

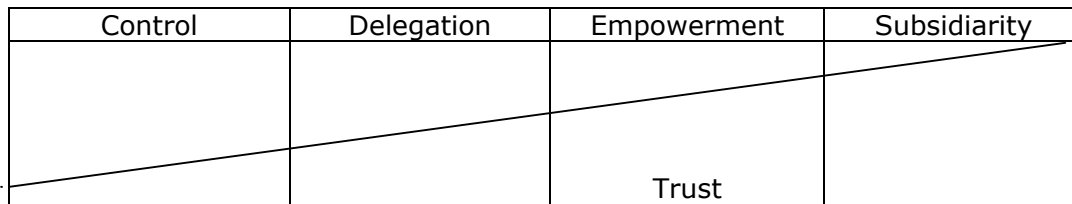
Resource 6: The control-subsidiarity model

Immature

Personal power
Hierarchy
Low trust
Dependency

Mature

Shared authority
Teams
High trust
Interdependency



The movement from control to subsidiarity can be compared to the changing relationship between parent and teenager. At the age of 12 or 13 a degree of control is still possible: 'In by eight-thirty or there'll be trouble'.

By the age of 18 this will have changed to 'What time can we expect to see you?' As maturity grows so the relationship can change with greater trust, respect and responsibility (at least in theory). Organisations and individuals that work through hierarchy and control are essentially immature, and they deny the integrity and value of those that they seek to control. The higher the level of trust is, the greater the level of organisational maturity.

Here are some of the characteristics of each of the stages from the diagram above.

Control

- Involves a rigid hierarchy with strong bureaucratic, mechanistic systems.
- Exercise of formal power.
- Top-down communications with little if any consultation, compliance is required.
- Emphasis on status, privilege and personal symbols of authority.
- Resources are allocated by top-down methods with limited engagement or involvement.
- Outcomes-based answerability.

Delegation

- Formal allocation of tasks, high level of responsibility, limited authority.
- Task and outcomes allocated, limited negotiation.
- Strict accountability.
- Limited discretion or initiative, some feedback and participation.
- Formal consultation.
- Resources subject to limited negotiation.
- Organisational design is based around functional units with a 'span of control'.
- High degrees of specialisation

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Empowerment

- Delegation of responsibility with commensurate authority to act.
- Support through training and coaching.
- Agreed levels of discretion, significant participation in decision-making with distributed accountability.
- Often self-managing teams at this stage.
- The key responsibility of organisational leadership is to set the vision and purpose and then support their implementation.

Subsidiarity

- Federal structure, high levels of autonomy, localised decision-making within an agreed context.
- Control over resources.
- Relationships based on consent and engagement.
- Function of central leadership is to provide support and reinforce core values, vision and purpose.
- High levels of trust with shared accountability.