

## The Art of Delegation – How Well Do I Delegate?

For each statement, circle the most appropriate answer. Please be honest with yourself.













### Section 1

Question	Almost Always	Quite A Bit	Occasionally	Almost Never
1. I have to take work home or work late.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2. I spend all my time working on details.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3. In projects that I delegate, I overrule or reverse decisions made by my direct reports.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4. When things go wrong on projects, I have delegated, I have been known to revoke authority before my direct reports finish a project.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
5. I am interrupted by direct reports who come to me for advice, for decisions, or with questions.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
6. I find that my employees consistently look for ways to relieve the pressure that top management faces – without being asked.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I'm free to "think big" because my colleagues and employees handle all the daily operational stuff.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. As our department continues to grow and change, I'm totally comfortable letting go and putting others in charge of pieces of my business – rather than clinging to control.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I prefer to spend 30 minutes training an employee to do a new task than just doing it myself in five minutes.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I say to an employee "Let me know how you do that" far more often than I think to myself "If I don't do it, it won't get done right".	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I look for opportunities to praise my managers for delegating to their direct reports.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I have unfinished jobs accumulating and difficulty meeting deadlines. It can be overwhelming.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
13. I am irritable, tired, or worried because of job pressure.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

# The Art of Delegation – How Well Do I Delegate?

## Section 2





For each statement, circle the most appropriate shape. Please be honest with yourself.

Question				
14. I specify the results I expect from a delegated project vs. I specify the tasks to be done.	Almost always I specify the tasks to be done 	More often than not I specify the tasks to be done 	More often than not I ask for a result 	I ask for a result almost always 
15. My direct reports take the initiative in expanding their authority with delegated projects vs. waiting for me to initiate all assignments.	Direct reports wait for me to initiate assignments 	Direct reports self-initiate occasionally, but more often than not they wait for me to initiate delegations 	Direct reports are relatively aggressive in expanding their authority 	Direct reports constantly seek ways to expand their authority 
16. When problems arise in a project I have delegated, I ask for my subordinates' ideas.	Almost never 	Occasionally, although more often than not I will handle problems my own way without seeking direct reports' ideas 	More often than not, although occasionally I will handle problems my own way, without seeking direct reports' ideas 	Almost always 

# The Art of Delegation – How Well Do I Delegate?

## Section 3 - Scoring

Total the number of responses for both Sections 1 and 2.

	_____
	_____
	_____
	_____

Please indicate anywhere along the bar below where you see yourself generally in terms of delegation:



Almost always.....Almost never

Comments and Insights:

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