

Are You a Boss Who Is Unable To Grant Power?

ANN ARBOR—Managers who fail to delegate responsibility to others usually do not understand their position, or overestimate their own ability, or are insecure in their jobs.

Charles C. Gibbons, administrative consultant in the president's office of the Upjohn Company, cites three alternatives in the current issue of Michigan Business Review, published by The University of Michigan's Graduate School of Business Administration.

Unless a manager understands clearly what his responsibility and authority are, he will not be a good delegator because he can delegate only those functions which have been assigned to him, Gibbons point out.

The manager who fails to delegate may be an egotist who truly feels that he can perform the work better than any of his subordinates, the author adds.

"It may actually be true that he can perform each task better than anyone else, but it does not follow that the egotistical manager can get as much done as the entire work group could if their activities were properly coordinated," he writes.

Although on the surface such a manager appears to be self-confident and egotistical, such behavior is really a mark of insecurity, Gibbons says.

"Many managers fail to delegate because they are afraid their subordinates will make some mistake for which the manager will be criticized. To delegate properly a manager must be secure and must be confident that he can solve any problem which a subordinate may create."

Insecure managers, he adds, may fail to delegate because they are afraid of not being essential, because they feel more comfortable in routine duties rather than managerial planning.

Gibbons, a former industrial psychologist and director of personnel research with Owens-Illinois Glass Company, offers eight suggestions to managers who wish to improve their performance in delegating authority and responsibility to their subordinates.

1. Be sure you and your

boss agree on what your job is. Unless you have a clear idea of what your authority and responsibility are, you cannot delegate.

2. Be sure your subordinates understand what you expect of them. The simplest way is to tell them what authority you reserve for yourself and that all other authority is theirs.

3. Prepare written policies which your subordinates can use to guide their decisions. Sound policies enable confident decisions.

4. Be humble enough to admit that someone else may be able to do the job as well as you can. Even though you may be more capable than any one of your subordinates, you cannot outperform them all.

5. In organizing your work group, have a large number of subordinates directly responsible to you. A "flat" organization eliminates unnecessary levels between manager and the rank-and-file employees.

6. Make your subordinates responsible for accomplishing certain results rather than performing certain activities.

7. Reward the men who get things done. The rewards for being right must always be greater than the penalties for being wrong.

8. Distinguish between the urgent things you have to do and try to spend more time on the important ones. So much of a manager's working time may be consumed in performing the urgent tasks which clamor for attention that he has little time left to do the important things.

Westland Ok's Industrial Park Plan

A plan for the Nankin Industrial Park, the community's first, gained quick approval from the Westland City Council last week.

The park at Newburgh and Palmer Roads will be developed by the Lehn Corp., Detroit, which owns the 120-acre site, bisected by the C & O Railroad tracks.

Included in the approval was the company's agreement to install sidewalks on its property when the planning commission determines the need.



WESTLAND'S CITY HALL displays one of the most attractive Christmas lighting scenes in the county as long as the footprints in the snow leading up to the building were lit. Trees in front of the building were sprinkled with strings of lights, resulting in a striking scene for many motorists on Ford Road who pulled over to the shoulder of the road to get a closer look.

Westland Forms Group To Plan Seal, Motto, Flag

A committee to draft a resolution 6-1 with Councilman Henry Lundquist dissenting, the City Council members on the committee serve as chairman.

On the suggestion of Councilman Justine Barns, the council adopted her proposed

resolution 6-1 with Councilman Henry Lundquist dissenting. Mrs. Barns' prepared resolution forming the nine-member group was changed to allow the committee to pick its own chairman. Mrs.

Barns originally proposed for Westland's first anniversary as a city next May 16. Councilman John Markes agreed with the "intent and idea" of the resolution but questioned having the council representative serving as chairman.

Westland Seeks Bids On New Road Grader

Westland's City Council authorized Finance Director Bill Engle last week to get bids on a \$25,000 motorized all-purpose road grader.

The council was told by Mayor Thomas Brown that the machine, to be used by the city's Department of Public Service, could be used year-round for road grading, snow removal, and for making new ditches or cleaning out existing ditches.

Brown urged the council to act that night "to give proper maintenance for local roads for which the city is receiving state funds for."

The mayor also said that there are two ways to obtain the machine—outright purchase or on a lease-rental basis with installment payments made over a four-year period.

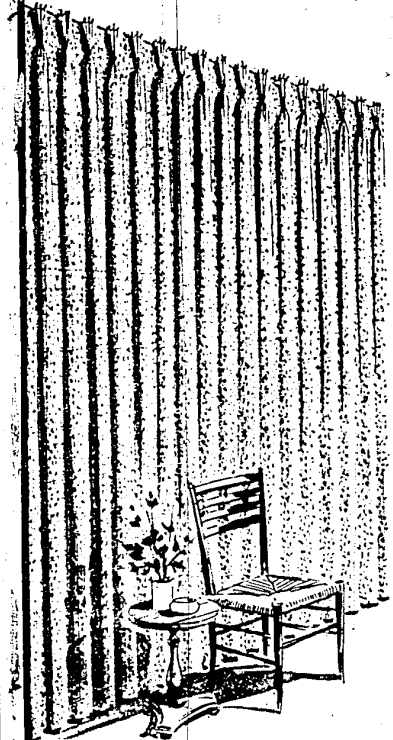
Engle said that the city has enough funds to buy the grader outright.

Although the city is looking for just one grader, Councilman William Anderson asked about the possibility of buying two graders since the city has 59 miles of roads to maintain.

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Congressman Ford's Staff Plays Cupid

Even though Congress is out of session until early January, Congressman William D. Ford (Democrat-15th District) and his staff still find themselves busy trying to solve the many and varied problems of 15th District residents. Ford's district includes Westland and Garden City.

These problems usually cover such items as Social Security payments, hardship discharges from the Armed Services, and immigration difficulties.

Sometimes, however, Congressman Ford encounters problems which do not fall into these ordinary categories. Recently, for example, he found himself playing the role of Cupid between two young teenagers.

It all started when Ford received a letter from a 14-year-old Romulus boy, who asked the congressman to help him find a "very attractive girl" whom he had met last August at a birthday picnic held in Romulus to honor Congressman Ford.

The girl's name was Becky, the youth explained, and her father was in charge of the picnic. They had exchanged addresses, and she had apparently lost his, for he had not heard from her.

"I know you are not a detective bureau," the boy wrote, "but please try and help me."

The problem turned out to one of the easiest ever encountered by Ford's staff. The girl was quickly identified as Becky Rathbun, 13-year-old daughter of Ford's administrative assistant, Frank Rathbun. The Rathbuns had spent the summer in Taylor Township, but returned in August to their home in Fairfax, Virginia.

Congressman Ford sent Becky's address to her young admirer in Romulus, and suggested that he write to her. "I am sure she will be pleased to hear from you," he wrote. Then he added, "I certainly wish all the problems of my constituents were as easy to solve as yours has been."

Members of Congressman Ford's Washington staff added a silent "Amen" as they returned to the problems of Social Security, Armed Service difficulties, and Immigration.

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