.

**1. Preparation** - Before any negotiation takes place, a decision needs to be taken as to when and where a meeting will take place to discuss the problem and who will attend. Setting a limited time-scale can also be helpful to prevent the disagreement continuing. This stage involves ensuring all the pertinent facts of the situation are known in order to clarify your own position.

**2. Discussion** - During this stage, individuals or members of each side put forward the case as they see it, i.e. their understanding of the situation. Key skills during this stage are **questioning, listening, and clarifying**. Sometimes it is helpful to take notes during the discussion stage to record all points put forward in case there is need for further clarification. It is extremely important to listen, as when disagreement takes place it is easy to make the mistake of saying too much and listening too little. Each side should have an equal opportunity to present their case.

**3. Clarifying Goals** - From the discussion, the goals, interests and viewpoints of both sides of the disagreement need to be clarified. It is helpful to list these in order of priority. Through this clarification it is often possible to identify or establish common ground.

**4. Negotiate Towards a Win-Win Outcome** - This stage focuses on what is termed a Win-Win outcome where both sides feel they have gained something positive through the process of negotiation and both sides feel their point of view has been taken into consideration. A Win-Win outcome is usually the best result. Although this may not always be possible, through negotiation, it should be the ultimate goal.

**5. Agreement** - Agreement can be achieved once understanding of both sides' viewpoints and interests have been considered. It is essential to keep an open mind in order to achieve a solution. Any agreement needs to be made perfectly clear so that both sides know what has been decided.

**6. Implementing a Course of Action** - From the agreement, a course of action has to be implemented to carry through the decision.

Sometimes, it may appear that negotiation is more of an art than science. It can be a difficult process. As Schneider and Honeyman says (2006), “Even the wisest and most experienced of negotiators, will often admit that at certain critical moments, they simply do not know what to do.”

### **7.4.3. Power & Negotiation**

A person or organization that has a lot of control and influence over other people or organizations is thought to have power. Just because one may possess power, it is still important to remember the importance of the negotiation process. Most people want the same thing from a negotiation. They want a fair deal for both sides. They want to use their skills to improve their position. Also they do not want to be taken advantage of from the other side. Finally, Dawson mentions (2011), “Power negotiation takes another position. It teaches you how to win at the negotiation table, but leave the other person feeling he or she won.” A key is that as negotiation progresses, you will find that every advance will depend on the atmosphere that you create in the early stages.

## BIBLIOGRAPHY

**Subject: MANAGEMENT SKILLS – Pt. 2**

**Research:**

		Title	Author	Year	Edited By
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2	Book	The Negotiator's Fieldbook: The Desk Reference for the Experienced Negotiator	Schneider, A.K. & Honeyman, C.	2006	American Bar Association
3	Book	Secrets of Power Negotiating Updated for the 21 <sup>st</sup> Century: Inside Secrets from a Master Negotiator	Dawson, R.	2011	The Career Press, Inc.