



Effective Delegation by the Board and Senior Management:

From Control to Empowerment

Notes by

Oliver Kisaka, PhD, MD, CORAT Africa

1. Opening remarks



- Let me take this opportunity to bring Greetings to you all from CORAT Africa.
- The Chairman, the CEO and the entire membership of the ICPAK Community, I thank you for inviting me and by extension CORAT Africa to make a presentation in this annual conference
- I commend ICPAK for hosting this conference under the theme: 'ENTRENCHING ORGANIZATION-WIDE GOVERNANCE AND ETHICAL PRINCIPLES FOR EFFECTIVE OVERSIGHT AND EXECUTION OF THE STRATEGY'
- I also recognize the excellent work done by the previous distinguished and experienced professionals and request for your pardon if I repeat what we have already learnt. While they come mainly from Commerce, I come from a mixed grill of professions. First, I am a Technical student. Second I am Mathematics/Physics Teacher. Thirdly, I am a Theologian. Fourthly, my PhD took me to sociology, Economics, Politics and religion.
- At NCCK, I had opportunity to serve as liaison between church, other religious groups, state, civil society and private sector. Presently, I am MD of CORAT Africa, a Not-for-Profit Company, whose work is to build the capacities of Churches, NGOs, Private sectors companies and government departments through Training, Research, Consultancy and Hospitality.

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1. Opening remarks



- The issues being raised at this conference are live in Churches and church related organizations as well. They are the reason I focused my Phd research on citizenship. All of you are aware that religious leaders/ institutions have been criticized for being weak against corruption and unethical behavior. At the root of all these is money/ resources.
- Being the people whose profession it is, to handle money, you are always at the center of operations. Not many people appreciate the pressure you experience from seniors, juniors or creditors and debtors. Ethics is therefore a fitting subject, for discussion and application.
- At CORAT Africa, we offer training, consultancy, research and hospitality services as we seek to equip Church leaders and Christian professionals for their leadership, management and administrative roles. On behalf of churches, I thank you FCPAs and CPAs because you play very important roles in our religious institutions. You now know that you can sponsor any of your leaders to CORAT Africa.
- I wish to address my subject by weaving my experiences in governance and management over the last 20 years into the subject at hand.

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2. Delegation is key to implementation process



- ❖ Having discussed strategic planning, governance, stewardship among others, let us give attention to delegation. You FCPAs and CPAs know that inability to go on leave is a bad sign
- ❖ Effective organizational operations involves governance and management. It makes use of S-Planning, and implementation. It involves culture, values
- ❖ To successfully implement
 - ❖ 1. Set Clear Goals and Define Key Variables
 - ❖ 2. Determine Roles, Responsibilities, and Relationships
 - ❖ 3. Delegate the Work
 - ❖ 4. Execute the Plan, Monitor Progress and Performance, and Provide Continued Support
 - ❖ 5. Take Corrective Action (Adjust or Revise, as Necessary)
 - ❖ 6. Get Closure on the Project, and Agreement on the Output
 - ❖ 7. Conduct a Retrospective or Review of How the Process Went

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3. Delegation defined



- Delegation is defined as an intentional transfer of tasks from one person to another' (Mathebula, Benedict and Brian Barnard)
- Stonehouse (2015) defined it 'as getting work done through others by giving them authority and control of the work.' He added, 'It is an appropriate way of decreasing workload from the manager to the subordinate,... founded on authority and responsibility and the relationship between the person delegating the work and the one doing it. It creates room for transfer of power from manager to subordinates and for their participation in decision making, hence their opportunity to influence and steer the direction and course of action.
- By giving responsibility, the person doing the work has the duty to do it based on trust, relationship and competency. Giving power to subordinates is beneficial to the organization and a form of effective management, because it enhances the quality and speed of delivery.
- Lieberman & Boehe (2011). Delegating provides learning experiences and increases responsiveness and knowledge sharing.

4. Elements of delegation



- **Authority** - in context of a business organization, can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives.
- Authority is the right to give commands, orders and get the things done. The top level management has greatest authority.
- Authority always flows from top to bottom. It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it.
- Authority must therefore be well- defined. All people who have the authority should know its scope and shouldn't mis-utilize it. Authority should be accompanied with an equal amount of responsibility.
- However, delegating the authority to someone else doesn't imply escaping from accountability. Accountability still rests with the person having the utmost authority.

5. Elements of delegation



- **Responsibility** - is the duty of the person to complete the task assigned to him. A person who is given the responsibility should ensure that he accomplishes the tasks assigned to him. If the tasks for which he was held responsible are not completed, then he should take responsibility. A good feedback mechanism ensures that such failure does not reach the delegator when it is too late.
- For this reason, the delegator must give adequate authority to the delegate. For responsibility without adequate authority leads to discontent and dissatisfaction among the person.
- Responsibility flows from bottom to top. The middle level and lower level management hold more responsibility. The person held responsible for a job is answerable for it. If he performs the tasks assigned as expected, he ought to be recognized. While if he doesn't accomplish tasks assigned as expected, then also he is answerable for that.

6. Elements of delegation



- **Accountability** - means giving explanations for any variance in the actual performance from the expectations set.
- Accountability can not be delegated. For example, if 'A' is given a task with sufficient authority, and 'A' delegates this task to B and asks him to ensure that task is done well, responsibility may rest with 'B', but accountability still rests with 'A'.
- The top level management is most accountable. Being accountable means being innovative as the person will think beyond his scope of job.
- Accountability, in short, means being answerable for the end result. Accountability can't be escaped. It arises from responsibility.

- **Praji Juneji wrote;**

Delegation of Authority means division of authority and powers downwards to the subordinate. Delegation is about entrusting someone else to do parts of your job. Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.

7. Delegation: A function of Leadership style



Leadership Styles

■ Authoritarian

- Directive behaviors
- Decides alone
- Focuses on tasks

■ Democratic

- Open communication
- Team leader
- Focuses on people

■ Laissez-Faire

- Permissive
- Abstains from leading
- Power with staff

■ Bureaucratic

- Insecure
- Knows the rules
- Impersonal

7. The effective delegator



- a) Is one rightfully in office. Properly recruited, qualified, skilled, competent and if possible experienced. This is important for their official and professional security. An insecure board will hardly oversee a competent managing director. An insecure managing director will hardly supervise competent subordinates.
- b) Knows or quickly learns what the organization or department is about: A delegator (whether board or manager) must understand the organization or department they are tasked to run, understand the full scope of his responsibility, authority and power and how to get it done.
- c) conceptualizes the task at hand in its long, medium and short term dimensions.
- d) clearly defines the roles they are being called to play, the authority and decision making responsibilities involved.

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8. The effective delegator,



- e) appreciates the skills and competencies of others and the benefits of team work.
- f) Knows the resources at their disposal and is able to identify the right delegates on the basis of training, competence, attitude, value system, commitment to quality and a willingness to consult, learn and account.
- g) has supervisory capacity to ensure regular accountability in terms of progress, costs, risks and quality of actual work being done.
- h) regularly receive accountability progress reports, indicating extent of task completion, costs, risks and quality of actual work being done.

11. When to delegate



Delegation is a win-win when done appropriately, however, that does not mean that you can delegate just anything. 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 I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

If you can answer "yes" to at least some of the above questions, then it could well be worth delegating this job.

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12. Benefits of proper delegation



- ✓ Delegation is improper, if after delegation, the delegator, micro-manages the delegatee. It is a bit like hiring a driver, and then waking up from time to time to control the steering wheel, because of fear, that the driver may not manage.
- ✓ Whenever delegation is done properly,
- ✓ The board has opportunity to employ suitable employee.
- ✓ The managers have opportunity to have a proper grasp of the work and to determine the best resources to deploy
- ✓ Those to whom responsibility and authority is delegated have opportunity to grow.
- ✓ The employees share in the work, take responsibility, get empowered and team work is greatly improve

13. Challenges of delegation



- ✓ That the board employs an unsuitable CEO, or that the Staff below the CEO/manager do not earn his trust
- ✓ That the person in question has connections that make disciplinary processes more difficult. In government departments, the process of discipline is clear but more difficult to implement because 'spider's web' and connections.
- ✓ The a senior demands that a delegatee engages in questionable activity
- ✓ The board members mistake their role to be an opportunity to earn, and so keep fixing unnecessary meetings, delaying decisions or passing by the office.
- ✓ These underscore the importance of recruitment, memarts, board charters, policy guidelines, on which officers must rely
- ✓ One major, sickening, destructive challenge at all levels, in all sectors, is the urge or tendency **by people to want more money**. I argue that we as Africans never actually learnt the purpose of money.

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14. Control versus empowerment



- **Alex Rath**

- **Accomplish a lot more by delegating.**

- Even "Super You" needs help and support. There is no shame in asking for assistance. Push aside the pride and show respect for the talent others can bring to the table.

- And, remember that there is no such thing as a single-handed success: when you include and acknowledge all those in your corner, you propel yourself, your teammates and your supporters to greater heights.

- — *Author Unknown*

- Do you feel stressed and overloaded? Or that your career seems stalled? If so, then you may need to brush up your delegation skills!

- 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. And, because the number of people you can help is limited, your success is limited.

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15. Delegation fails:-



- ✓ When the board employs an unsuitable CEO. Or that the Staff below the CEO/ manager do not earn his trust
- ✓ When board members mistake their role to be an opportunity to earn, and so keep fixing unnecessary meetings, delaying decisions or passing by the office.
- ✓ When the person in question has connections that make disciplinary processes more difficult. In government departments, the process of discipline is clear but more difficult to implement because 'spider's web' and connections.
- ✓ When the delegator or other senior demands that a delegatee engages in questionable activity
- ✓ When there is failure to apply Memarts, board charters, policy guidelines and to recruit properly
- ✓ When the people involved at all levels, in all sectors, seek personal enrichment is the urge or tendency **by people to want more money**. I argue that we as Africans never actually learnt the purpose of money.

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16. Some thoughts-Why is ethics an issue?



First, because in the shift from ATR to Christianity, Islam, Hinduism etc, religious leaders and their faithful did not invest in interpreting the implications.

Secondly, because the shift from African traditional living to modern European living, came through slavery and or colonialism It created new concepts of civilization and success, but consigned Africans to inferior race status. The environment so created did not allow Africans to connect between the community values, provisions and sanctions and those of the new socio-economic order. Africans have remained in a crisis of values. Our competition grew from the context of ethnic community to that of inter-ethnic competition. Our concept of success shifted from that of African headman to European investor.

Thirdly, because the money economy was not originally African. The monetization of relationships became a crisis in African community life. To this day, I say controversially, Africans did not develop a proper concept of the generation of, purpose and use of money. Most equate money to security, to be grabbed, stored and used to achieve the success. Concepts like live within means are foreign. Money is not a society facilitator, it is a competition factor. Let me ask you, without any fear, to write down what you dream to be and the key indicators.

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17. Faith: The strength of Compliance



Firstly, faith emphasizes hard, honest work and promises God's blessing on it. It also proclaims a curse of theft and on all activities on which stolen resources are used.

Secondly, faith instructs all people who believe to learn how to give back to God's work through supporting Church work or taking care of those that are in difficult circumstances. All humans beings who regularly give, at least a tenth of their income, in thanksgiving, overcome or begin to overcome the jaws of lack and corruption, and are better able to manage what is given to their stewardship.

Thirdly, faith demands the just and fair treatment of employees and neighbors, that promoting equity in society by way of hard work rather than charity. The Bible teaches hard work, recognizes the growth and prosperity of hard workers, but calls on them to share and after fifty years, to work to bring everyone to the same level-Jubilee.

Fourthly, faith demands progressive practices like united effort (cooperatives) based on love, trust, integrity and hard work

Fifth, these factors can strengthen governance and management. As a manager that practices what I have highlighted above, I find no pressure at all to cut any corners. I am willing to lose opportunities to a competition that will bribe, because the Lord will open the right doors.

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**I Thank you for this great
opportunity you gave me**

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