

The subject of effective delegation is a continuing managerial concern under the best of conditions and can become even more critical in an environment where experience levels are continuously fluctuating. We therefore draw your attention to the following excerpts taken from pages 24 and 25 of the March, 1971 Bureau of Management Consulting report entitled - External Affairs Headquarters: Relationships and Responsibilities. For the context of our example, "Directors" can be substituted for "Directors General" where appropriate.

"While there has been much talk in the department about 'management', there does not appear to be a universal appreciation of the implication of the word. Management is generally defined as an activity involving planning, organizing, directing, motivating, and monitoring. These functions, it will be perceived, include forward planning, allocating resources, providing guidance, setting priorities, reviewing performance, training, promoting, and if necessary, dismissing. The more senior a person is in the management structure, the more he is expected to be involved in the first activities listed - that is, planning, organizing and directing."

"the Director General who spends much time rewriting drafts himself, who reviews all outgoing correspondence, who reads all incoming communications for his bureau,