

**Harvard ManageMentor — DELEGATING TOOLS**

*Delegation Skills Checklist*

*Use this checklist to learn how well you delegate. Answer all the following questions.*

<b>Question</b>	<b>Yes</b>	<b>No</b>
1. Do you spend most of your time completing tasks that require your specific level of skill and authority?		
2. Do you assign tasks to people at the lowest staff level capable of completing them successfully?		
3. Do you have trust and confidence in the ability of your staff members to complete job assignments successfully?		
4. Do your staff members know what you expect of them?		
5. Do you take the time to carefully select the right person for the right job?		
6. Do you clearly brief staff members on all aspects of an assignment when you delegate?		
7. Do you allow employees sufficient time to solve their own problems before interceding with advice?		
8. Do you use delegation as a way to help employees develop new skills and provide challenging work assignments?		
9. Do you focus on results achieved versus the methods used to achieve them?		
10. Do you provide staff members with the necessary authority needed to complete assigned tasks?		
11. Do you realize that mistakes may be made and are an important part of the learning process for your staff?		
12. Do you clearly outline expected results and hold your staff accountable for achieving these results?		
13. Do you support your staff with an appropriate level of feedback and follow-up?		
14. Do you feel comfortable sharing control with your staff?		
15. Do you recognize that, as the delegator, you retain the ultimate responsibility for the outcome of the delegated assignment?		
<b>TOTALS</b>		

*If you answer “yes” to at least twelve questions, you are doing a good job of delegating.*

*If you answer “no” to three or more questions, you may want to enhance your delegation skills. For those questions which you answer “no” to, you may want to identify how to change the behavior and practice it the next time you delegate an assignment.*