

**Leadership**

**“Delegating for Success”**



**Tony Swainston Ltd**

[www.tonyswainston.com](http://www.tonyswainston.com)

# Empowerment, delegating and distributive leadership

When delegation occurs in your organisation what happens to the:

- Authority (the way the job/task is done)
- Responsibility (ownership for the task being completed)
- Accountability (being answerable to others)



# Traditional delegating

The “boss” retains authority (the way the task will be done)

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The “worker” takes on responsibility and accountability

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Can result in “micromanaging” and low motivation

Outcome.  
If the task is successfully completed the boss basks in the glory and the worker is given another task.  
If the task is unsuccessfully completed the boss blames the worker who may as a result lose her/his job.

# Delegating through distributive leadership

The “boss” takes on some responsibility and has ultimate accountability

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The “worker” has some responsibility and now has authority (the way the task will be done)

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Generally results in greater motivation

Outcome.  
If the task is successfully completed the boss gives praise to the worker.  
If the task is unsuccessfully completed the boss bears the consequences.  
The worker is still held accountable to the boss but not to the organisation.

# Exercise

## Empowering through delegating and distributed leadership

How can these ideas about the Pareto Principle and delegation be used to empower others?



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