

Management

[Business](#), [Management](#)



Introduction

While working as an asset management team leader in an asset management company, I have come to notice reluctance by managers to delegate responsibilities to their team members and juniors at the workplace. The failure by managers to delegate contributes greatly to organizational ineffectiveness. The managers fail to provide their subordinates with opportunities to grow in their careers as there are no chances of familiarizing themselves with higher duties and responsibilities.

Expectations and reflection

Lack of delegation results to reduced morale and confidence in the subordinates which make them less enthusiastic to learn. Low self esteem among such workers reduces their innovative and creative abilities in coming up with workplace solutions. This slows the overall growth of the organization which puts the work of the other managers and the entire organization at risk. It is imperative for adequate knowledge to be obtained which provides solutions to the problems that befall organizations due to lack of leadership knowledge in managers. Knowledge will impart stewardship behavior in managers and team leaders. This makes them have the willingness and initiative to be held accountable for the well being of the entire organization. They will acquire behaviors that make them concurrent, collective, collaborative and compassionate (Raelin 2003) towards their colleagues and understand that they must operate to serve not to control those who around them. Obtaining such knowledge will be essential to the organization since it lays the foundation for followership. Creation of strong followers is essential

since organizations today are adopting more flattened structures. The information age has created many avenues of getting information on an organization which was previously the preserve of managers. The dividing line between managers and followers is therefore becoming smaller. For maximum organizational performance, leaders must give more room to the followers. This is through encouraging them to generate views and opinions that address the pervasive problems that may be facing the organization. It enables leaders to capitalize on the creativity and industry of their followers which leads to success.

Realization of need for delegating mechanisms for an organization cultivates the culture of stewardship in the organization. Managers realize that they have a stewardship role to play in the organization which includes effective management of the human resource. Collective leadership is a key stimulant for realization of talents and abilities in the organization which can be deployed to more suitable roles. This enhances effective utilization of the resources which an organization has leading to realization of set goals and objectives. Collective leadership leads to redesigning of the corporate culture so that it can align to new plans and goals. This is because for success to be realized an organization must have an identity, goals and objectives and ways to arrive at these goals. An organization's success can only be guaranteed if in addition to strategy and culture, it embraces collective leadership (Heifetz 1998). It is what aids managers to drive effective actions in their companies by embracing seamless interactions with their subordinates.

Conclusion

Collective leadership utilizes the different talents and capabilities possessed by every individual. This drives sustainability in an organization and enhances effective succession planning. The organization does not suffer greatly if it loses one of its members since most roles are executed by teams. The teams share responsibility for success of events and every one is proud of recognition unlike individual performance which ignores the contribution of followers who are the majority and do most work. Leadership must be understood as a collective and involving process. Leaders have a duty to follow their subordinates since they are the ones mostly involved in execution of most duties. It allows to talent identification and management.