



Authority

- ❖ The legal power given to a commander or other leader to perform her or his duties
- * Authority comes to a person usually by virtue of the position they hold. Certain positions have certain authority.



Responsibility

- An expectation from a person higher up in the chain of command to get a task accomplished.
- The army now defines this as "the obligation to carry forward an assigned task to successful completion" (see FM 6-22)



Authority and Responsibility go Hand in Hand

- With authority comes responsibility to get tasks accomplished
- Responsibility requires a leader to act with authority to accomplish assigned tasks



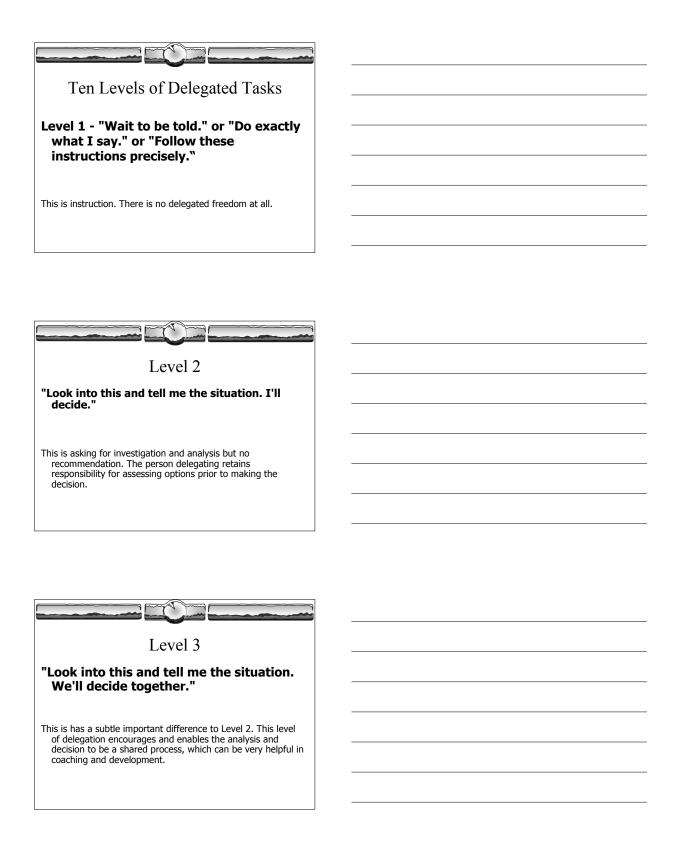
Delegation

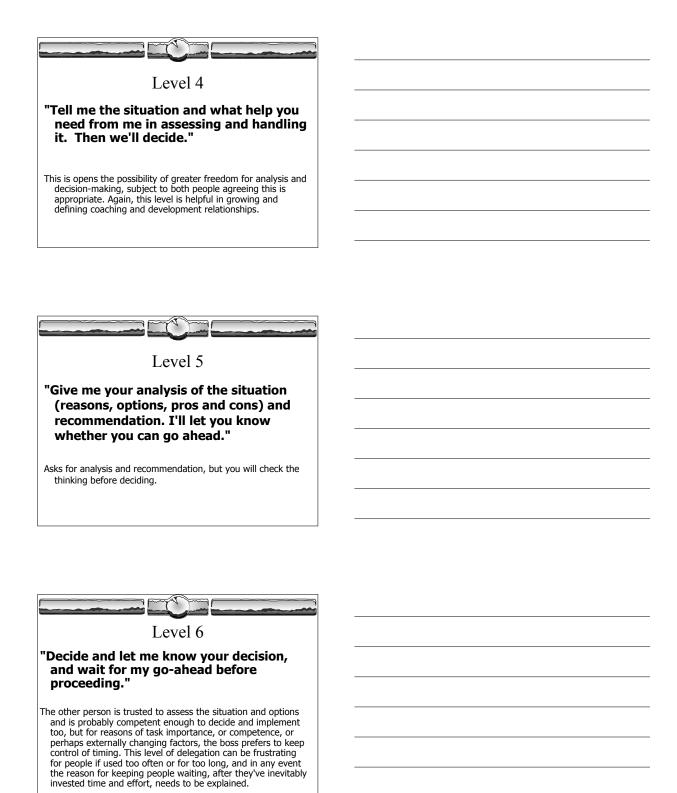
- Legally, a leader can delegate authority to a subordinate to accomplish a task, but the ultimate responsibility remains with the higher level leader
- We say, "you can never delegate responsibility" which is technically true, but good leaders still develop a sense of responsibility in their subordinates to get a job done. The higher level leader remains ultimately responsible, but the subordinate leader should feel a sense of responsibility for getting the task accomplished

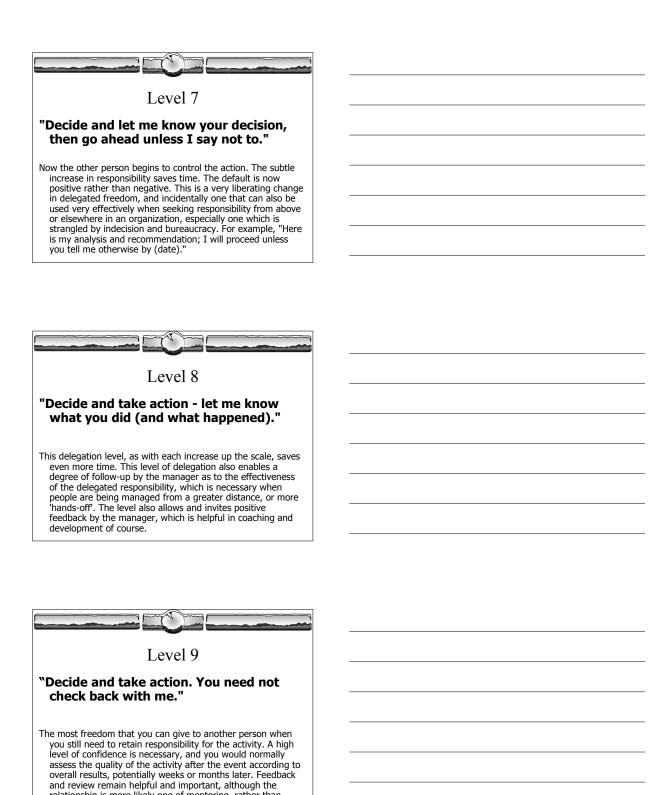


How do You Delegate?

- ❖ Delegated tasks should be SMARTER:
 - * Specific communicated clearly
 - Measurable it will be clear whether the task has been accomplished
 - ❖ Agreed the subordinate understands the task
 - ❖ Realistic can be accomplished, is not impossible
 - Time-bound can be accomplished in a reasonable time period
 - $\boldsymbol{\div}$ Ethical is not illegal or immoral
 - Recorded written down and agreed to in writing by the leader and subordinate whenever possible







relationship is more likely one of mentoring, rather than

coaching per se.

