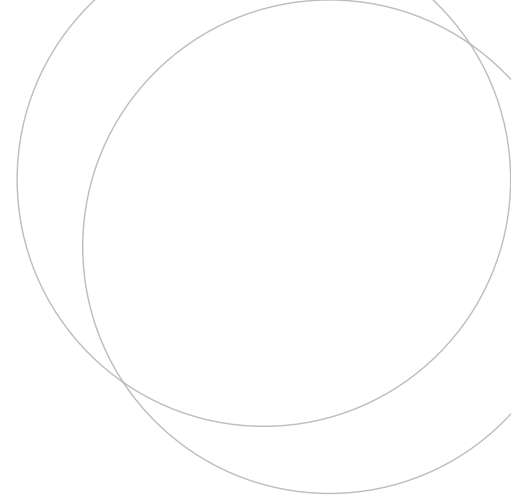


# SELF ASSESSMENT: Delegation

Record how you feel about the following statements by using the scale shown

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

- 1. Most of the time employees are too inexperienced to do a job, so I prefer to do it myself.
- 2. It takes more time to explain the job than to do the job myself.
- 3. Mistakes by employees are too costly, so I don't assign work to them.
- 4. In my position, I get quicker action by doing a job myself rather than having an employee do it.
- 5. Some things simply should not be delegated.
- 6. Many employees are detail specialists and lack the overall knowledge required for a job out of their speciality; thus, they cannot be assigned additional job responsibilities.
- 7. Employees are usually too busy to take on any more work.
- 8. Most employees just aren't ready to handle additional responsibilities.
- 9. As a manager, I should be entitled to make my own decisions about doing detail work myself.
- TOTAL**



## SCORE YOURSELF

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Your responses to the nine items above, when totalled, will result in a score that ranges between **9 and 45**.

- Each of the questions represents one of the commonly used reasons or “excuses” for not delegating. Those reasons include lack of employee experience, amount of time delegation takes, costliness of errors, and the appropriateness of delegating in general.**
- The more you personally agree with each of these, the less likely you are to delegate (i.e., the larger you score, the less likely you are to delegate).**
- We suggest that you work with a coach to find some ways that these arguments against delegation can be turned into reasons for delegating.**