

## How Well Do You Delegate?

### Circle One

1. Do you allow your people to make mistakes? Yes No
2. Do your people get promotions at least as frequently as other people Yes No with equivalent responsibility in the organization?
3. Do you frequently take work home or work late at the office? Yes No
4. Does your operation function smoothly when you're absent? Yes No
5. Do you spend more time working on details than you do on planning Yes No and supervision?
6. Do your people feel that they have sufficient authority over personnel, Yes No finances, facilities, and other resources?
7. Is your follow-up procedure adequate? Yes No
8. Do you overrule or reverse decisions made by your subordinates? Yes No
9. Do you by-pass your subordinates by making decisions which are part Yes No of their jobs?
10. Do you do several things which your subordinates could, and should, Yes No be doing?
11. If you were incapacitated for six months, is there someone who could Yes No readily take your place?
12. Do your key people delegate well to their own subordinates? Yes No
13. Will there be a big pile of paper requiring your action when returning Yes No from a trip or absence?
14. Do your subordinates take the initiative in expanding their authority Yes No with delegated projects without waiting for you to initiate all assignments?

15. When you delegate, do you specify the results you expect, the tasks Yes No or activities to be done, or all of these?

### Scoring Key:

Give yourself one point for each "yes" answer to Numbers 1, 2, 4, 6, 7, 11, 12, 14 AND one point for each "No" to Numbers 3, 5, 8, 9, 13. Also give yourself one point for answering "results" to Number 15. A good score is anything above 12.

**Here are six steps to ensure good delegation behaviors and success. If you follow each of these steps fully you will be on your way to becoming a top notch delegator.**

#### Step 1: Analyze The Activity

- define group and individual tasks
- prioritize tasks
- identify your constraints
- assess the feasibility of the activity

#### Step 2: Decide Which Tasks To Delegate

- identify tasks with political implications and keep them
- identify task with global or cross-unit impacts and keep them
- identify tasks which others may be more skillful at completing and give them to others
- identify tasks which others may enjoy more than yourself and give them to others.

#### Step 3: Plan The Delegation

- further review details of each task
- establish performance standards
- provide a training support or a back-up person
- clarify appropriate limits of authority

#### Step 4: Select A Member

- match task to interests and skills
- balance challenge with support
- be sure not to overload a member
- consider member developmental needs

#### Step 5: Assign The Task

- spell out specifics of the task
- identify priorities within the task
- clarify degree of authority
- identify constraints
- state deadlines for completion

#### Step 6: Follow Up

- continue communication opportunities during the process
- insist on updates from members
- initiate contact for further direction/support
- encourage different styles of task management
- record performance and offer appropriate feedback
- allow for mistakes