ASSESSMENT 13

Think of times when you have been in charge of a group—this could be a full-time or part-time work situation, a student workgroup, or whatever. Complete the following questionnaire by recording how you feel about each statement according to this scale.

1 = Strongly disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly agree

*When in charge of a group I find:*

* \_\_\_2\_\_ 1. Most of the time other people are too inexperienced to do things, so I prefer to do them myself.
* \_\_4\_\_\_ 2. It often takes more time to explain things to others than just to do them myself.
* \_\_2\_\_\_ 3. Mistakes made by others are costly, so I don’t assign much work to them.
* \_\_2\_\_\_ 4. Some things simply should not be delegated to others.
* \_\_4\_\_\_ 5. I often get quicker action by doing a job myself.
* \_\_2\_\_\_ 6. Many people are good only at very specific tasks, and thus can’t be assigned additional responsibilities.
* \_\_3\_\_\_ 7. Many people are too busy to take on additional work.
* \_\_2\_\_\_ 8. Most people just aren’t ready to handle additional responsibilities.
* \_\_3\_\_\_ 9. In my position, I should be entitled to make my own decisions.

**Scoring**

Total your responses; enter the score here [\_\_24\_\_\_].

## Interpretation

This instrument gives an impression of your *willingness to delegate*. Possible scores range from 9 to 45. The lower your score, the more willing you appear to be to delegate to others. Willingness to delegate is an important managerial characteristic. It is essential if you—as a manager—are to “empower” others and give them opportunities to assume responsibility and exercise self-control in their work. With the growing importance of empowerment in the new workplace, your willingness to delegate is well worth thinking about seriously.