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## **Delegation Self-assessment**

**Source: Tompkins County, Training and Development**

Permission to present the self-assessment on the BPIR website has been provided by the Tompkins County. For more information on Tompkins County visit <http://owasco.co.tompkins.ny.us>

### **How the self-assessment can help BPIR members...**

This self-assessment tool is designed to find out how well you delegate. Through completing the survey, you can rate your delegation skills. 21 tips on how to delegate effectively are provided.

## Self-assessment

Answer "Yes" or "No" to each question. Don't think too long on a question; go with your first reaction.	Your Response
1. I spend more time than I should doing work my subordinates could do.	
2. I often find myself working while my subordinates are idle.	
3. I believe I should be able to personally answer any question about any project in my area.	
4. My "in box" mail is usually full.	
5. My subordinates 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 planning or supervising.	
8. I have bypassed my subordinates by making decisions that were part of their jobs.	
9. My subordinates feel they have sufficient authority over personnel, finances, facilities, and other resources for which they are responsible.	
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 a subordinate 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.	
16. My subordinates are trained to maximum potential.	
17. I find it difficult to ask others to do things.	
18. I trust my subordinates to do their best in my absence.	
19. My subordinates are performing below their capacities.	
20. I nearly always give credit for a job well done.	
21. Subordinates refer more work to me than I delegate to them.	
22. I support my subordinates when their authority is questioned.	
23. I personally do those assignments only I can or should do.	
24. Work piles up often in my operation.	
25. All subordinates know what is expected of them in order of priority.	
<b>Total Number of "Yes"</b>	

## Scoring key

Give one point for each "Yes" for numbers 5, 6, 8, 10, 13, 14, 15, 16, 20, 22, 23, and 25; and one point for each "No" for numbers 1, 2, 3, 4, 7, 9, 11, 12, 17, 19, 21, and 24.

**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.

## Delegation tips

1. Don't delegate the bad jobs, saving the good ones for yourself.
2. Share power with subordinates.
3. Know your subordinates.
4. If you delegate work that is not within a subordinate's normal job, be sure to explain why.
5. Delegate work evenly among all subordinates.
6. Once you have delegated a task, follow up to make sure the job is done properly, being careful not to over-supervise.
7. Delegate only if you have confidence that the subordinate is capable of handling the assignment.
8. Define responsibilities for each subordinate and make this information known to others.
9. Delegate in such a way that a subordinate receives instruction from only one person and is held accountable to only one person.
10. When you delegate authority, be sure to back your subordinate if that authority is questioned.
11. Let employees know what decisions they have the authority to make and delegate decisions to the lowest possible level where they can be competently exercised.
12. Delegate with consistency.
13. Delegate whole tasks so that subordinates can see projects through to completion; allow sufficient time to get jobs done.
14. Insist on clear communication when delegating work.
15. Reinforce good performance.
16. Make good use of questions when delegating work.
17. When you assign tasks, be sure they can be accomplished.
18. Explain the importance of assignments.
19. Learn to live with the work that is not done to the way you would do it.
20. Avoid delegating tasks that are pets, personal, and petty.
21. Follow the three D's for all work: Do it, Delegate it, or Ditch it.