

LEADERSHIP AND TEAM BUILDING

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Article 2: Power and Delegation

What Is Power?

“Power” implies a broad physical influence, a sort of hypnotic power to influence behaviours, and it is not always the appointed manager who has this “power”. The person with power exerts a strong personal influence on others, an influence sometimes referred to as “charisma”. The democratic leader who understands people and their behavior will have a sort of power over them, and he can influence their judgments to such a degree that they will come to accept his views as their own. He plays his role in accordance with the rules laid down and submits easily to external forces.

Which Are The Different Types of Power?

The Legitimate Power:

This refers to the authority that the organizations grants to a particular position. Thus a manager has the right to compel subordinates to perform their duties and to dismiss them if they do not perform accordingly. Legitimate power is, therefore, the same as authority. The fact that a manager does have legitimate power does not necessarily make one a good leader.

The Power To Reward:

This is the power to give or withhold rewards. Such rewards may include a salary increase, bonuses, recognition, or interesting assignments. The more rewards that a manager may confer, and the more important these rewards are to subordinates, the greater will be his or her reward power.

The Coercive Power:

This is the power to enforce compliance through fear, either psychological or physical. Criminal gangsters often exercise this power through physical violence. These are certainly no question of physical violence in contemporary organization, but psychological or emotional fear of dismissal or social exclusion from a group is a kind of power that management cause to bring pressure to bear on their subordinates.

Referent Power:

This refers to personal power and somewhat concept. In this situation, subordinates follow their leader simply because they like, respects, or identify with him or her. In other words, the leader’s personal characteristics make him or her attractive, such a leader is said to have “charisma”

The Expert Power:

This is power based on knowledge and expertise. A leader who possesses it has special power over those who need this knowledge or information-the more important the information, and the fewer the people who possess it, the greater the power of the person who commands it.

Remember!!

A manager who possesses all five kinds of power is a strong leader. However, not only managers or leaders have power, subordinates also possess power. Managers, for instance, sometimes depend on their subordinates for information; a subordinate may have social influ-

ence, over others whose cooperation is needed, or a subordinate may have ability to perform a specific task.

Managers should therefore realize that subordinates also have power, and they should use their own power judiciously and only to the extent necessary to realize their goals. Effective managers use their leadership or power in a way that maintains a healthy balance between their own power and that of their subordinates.

What Is Delegating?:

It is subdividing a task and passing a smaller part of it to a subordinate together with the necessary authority to execute it. Leaders bear the responsibility for performing task according to orders, and it is their duty to account for their action. Subordinates can accept responsibility for task and account for themselves only if management delegates enough of the right sort of authority to them.

Good delegation saves you time, develops your subordinates, grooms a successor and motivates.

Poor delegation will bring to you frustration, demotivates and confuses the other person and fails to achieve the task or purpose itself.

Effective delegation is actually crucial for effective succession. The main task of a manager in a growing thriving organization is ultimately to develop a successor. When this happens everyone can move on to higher things.

When it fails to happen the succession and progression becomes dependent on bringing in new people from outside.

A simple delegation rule is the **SMARTER**. It’s a quick checklist for proper delegation. Delegated tasks must be:

- v Specific
- v Measurable
- v Agreed
- v Realistic
- v Time bound
- v Ethical (Exciting or Enjoyable).
- v Recorded

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ern Africa is a trade mark of imperialist puppets like Unita and Renamo with which Hidipo strategised in Belgium last year how to bring about a regime change (and to be messenger boys?) (Namibia Today 8 Oct. 2010).

I repeat, “Africa is not only challenged by external enemies; it also has an elaborate catalogue of internal demons to deal with. There is a group of false saviors; who have a self-fulfilling agenda meaning Africa’s success is a cheaply traded commodity, which is ascended by ego and personal gain. One example of this is those who are agents of contempt and hate politics. Their bases for success are people’s emotional vulnerability. These people’s aim is to poke internal

fires and burn Africa by its strongest element of diversity. The fruit of this is suspicion, thus people are unable to unite and honestly challenge, collectively, Africa’s problems. Let us advance the view that it is possible for a pluralism of cultures to exist in unity in diversity without hierarchy which demands cultural equality and respect.”

As surely as I can recall that vision I saw fourteen years with Founding Father as a good shepherd leading from the front carrying a banner and followed by the two Former PMs, a woman dressed in full party colors with her two fits in the air symbolizing the SWAPO’s trademark ‘Mannetje’ symbol and a sea of people waving flags and Hidipo leading from the sides and dressed in military attires with a cap saluting a platoon of marching soldiers

like his cap written “get Smart” as if saying “be cunning”, while the current PM Angula was in the middle of the two groups on top of an unfinished building or house without a roof saying “let’s build”. As I was reminded to read 1 Corinthians 1:1 and heard that voice asking “who shall we send?” I replied, “Send me” (even as ‘a messenger boy’) (Isaiah 6:8; Jeremiah 1:4-12; Ezekiel 1, 2 & 3). That vision reminds me of the biblical Adonijah’s Conspiracy and Shimei insulting the anointed King who was even betrayed by Abiathar the priest and the cousin Army General Joab who killed Abner and Amasa, the two commanders of the army, killed as if they were enemies in a war (1 King 1, 2&3) but King David still had three of his best men and thirty mighty warriors (2 Samuel 23).

High unemployment rate “new normal” for U.S., says Stiglitz

By Xinhua writer Yang Lei

NEW YORK, — Even if U.S. economy manages to grow, it will be too slow to provide enough jobs needed and high unemployment rate will be a new normal for Americans, said Nobel laureate Joseph Stiglitz on Wednesday.

Speaking at the 7th World Business Forum, an annual symposium regarded as the world’s most influential management forum, in New York, Stiglitz warned that the U.S. economy is “still not out of the woods yet” and even risks slipping into a Japanese-style malaise. Asked how he sees conditions one year from now, Stiglitz said that the economy probably is not going to be a disaster, and there may be positive growth. But, he continued, the growth will be too slow compared with demand for jobs, and the unemployment rate will possibly stay above nine percent, or even ten percent.

“Much higher unemploy-

ment is the new normal,” he said.

Although the recession officially ended in June 2009, as the U. S. National Bureau of Economic Research announced last month, main street has not experienced the comeback as their Wall Street counterparts, and jobless rate has remained at record-high levels.

Economists are expecting zero jobs growth and an unemployment rate inching up to 9.7 percent from 9.6 percent in the most-watched September jobs report, which is scheduled to be released this coming Friday.

Unlike many who criticized the Obama administration’s stimulus measures, Stiglitz said the first stimulus package did work, helping prevent unemployment rate from soaring to 13 percent. But it was too small and was not well-designed, Stiglitz said.

The noted economist, who had raised doubts on the Federal Reserve’s actions in reviving the economy, said again on

Wednesday that the U.S. central bank is “creating chaos” with its rate policies.

He said the central bank has flooded the market with liquidity, but that money isn’t flowing into domestic investment in the United States. Banks are using the money to repair still-damaged balance sheets or funneling cash elsewhere in the world looking for better returns on investment, he said.

Stiglitz ruled out the possibility that he would take over Lawrence Summers’ role as the head of the National Economic Council. He agreed that the White House, which has been criticized for employing too many academics, needs more business people.

“You need both,” he said. “Academics have had time to think about the big problems facing the economy, but business knows the real problems facing the country now.”

Appointing someone from the business community as President Barack Obama’s chief economic advisor would be a good start, Stiglitz said.

The goal of that job is to act as the gate-keeper for the president, vetting ideas from many different agencies, and the ability to have input from both business and academics is critical, he said. (Xinhua)

Russia to continue contacts with West on missile defense cooperation

MOSCOW, — Russia will continue contacts with the United States and NATO on the issue of missile defense cooperation, Russian Deputy Foreign Minister Alexander Grushko said on Wednesday.

Commenting on the agenda of the upcoming Russia-NATO summit in Lisbon, Grushko said any possibilities of missile defense cooperation “will be discussed.”

“NATO Secretary-general

Anders Fogh Rasmussen has put forth an initiative (on the creation of a joint missile defense system) and it is now being studied thoroughly,” the diplomat told journalists on the sidelines of the Munich Security Conference held here.

“We’ll continue contacts with American partners and NATO countries on this issue in the short term,” he added.

The minister said the first

meeting of the Russia-NATO Council would focus on all spectra of challenges and threats, the fight against terrorism and counteraction against piracy.

Russian President Dmitry Medvedev announced on Tuesday that he is going to attend the NATO summit in Lisbon on Nov. 20 to accommodate and develop dialogue between Russia and the transatlantic bloc. (Xinhua)

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