

Delegation Skills: Responsibility and Accountability Levels

Level	Statement	Description: The concept of “delegated freedom”
1	‘Wait to be told’ or ‘Do exactly what I say’ or ‘Follow these instructions.’	<i>This is instruction. There is no real delegated freedom here.</i>
2	‘Look into this and let me know the situation so that I can decide.’	<i>Asks for investigation and analysis but no recommendation. The delegator retains responsibility for assessing options prior to making the decision.</i>
3	‘Look into this and tell me the situation. We’ll decide together.’	<i>Encourages and enables the analysis and decision to be a shared process, which can be very helpful in coaching and development.</i>
4	‘Tell me the situation and what help you need from me in assessing and handling it. Then we’ll decide.’	<i>Opens the possibility of greater freedom for analysis and decision-making. Again, helpful in growing and defining coaching and development relationships.</i>

Source: The Delegation Pocketbook Jon Warner



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5	'Give me your analysis of the situation (reasons, options, pros and cons) and your recommendation. I'll let you know whether you can go ahead.'	<i>Asks for analysis and recommendation, but the delegator checks the thinking before deciding.</i>
6	<i>You decide and tell me your decision; wait for my go-ahead before proceeding.'</i>	<i>The other person is trusted to assess the situation and options, and is probably competent to decide and implement. For reasons of task importance, or competence, or externally changing factors, the delegator prefers to control the timing.</i>
7	'You decide and let me know your decision, then go ahead unless I say not to.'	<i>This subtle increase in responsibility saves time. The default is now positive rather than negative. This is a very liberating change in delegated freedom.</i>
8	'Decide and take action – let me know what you did (and what happened).'	<i>This level, as with each move up the scale, saves even more time. It also enables the delegator to follow up the effectiveness of the delegated responsibility, which is necessary when people are being managed from a distance or are more hands-off.</i>

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