

At the end of the chapter, you are expected to:

1. Explain the methods for effective delegation.
2. Analyze how to deal effectively with people.
3. Describe the role of the leader as teacher and developer of people.



EFFECTIVE DELEGATION

The effective leader is an arithmetic artist, subtracting and dividing when less can be more, adding and compounding to achieve a greater good. In this way, the leader enlists and energizes and improve the effectiveness of the group. Consider the case of Microsoft's **Bill Gates** and the ability he has shown to multiply his effectiveness through the efforts of others.

According to Bill Gates, "Develop your people to do their jobs better than you can. Transfer your skills to them. This is exciting but it can threatening to a manager who worries that he is training his replacement. Smart managers like to see their employees increase their responsibilities because it frees the managers to tackle new or undone tasks."

Successful leadership means picking the right people for the right assignments and developing them. These followers are not clones of the leader, but are people who have talents that may be dormant or underdeveloped.

Effective leadership involves seeing qualities in others unknown to themselves and treating others in a way that brings out their best. The effective leader uses the multiplication key — the ability to delegate — to develop others and achieve more success than would otherwise be possible.

If you have doubts as to the importance of delegation, consider that the life span of most businesses is one and a half generations. The pattern is this: A person starts a business, and it lasts through his or her working lifetime. It takes successors only half a working generation to put the company out of business.

The question is why? The answer is failure to develop people because of failure to delegate power. By withholding authority, leaders guarantee that their companies will have short life spans. When the leader is unable or unwilling to develop others through effective delegation, no provision is made for continuation of the business and its lasting success.

In today's downsized, fast-paced, and high-tech workplace, delegation is not only advisable but also necessary for success. All employees need to be involved if the full value of their skills is to be realized.

There are two ways of exerting leadership strength: One is pushing down through intimidation; the other is pulling up through delegation. Pulling up through delegation is infinitely more effective, and it is the chosen approach of the successful leader.

There are many reasons leaders fail to delegate. Some do not know how. Others do not think their employees will do the job as well as they themselves will. Others do not trust

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Bruce Reinhart

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Table of Contents Multiplying Management Effectiveness

1. Understanding the eBook Multiplying Management Effectiveness
 - The Rise of Digital Reading Multiplying Management Effectiveness
 - Advantages of eBooks Over Traditional Books
2. Identifying Multiplying Management Effectiveness
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Multiplying Management Effectiveness
 - User-Friendly Interface
4. Exploring eBook Recommendations from Multiplying Management Effectiveness
 - Personalized Recommendations
 - Multiplying Management Effectiveness User Reviews and Ratings
 - Multiplying Management Effectiveness and Bestseller Lists
5. Accessing Multiplying Management Effectiveness Free and Paid eBooks

- Multiplying Management Effectiveness Public Domain eBooks
- Multiplying Management Effectiveness eBook Subscription Services
- Multiplying Management Effectiveness Budget-Friendly Options

6. Navigating Multiplying Management Effectiveness eBook Formats

- ePUB, PDF, MOBI, and More
- Multiplying Management Effectiveness Compatibility with Devices
- Multiplying Management Effectiveness Enhanced eBook Features

7. Enhancing Your Reading Experience

- Adjustable Fonts and Text Sizes of Multiplying Management Effectiveness
- Highlighting and Note-Taking Multiplying Management Effectiveness
- Interactive Elements Multiplying Management Effectiveness

8. Staying Engaged with Multiplying Management Effectiveness

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers Multiplying Management Effectiveness

9. Balancing eBooks and Physical Books Multiplying Management Effectiveness

- Benefits of a Digital Library
- Creating a Diverse Reading Collection Multiplying Management Effectiveness

10. Overcoming Reading Challenges

- Dealing with Digital Eye Strain
- Minimizing Distractions
- Managing Screen Time

11. Cultivating a Reading Routine Multiplying Management Effectiveness

- Setting Reading Goals Multiplying Management Effectiveness
- Carving Out Dedicated Reading Time

12. Sourcing Reliable Information of Multiplying Management Effectiveness

- Fact-Checking eBook Content of Multiplying Management Effectiveness
- Distinguishing Credible Sources

13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development

- Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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