

## **Delegating Authority**

Numbers 1 and 5 are used when one person is solely responsible for making the decision.

1 – I am making the decision

5 – You are making the decision.

Numbers 2, 3, and 4 are used when more than one person is involved in making the decision. The range of numbers clarifies where the final decision rests.

2 – This is close to 1. I am going to make the final decision, but I expect you to question, share, challenge me so that I am fully informed in my decision making.

3 – This reflects consensus decision making. We talk until we agree or agree to go along with reservations.

4 – This is close to 5. You are going to make the final decision, but you should expect me to question, share, challenge so that you make a fully informed decision.

Very few decisions are typically made at 3. Most decisions are either 1, 2, 4 or 5.

Failure to clarify delegating authority levels typically leads to over-functioning or under-functioning behavior.