

FIGURE 4: THOUGHTFUL VS. CARELESS DELEGATION

THOUGHTFUL DELEGATION

- The delegator thinks through and articulates guidelines or constraints for the decision
- Authority and leadership are transferred to a subgroup
- The most informed people make the decision
- The board accepts the delegated decision without much rework or revision
- Other board members are freed to work on different tasks
- Those making the decision have a high level of buy-in

CARELESS DELEGATION

- Fuzzy or inaccurate guidelines frustrate subgroup members
- The delegator forgets a critical guideline
- The autonomy of the subgroup is undermined by unclear lines of authority
- Board members not included in the process may not support it
- The subgroup can't reach a final decision