

RELISH YOUR ROLE

Delegation Self-Assessment

For each of the following questions, answer Yes or No to each regarding the way you usually handle delegation. Do not spend too much time on any questions and answer with your first response.

Behaviors

	Yes	No
1. I spend more time than I should doing work my staff could do.		
2. It often seems I am working harder than members of my leadership team.		
3. My email always has multiple messages I need to return.		
4. My leadership team usually take the initiative to solve problems without my direction.		
5. The agency run smoothly in my absence.		
6. I spend more time on details than I do on planning.		
7. I have bypassed staff by making decisions that were part of their jobs.		
8. If I was unavailable for an extended period of time, there is someone on staff who could step into my role.		
9. There is usually a big pile of work awaiting me when I return from an absence.		
10. I delegate complete projects as opposed to individual tasks whenever possible.		
11. My direct reports struggle with delegating tasks to their staff.		
12. I nearly always give credit for a job well done.		
13. I support my staff when their authority is questioned.		

14. Every member of my leadership team knows what is expected of them.		
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Mindset

	Yes	No
15. I believe I should be able to personally answer any question about my agency.		
16. I know the interests and goals of every member of my direct reports.		
17. My leadership team feel they have sufficient authority over personnel, finances, and other resources for which they are responsible.		
18. I feel guilty when I assign someone a task that I personally find unappealing.		
19. I find it difficult to ask others to do things.		
20. I have a long list of professional development training topics for my leadership team.		
21. I think most of my leadership team are performing below their capacities.		
22. Members of my leadership team have a shared sense order of priorities.		
23. For high level tasks it will usually take longer for me to teach what needs to be done and how to do it than if I just do it myself.		
24. My leadership team is so overworked and overloaded, I can't possibly give them more work to do.		
25. I have gotten too far away from the "real" work of the agency so I take on some tasks to stay in touch and connected with our stakeholders		

Scoring:

Give one point for each 'Yes' for questions numbered: 4, 5, 8, 10, 12, 13, 14, 16, 17, 20, 22

Give one point for each 'No' for questions numbered: 1, 2, 3, 6, 7, 9, 11, 15, 18, 19, 21, 23, 24, 25

Your Score _____

Interpretation

Score 20-25: You follow excellent delegation practices that help the efficiency and morale of your staff. These skills maximize your effectiveness as a leader and help develop the full potential of those working in your agency. Your focus should be on helping your leadership team follow your example in delegating to their direct reports.

Score 15-19: Your score is adequate, but needs to be developed if you want to fully develop your staff and free yourself up to address strategy and planning needs.

Score 14 and below: Delegation weakness is reducing your effectiveness as a leader. The overall performance of your leadership team, and most likely their direct reports is lower than it should be because either you are unable or unwilling to relinquish power to others.

To strengthen your delegation muscles, review the questions you 'missed' using the guide below to help you focus on and work through your delegation blind spots and take appropriate steps so that you will not repeat these delegation mistakes