

## Delegation Self-Assessment

For each of the following questions, answer Yes or No regarding the way you usually deal with delegation. Don't think too long on a question; go with your first reaction.

	Yes	No
1. I spend more time than I should doing work my employees could do.		
2. I often find myself working while my employees are idle.		
3. I believe I should be able to personally answer any questions about any project in my area.		
4. My "inbox" is usually full.		
5. My employees usually take initiative to solve problems without my direction.		
6. My operation functions smoothly when I am absent.		
7. I spend more time working on details than I do on planning or supervising.		
8. My employees feel they have sufficient authority over personnel, finances, facilities, and other resources for which they are responsible.		
9. I have bypassed my employees by making decisions that were part of their jobs.		
10. If I were incapacitated for an extended period of time, there is someone who could take my place.		
11. There is usually a big pile of work requiring my action when I return from an absence.		
12. I have assigned a job to an employee primarily because it was distasteful to me.		
13. I know the interests and goals of every person reporting to me.		
14. I make it a habit to follow up on jobs I delegate.		
15. I delegate complete projects as opposed to individual tasks whenever possible.		

	Yes	No
16. My employees are trained to maximum potential.		
17. I find it difficult to ask others to do things.		
18. I trust my employees to do their best in my absence.		
19. My employees are performing below their capacities.		
20. I nearly always give credit for a job well done.		
21. Employees refer more work to me than I delegate to them.		
22. I support my employees when their authority is questioned.		
23. I personally do those assignments only I can or should do.		
24. Work piles up at some point in my operation.		
25. All employees know what is expected of them in order of priority.		

### Scoring

Give one point for each “Yes” for numbers 5, 6, 8, 10, 13, 14, 15, 16, 20, 22, 23, and 25.

Give one point for each “No” for numbers 1, 2, 3, 4, 7, 9, 11, 12, 17, 19, 21, and 24.

Interpretation:

**Scores 20-25:** You follow excellent delegation practices that help the efficiency and morale of your work group. These skills maximize your effectiveness as a leader and help develop the full potential of your subordinates.

**Scores 15-19:** Your score is adequate, but nothing special if you are striving for excellence in leadership. To correct the deficiency, review the questions you missed and take appropriate steps so that you will not repeat these delegation mistakes.

**Scores 14 and below:** Delegation weakness is reducing your effectiveness as a leader. The overall performance of your work group is lower than it should be because either you are unable or unwilling to relinquish power to others. In addition, delegation mistakes may cause dissatisfaction among subordinates. At the least, they will not develop job interest and important skills unless you improve in this area.

Adapted from: [http://s3.amazonaws.com/os\\_uploads/213772\\_Delegation%20Self-Assessment.pdf](http://s3.amazonaws.com/os_uploads/213772_Delegation%20Self-Assessment.pdf)