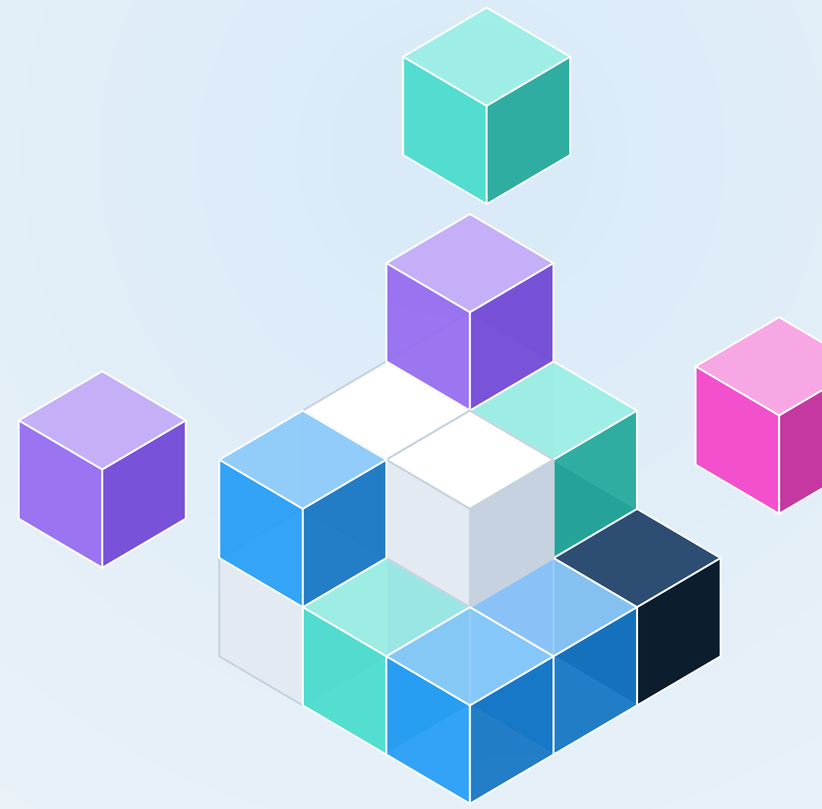
LEADERSHIP & PEOPLE

Delegation Levels



Delegation levels make decision rights explicit: for each decision, leader and team agree how much autonomy the team has, from following instructions to full ownership.

01 THE CORE MODEL

AUTONOMY LADDER · WHO DECIDES?

01 LEVEL 1
Instruct
I decide and tell you what to do.

→

02 LEVEL 2
Consult
I ask for your view, then I decide.

→

03 LEVEL 3
Agree
We discuss and decide together.

→

04 LEVEL 4
Advise
You decide after hearing my view.

→

05 LEVEL 5
Delegate
You decide and inform me afterward.

Decision right
Clarity on who makes a specific decision, not a general mandate.

Guardrails
Limits on budget, risk or scope within which the delegate is free.

Check-in point
An agreed moment to review progress, not to take the decision back.

02 GETTING IT RIGHT

Delegate decisions, not just tasks, and state the level explicitly.

CONTROL — AUTONOMY

DELEGATING TOO LITTLE

- The leader becomes the bottleneck
- People stop thinking for themselves
- Slow decisions at the front line

DELEGATING TOO FAST

- People are set up to fail
- Leader takes decisions back in a crisis
+ Done step by step: fast, owned decisions

03 WORKED EXAMPLE

PURCHASING TEAM · SUPPLIER SELECTION FOR LOW-RISK PARTS

TODAY
Level 2
manager decides

→

GUARDRAIL
Below EUR 50,000
approved supplier list only

→

TARGET
Level 5
buyer decides and informs

→

CHECK-IN
Quarterly review
of decisions and results

04 MANAGEMENT TAKEAWAYS

01
Name the level per decision
The same person can be at level 5 on one topic and level 2 on another.

02
Set guardrails, then step back
Clear limits make it safe to let go.

03
Move up step by step
Raise the level as experience and trust grow.

05 COMMON MISTAKE

LIMITATION
Delegating, then deciding anyway
Overruling a delegated decision without a breach of guardrails destroys trust and ownership.