Delegation Effectiveness
Self-Assessment for Managers
"Become the inspiring leader… you wish you had in your early days"

This diagnostic helps you evaluate your delegation practices honestly — not as a performance review, but as a starting point for growth. It covers three dimensions: **your attitudes toward delegation**, **your practical habits**, and **the impact your style has on your team**. Allow 10–15 minutes. Answer based on how you actually operate, not how you would ideally like to.

Name: _____	**Date:** _____
Role / Title: _____	**Team size:** _____
Time in current role: ☐ < 1 year ☐ 1–3 years ☐ 3–5 years ☐ 5+ years	

Rating scale:	1 = Never / Strongly disagree	2 = Rarely / Disagree	3 = Sometimes / Neutral	4 = Often / Agree	5 = Always / Strongly agree

SECTION 1 — ATTITUDES TOWARD DELEGATION

Instruction: Rate each statement from 1 to 5 based on how accurately it reflects your mindset.

	1	2	3	4	5
I believe that delegating tasks is a core part of my role as a manager.	☐	☐	☐	☐	☐
I trust my team members to complete tasks to an acceptable standard without my direct involvement.	☐	☐	☐	☐	☐
I am comfortable letting go of tasks I could do faster or better myself.	☐	☐	☐	☐	☐
I see delegation as a development opportunity for my team, not just a workload transfer.	☐	☐	☐	☐	☐
I feel confident that delegating does not mean losing control of outcomes.	☐	☐	☐	☐	☐
I accept that team members may approach a task differently than I would — and that this is acceptable.	☐	☐	☐	☐	☐
I believe my primary value as a manager is achieved through people, not through personal output.	☐	☐	☐	☐	☐

Section 1 score: _____ / 35   *(Score of 25 or below suggests attitudes that may be limiting your delegation.)*

SECTION 2 — DELEGATION PRACTICES & STRUCTURE

Instruction: Rate how consistently you apply each practice in your day-to-day management.

	1	2	3	4	5
Before delegating, I assess the team member's current skill and confidence level for that specific task.	☐	☐	☐	☐	☐
I match the level of autonomy I grant to the individual's demonstrated readiness (not the same for everyone).	☐	☐	☐	☐	☐
When delegating, I clearly define the expected outcome, deadline, and success criteria.	☐	☐	☐	☐	☐
I explain the 'why' behind tasks so the person understands the broader context.	☐	☐	☐	☐	☐

	1	2	3	4	5
I establish a follow-up plan at the moment of delegation — not as an afterthought.	☐	☐	☐	☐	☐
I provide structured feedback on delegated tasks, regardless of whether the outcome was successful.	☐	☐	☐	☐	☐
I actively prevent 'upward delegation' — when team members try to hand the task back to me.	☐	☐	☐	☐	☐
I adjust my level of involvement as team members demonstrate increased capability.	☐	☐	☐	☐	☐
I have a clear view of which tasks on my list should be delegated but currently are not.	☐	☐	☐	☐	☐
I regularly review my own workload to identify tasks I am holding onto unnecessarily.	☐	☐	☐	☐	☐

Section 2 score: _____ / 50   *(Score of 35 or below indicates significant gaps in delegation structure.)*

SECTION 3	IMPACT ON YOUR TEAM

Instruction: Rate the frequency with which you observe the following in your team.

	1	2	3	4	5
Team members proactively take ownership of tasks without needing to be prompted.	☐	☐	☐	☐	☐
Team members solve problems independently before escalating to me.	☐	☐	☐	☐	☐
Team members are aware of their own development progress and growth areas.	☐	☐	☐	☐	☐
My team delivers results on time without requiring my direct involvement at each step.	☐	☐	☐	☐	☐
Team members feel confident making decisions within the scope of their responsibilities.	☐	☐	☐	☐	☐
My team's capabilities are visibly growing over time as a result of the tasks I assign them.	☐	☐	☐	☐	☐
My team members express that they feel trusted and empowered.	☐	☐	☐	☐	☐
Workload is well distributed across the team — I am not a bottleneck.	☐	☐	☐	☐	☐

Section 3 score: _____ / 40   *(Score of 28 or below signals that delegation gaps are already affecting team performance.)*

SECTION 4	OPERATIONAL COST ESTIMATE

Answer the questions below to estimate the concrete cost of your current delegation habits.

4.1	How many hours per week do you spend on tasks that could reasonably be handled by a team member? ☐ < 1h ☐ 1–3h ☐ 3–5h ☐ 5–10h ☐ 10h+
4.2	How often do team members return delegated tasks to you for decisions or rework? ☐ Rarely ☐ 1–2×/week ☐ 3–5×/week ☐ Daily
4.3	How often do you redo or significantly modify work your team has already done? ☐ Rarely ☐ Occasionally ☐ Frequently ☐ Very frequently
4.4	How frequently do projects stall because a decision was waiting on you? ☐ Rarely ☐ Monthly ☐ Weekly ☐ Daily

Weekly hours spent on tasks that should be delegated:	_____ **hrs**	× ____ working weeks =	_____ **hrs/year**

1. Which tasks do you currently handle yourself that you know, honestly, should be delegated?

2. What holds you back from delegating those tasks? (e.g. trust, time to explain, fear of errors…)

3. Which team member has the most untapped potential that better delegation could unlock?

4. If you delegated more effectively, what would you be able to focus on instead?

Want to go further?

LMI's Effective Leadership Development programme includes a dedicated module on The Art of Delegation — covering delegation levels, structured feedback, and preventing upward delegation. Results are measurable from the first sessions.

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