

## Appendix 1A

### ACCOUNTABILITY, AUTHORITY & RESPONSIBILITY.

In ministry, the only true authority we have is from the Lord. It is NOT an authority due to our position or title, but is an authority evident in our anointing.

There is however, a delegated authority that also needs to be recognised. For example, when a pastor is ordained and placed over a congregation, he has an authority delegated to him both by his denomination leaders and by the church elders who received him.

This often leads to a dilemma, for to whom is he now accountable? His position tends to become political as he acts as liaison between the church and its governing body. Whose interests does he pursue when those of the local church come in conflict with those of the denomination? In almost all cases neither the denomination nor the church have sufficient power to absolutely force their will upon the pastor. No one is really certain to whom he is actually accountable. So, when conflicts arise, pastors tend to become their own man, exercising a false authority – a lone ranger!

Why is it we are so quick to demand our rights, our authority? Maybe we should be emphasising our responsibilities, our accountabilities rather than our authority. **For all three are interdependent.** There is no authority, whether from God or delegated by man, without responsibility and accountability. Many leaders make the mistake of thinking they can delegate responsibility without authority. When a man is given responsibility, he must always be given the authority to carry it out, with power to make decisions – and mistakes. **You cannot delegate responsibility – it always remains yours – but you can delegate authority.**

A pastor has a delegated authority which brings with it a responsibility and an accountability to both his elders and his District Superintendent (or equivalent). His elders have a similar responsibility and accountability to their pastor and to their congregation.

**Accountability is a two-way street – both to those who gave us authority and to those to whom we gave authority.**

When working with volunteers, it is a good policy to make a clear statement of authority granted with its associated accountability and responsibility. E.g.: a Ministry Covenant (see Appendix 2).

## Appendix 1B

### PRINCIPLES FOR EFFECTIVE DELEGATION

#### **A. WHAT YOU CANNOT DELEGATE**

1. Your job. Therefore you need a clear definition of your own job.
2. What you can do.

#### **B. WHAT YOU SHOULD DELEGATE**

1. What you can't do.
2. What others can do better.
3. What you are training others to do.
4. What is not part of your goals and calling.

#### **C. PITFALLS TO DELEGATION**

1. Make sure that the one to whom you are delegating knows he is responsible to do the job.
2. Make sure your instructions are clear and that the task is well defined.
3. Make sure he can do the job, OR, that you are willing to let him fail.
4. Make sure you have given all the needed authority, as well as the responsibility. (It's still yours too!)
5. Try to put what is wanted in the form of a 'goal' which he can own.

#### **D. LEVELS OF DELEGATION - Make it clear.**

1. Do it - and do not report back.
2. Do it - and let me know what you did.
3. Let me know what you intend to do, and go ahead and do it until you hear from me.
4. Let me know what you intend to do, but do not go ahead until you hear from me.
5. Investigate all the available alternatives, and make a recommendation to me about what should be done.
6. Give me all the information available, and I will make a decision.

#### **E. COMMON REASONS FOR FAILING TO DELEGATE**

1. You believe the person will not be able to handle the assignment.
2. You feel you will not have the time to turn over the work and provide the necessary training.
3. You fear competition from the person.
4. You are afraid of losing recognition.
5. You are fearful your weaknesses will be exposed.