

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)

**10 Levels
of
Delegated Tasks**

Level One

**“Wait to be told” or “Do exactly
what I say” or “Follow these
instructions precisely.”**

**10 Levels
of
Delegated Tasks**

Level Two

**“Look into this and tell me the
situation. I’ll decide.”**

**10 Levels
of
Delegated Tasks**

Level Three

“Look into this and tell me the situation. We will decide this together.”

**10 Levels
of
Delegated Tasks**

Level Four

“Tell me the situation and what help you need from me in assessing and handling it. Then we will decide.”

**10 Levels
of
Delegated Tasks**

Level Five

“Give me your analysis of the situation (reasons, options, pros and cons) and recommendations. I’ll let you know wheather you can go ahead.”

**10 Levels
of
Delegated Tasks**

Level Six

“Decide and let me know your decision, and wait for my go-ahead before proceeding.”

**10 Levels
of
Delegated Tasks**

Level Seven

“Decide and let me know your decision, then go ahead unless I say not to.”

**10 Levels
of
Delegated Tasks**

Level Eight

“Decide and take action - let me know what you did (and what happened).”

**10 Levels
of
Delegated Tasks**

Level Nine

**“Decide and take action. You
need not check back with me.”**

**10 Levels
of
Delegated Tasks**

Level Ten

“Decide where action needs to be taken and manage the situation accordingly. It’s your area of responsibility now.”