

Research on the Application of Authorization in Modern Enterprises

Xiaozhu Wang^{1, a *} and Yingqiao Ma^{2, b}

¹Dalian Neusoft University of Information, Liaoning, Dalian 116023, P.R. China

²Dalian Neusoft University of Information, Liaoning, Dalian 116023, P.R. China

^awangxiaozhu@neusoft.edu.cn; ^b mayingqiao@neusoft.edu.cn

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Abstract. This paper introduces the basic characteristics of authorization, such as the reason, mode, object, opportunity and content of authorization, and expounds the important role of authorization in modern enterprises from three aspects: the control of authorization and some basic knowledge of authorization. The purpose is to explore and study the construction of a reasonable organizational structure for modern enterprises in China.

Introduction

Does authorization require justification? The answer is YES. Firstly, business decision-makers and managers should give themselves a reason. It's hard to give others the power they have been fighting for so many years. You really feel that the desire to control has been beaten. Secondly, give your supervisor a reason. After authorization, the hard-faced head will think that you are lazy and shirk your job on the pretext of laziness. In fact, the most important reason is that whether you like it or not, authorization has jumped from the textbook to your desk, your style of solo chivalry has no longer adapted to the development of the organization, the era of authorization has come, you have no choice!

Why to Authorize

Why authorize? Because authorization has many advantages. By arranging work and tasks reasonably, managers can spare more time to complete the necessary management work. Employees will be more active, confident and enthusiastic, and they will be less stressed.

Increase your time. Managers generally complain that trivial and short-term operational tasks do not allow them enough time to handle important and long-term tasks. If all managers mistakenly assume routine tasks without delegating them to their subordinates, the long-term actions and high-level activities such as strategic planning, control and training of the entire team and organization will be affected. In order to have more time for themselves and to make the team and organization develop healthily and benignly, managers must delegate more daily work to their subordinates. In addition, the more authorized you are, the more experienced your employees will be, and the shorter the time it takes to explain tasks to them.

Relieve stress. Managers of companies have to do their work under high demands, which greatly increases the pressure they are under, making them seem usually so busy, with papers piled on their desks, tight schedules, and even in a hurry when they walk! Is that the picture of all the top executives of the company? No. A really good supervisor should always give people a sense of orderliness and ease. The best way to get managers to clean up their desks and daily work quickly is to delegate authority. Really effective delegation not only reduces the pressure of the delegator, but also benefits the delegated and the whole team or department. Before delegating authority, carefully consider the requirements of the task and assess candidates' abilities truthfully.

Authorization to motivate employees. The sense of achievement is the main factor for every employee's job satisfaction. Effective authorization can enhance employees' sense of responsibility, thereby improving their job satisfaction and self-worth. Authorization is authorization, which can promote the better work of employees. Only at work can employees acquire competence, experience and confidence. If a team has a perfect organization, each employee can clearly delegate

their responsibilities, and have the skills and resources to effectively accomplish tasks, then employees can achieve the best performance and the highest enthusiasm for work.

The Cost of Not Authorizing. Authorization takes time to organize and prioritize work, but it is more expensive not to authorize. Team leaders who do not or do not delegate seem to be at a loss when dealing with things, but also spend a lot of time on minor things every day. This will lead to senior executives working overtime all day, while employees have nothing to do and low morale, thus slowing down the basic work process, poor quality of work, and delayed deadlines. The combination of all these factors will have a negative impact on long-term performance and team efficiency.

Who to Authorize

After deciding to delegate, the next question to ask is, "Who do I delegate to?" "Man is the source of all wealth." Many managers often talk about it, but sometimes they can't associate it with their subordinates in any way. When you think about the right person to delegate, do you think so? Let's ask ourselves a few questions first.

What kind of expertise and experience do they have?

- What special abilities do they have?
- What are their interests?
- What are their shortcomings?
- Will they have a good team?
- What aspects of their work ability is stronger?
- Do they know about authorization?
- Can they accept incentives and delegated work?

When choosing authorized candidates, your understanding of subordinates is directly related to the success or failure of authorization. The above issues are very important. When you have a full understanding of your subordinates, you can reduce costs and ensure the smooth process of authorization.

Types of employees. An effective way to learn about employees is to categorize them regularly, which will help determine what forms of supervision and authorization are available, categorize specific people and jobs at specific times, and keep in mind that people will grow over time.

(1) Veteran soldiers and able captains. They have a high level of professional knowledge and enthusiasm for their work. They are your ideal authorized candidates. You can give them the whole job, but also give them more freedom of movement than others, because the more capable employees they are, the more they resent their control. The more skilled employees you have, the smoother your delegation will be.

(2) Rule-abiding employees. They usually do not perform very well, have medium or higher professional knowledge, and sometimes have to provide them with additional motivation, because they lack flexibility and creativity, and work enthusiasm fluctuates. You should know who these people are, and then constantly improve their motivation, guide them to set goals, they have a high understanding of the instructions, they will use the corresponding professional knowledge to work, as long as you give some guidance, they will quickly adapt to authorization.

(3) Novices. Novices are very unfamiliar with the job they are going to do. They are very motivated because they are interested in learning new skills. You authorized them to show your trust in their skills. The only difficulty is that they don't know anything about the job and don't know how to do it. So despite their high enthusiasm for work, they lack the necessary knowledge and skills. You don't need to encourage them extra, but you need to take time to train them in workflow.

Keep in mind that in the process of delegation, the key is not who is competent for the job, but who can do it better. This will help improve your management skills. If you are working on training inexperienced people, your "management" will soon improve. If you have an expert and experienced team, your coordination will be the highest. As a delegator, you should now be aware

of your strengths and weaknesses.

How to Authorize

Efficient authorization is the ability to choose the right authorization mode in a certain environment, which is also a kind of ability of the authorizer. Different ways of authorization should be used for different people, and different ways should be used for different tasks of the same person.

Managing + supervises. This is a low degree of freedom authorization method, and the authorizer will make detailed work execution plans. They give certain orders to the authorized person and closely monitor the progress of the work, which means informing everyone of the tasks at each stage. Authorized employees have no decision-making power in the way they complete their work. Authorizers never explain why the work must be done in this way rather than that way. This is suitable for inexperienced novices, who need to convey to them the tasks of each stage. When some managers use this method, they should pay attention to changing the way as the novice becomes an experienced old employee, otherwise this method will lead to the loss of enthusiasm of employees.

Coaches. A good coach usually doesn't tell you how to do it, but lets you find a way to solve the problem by yourself. They will always pay close attention to you. They will give support and help when they think they need it. Coach-type authorizers usually don't give mandatory orders. They will explain the tasks and then let employees do it step by step. Employees have more freedom to plan in a normal way, and the authorizer will ask the person in charge of the work. Discussions and agreements will also be made with employees on working methods. Authorized employees and teams need to devote a lot of energy. Employees should be aware that they need to provide additional help and support in case they need to provide effective help when they need it. This method is suitable for those who follow the rules.

Waiters. The waiter's method is suitable for your top soldiers. You just need to show them the direction of work, without telling them the clear working methods. Employees under control have great freedom to delegate authority, but they have to report the results of each phase and the next work plan. Usually, you don't need to give them support and advice, because they can do their job well.

For many controllers, it's a challenge to choose the best way to delegate authority to different jobs and individuals. If you add up all the delegated work and delegates, the huge workload may be daunting. Even if there are only three employees and four jobs, you have 12 different ways to delegate authority. If you ask your boss for help, you are often told, "Choose the best way to control power." The way, that's the secret"- the perfect answer, but it's useless. A simple and fast combination model will give you the right choice.

What to Authorize

Before delegating, you need to figure out what tasks to delegate and what needs to be done by yourself. So let's do a job analysis first.

Table 1 Task List

Work/activity	Monthly time spent	Can it be authorized?	Action
Example: "Resource archiving"	30 Minutes	Yes	Give it to assistant
1			
2			
3			
4			

In the taskbar, please write down every task or activity you are going to perform or participate in in a month, including everything you can think of. Remember, this form is for you to see, must be honest, if your memory is not good, you can check the calendar, ask colleagues, look at documents, turn over the information on the table, so that your form as comprehensive as possible,

even if you play games every day should include. Then estimate the time spent on each task or activity each month. It may be difficult to predict the time required for some tasks, but try your best. Then, write down "can" or "can't" according to your own understanding of authorization. Don't be anxious to get a thoughtful answer, then work out a practical plan of action, and then what? Act now!

There are few universal ways to decide which jobs can be delegated, and what exactly needs to be delegated?

Authorize those daily and necessary tasks. You have done these jobs over and over again, and are required by your company's routine tasks. You have a good understanding of them. You know the problems in these jobs, their uniqueness and the details of the specific operation. They are the easiest tasks to delegate, because you know them so well that you can easily explain them clearly and then delegate them to others. A Department Manager of an international company is invited to a luncheon organized by a local industry authority every month. This luncheon is mainly for social purposes. Once he takes his assistant to attend and finds that his assistant can handle it freely. The manager suddenly realizes that this is a task that only needs to be "done" rather than "planned". So he called his assistant to explain the role of the party and he was eager and keen to have such an opportunity to meet his colleagues in a very professional environment. This is a model of successful authorization.

Authorization of professional matters. Will you operate on your family? If you're not a doctor, it's impossible, so everyone is ignorant in some ways, just in different areas of ignorance, the same is true in the company, you have to play to the expertise of employees. You're not a superman. Sometimes you need to delegate some routine work to professionals like lawyers, accountants, tax managers and so on. To adapt your needs to the skills of your employees and use their talents, you can spend your time on other things.

Authorize work you no longer need. A sales manager has been attending the same trade fair for several years. He has regarded this task as an opportunity to get away and meet old friends. In fact, he does not need to go to such an exhibition anymore, because any of his sales representatives can do a good job. Are you as addicted to this kind of work as he is, and you are very interested in it, but your subordinates are competent for it?

Authorize development opportunities. As a manager, your primary responsibility is to give your employees opportunities to develop. A good way to achieve this goal is to assign the right tasks to the right people. You understand the responsibilities of your work and the value of certain jobs in helping team members develop. With selective authorization, you can give specific people opportunities for development. A sales manager was asked to give a 15-minute monthly report on his department's current performance, which gave him the opportunity to meet with the company's top managers. So he liked the monthly appearance. However, he knew that the top managers were only concerned with the report itself, not the person who reported it. He also knew that some people in the Department would benefit from such reports. When he talked to them about the possibility of this report, he found that someone was eager to do it. Next, he asked each of the following employees to take turns to report. To his surprise, the senior leaders praised his subordinates for their good performance, and the employees were grateful for the opportunity, and made amazing progress in reporting skills. See, authorization is a win-win thing.

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Although most of the failures of authorization may be due to insufficient understanding of authorization, there are also some things that must be prepared before authorization. Many managers do not have a systematic delegation plan, resulting in improper job assignments or the wrong people. Managers often fall into various traps when delegating authority. So you have to learn how to avoid it, at least when you realize you're in it.

Summary

Based on the analysis of basic characteristics of authorization, such as the reason, object, mode and content of authorization, the author of this paper made a conclusion that the general manager decomposes the strategic objectives into sub-goals and plans in order to achieve the strategic objectives of the enterprise. Combining with the goal decomposition and considering the resources, the general manager decentralizes the powers conferred by the board of directors downward and confers them to the next level, so as to downward to each employee step by step, forming a system of authority and responsibility, which becomes the basis and guarantee for the realization of the enterprise objectives. This paper attempts to explore the application form of authorization management in modern enterprises from the essence of authorization management.

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