Gobusiness

SECTION IV — LESSON #17

SUMMARY:

In examining principles of godly management, this lesson will help to increase your awareness and understanding in regards to making proper assignments, agreements, and delegations that will engender genuine ownership and trust in those who work for or with you.

MAIN LESSON IDEAS:

- While leadership deals with goals and vision, both internal and external, management deals with successfully executing those goals and visions.
- Why can we only delegate authority and never fully delegate responsibility?

Execution and Delegation
by Dennis Peacocke

I.   Skills of sound management

A.   A working definition of the nature of management is critical.

1.   Leadership primarily deals with the promotion of a powerful vision that unifies and motivates people and organizations.

2.   Management primarily has to do with enabling and monitoring the people and the organization as it fulfills the vision of leadership.

3.   It is vital to understand our role in relationships as a leader or manager and to be in touch with our strengths and weaknesses in both roles.

B.   Some of the attributes of sound management are as follows:

1.   Sound management monitors the clarity of agreements and division of labor assignments.

2.   It attempts to fully utilize the participation and abilities of all the people within the organization.

3.   It attempts to produce a product that reflects the commitments of the people who made it (Toyota v. pre-1990 U.S. autos).

4.   In concert with the leadership function, sound management communicates what

the purposes and values of the organization are and authenticates it in the product produced.

5.   It ascertains if everybody is in line with decisions, and determines if departments are pulling in the same direction. It reinforces the leader's vision! (agreements v. alignment)

6.   The larger or more complex the organization or project, the more management functions are required.

7.   Sound management helps leadership cut the vision into bite-sized and attainable project segments, so as to avoid disillusionment and unbelief in the workers. People are discouraged when they attempt to accomplish tasks beyond their reach in terms of time allotments, scope, or available resources.

8.   Good leadership requires good managers to give clear, honest input, and realistic counsel based on accurate knowledge of the resources available.

9.   Frequent monitoring of goals should secure the necessary course corrections and feedback required to succeed in the project (Prov. 27:12).

10.   Get the facts at virtually any price (Prov. 23:23)!

II.   Issues involved in the delegation of authority

A.   We can delegate authority, but never responsibility!

1.   Whomever I put in charge (authority) remains my responsibility.

2.   Wisdom is found in knowing what to keep directly under your authority and responsibility, and what to release to other people in authority within the organization. Discerning other people's capacity is critical.

B.   Direct and indirect accountability

Direct and Indirect Accountability	
DIRECT ACCOUNTABILITY	**INDIRECT ACCOUNTABILITY**
1. That which is signed by you	1. That which carries your implied consent
2. That which is sovereignly birthed by God in you (vision)	2. That which is birthed in counsel with your input and approval; you may still have responsibility for this if it is under your ultimate control!

C.   Basic rules for delegating a task or project

    1.   Have a clear understanding yourself of the purpose of the task or project, and how it fits into the organization's mission, before you attempt to delegate. Don't delegate jobs if you don't understand what is generally involved.

    2.   Give the job to teams (Matt. 10:5), if possible, but always have one person ultimately responsible to you.

    3.   Give the benefit of your knowledge and experience. Holding onto information and keeping it from "sons" reveals our insecurity—which will be communicated.

    4.   Promote corporeity; insist on people getting accurate resource assessments and time projections.

    5.   Set clear time limits and have project-monitoring authority in place.

    6.   Remain available for input.