

# Assessment

# *Delegation Skills for Leaders*

*Third Edition*

The objectives of this book are to help the user:

- Understand the role of delegating as part of the management process
- Identify delegation strengths and remove the obstacles that may get in the way of successful delegation
- Determine the appropriate tasks to delegate and select the right people to do them
- Learn the important management skills required to successfully delegate
- Acquire an understanding of how delegation can help employees develop, grow, and become even more responsible

■ CRISP<sub>series</sub>

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## **Assessment Questions for Delegation Skills for Leaders, Third Edition**

*Select the best response.*

1. What type of skill is the common denominator that is crucial at all levels of supervision?
  - A. Conceptual
  - B. Technical
  - C. Human
  
2. For managers to become effective delegators, they must:
  - A. Analyze their own job
  - B. Let go of tasks and responsibilities that rightfully belong to the employees
  - C. Give employees a chance to do the job for which they were hired
  - D. B and C
  - E. All of the above
  
3. The best way to build an employee's confidence is to:
  - A. Assign tasks that are new and different
  - B. Assign tasks the employee can safely complete
  
4. During times of organizational change, delegation skills can be used to involve employees in transitional activities and reduce anxieties.
  - A. True
  - B. False
  
5. The heart of the delegation process is the interaction between manager and employee when the assignment is made.
  - A. True
  - B. False

6. A manager can develop and increase employee commitment by:
  - A. Giving them a personal stake in problem solving
  - B. Sharing responsibility with the team for results
  - C. Making full use of each individual's talents
  - D. A and C
  - E. All of the above
  
7. Every employee deserves an opportunity to learn how to handle complex tasks and assignments; however, delegation is not the tool for this opportunity.
  - A. True
  - B. False
  
8. Which of the following categories represent opportunities for delegating work to others?
  - A. You should do it, but others can help
  - B. You can do it, but others will if given the chance
  - C. Others should do it, but you can help if necessary
  - D. B and C
  - E. All of the above
  
9. As a leader, you should follow through on delegation by:
  - A. Taking back work that is not being done your way
  - B. Allowing different approaches as long as objectives are met
  
10. To be an effective leader, you should be most concerned with:
  - A. Accomplishing the tasks of your work unit
  - B. Developing an effective work team
  
11. Effective delegation requires skill in which management functions?
  - A. Planning/Organizing
  - B. Controlling
  - C. Motivating
  - D. A and C
  - E. All of the above

12. A key question the manager should ask himself with every delegated work assignment is:
- A. To what degree am I going to monitor progress?
  - B. Should I monitor progress?
13. An example of a self-imposed obstacle to delegation is to think that:
- A. It is easier and quicker to do things myself
  - B. My employees cannot adequately handle what they have
  - C. My manager expects me to handle the really important tasks personally
  - D. A and C
  - E. All of the above
14. Tasks you should not consider delegating to employees are those that:
- A. Will bring them in contact with more senior management
  - B. Are in your technical or functional specialty
  - C. You dislike
  - D. All of the above
  - E. None of the above
15. To produce the best results, managers should strive to control:
- A. Every work activity
  - B. Key work activities
16. When deciding to whom you should delegate an assignment, you should consider:
- A. Who has the interest and/or ability
  - B. Who will find the work challenging
  - C. Who has been overlooked when you have delegated in the past
  - D. All of the above
  - E. A and B
17. Because managers have the overall responsibility for the planning process, no activities should be delegated in that area.
- A. True
  - B. False

18. “We just can’t afford to make any mistakes” is an example of an obstacle to delegation that is:
- A. Self-imposed
  - B. Employee-imposed
  - C. Situation-imposed
19. When an employee comes to the manager with a problem related to a delegated task, it is appropriate for the manager to provide the solution.
- A. True
  - B. False
20. Traps to avoid in developing your delegation skills include:
- A. Overlooking delegation opportunities for untested employees
  - B. Using too little or too much follow-up
  - C. Failing to recognize employee accomplishments
  - D. All of the above
  - E. None of the above
21. Leaders should apply an equal amount of control to all employees’ work, regardless of individual skill level.
- A. True
  - B. False
22. When using delegation to lead others through change, managers should:
- A. Encourage employees to appraise their own performance and suggest improvements
  - B. Tell people what went wrong and what to do about it
23. When selecting the right person to delegate to, keep in mind that you really do not know what a person can do until you give him or her a chance under the proper conditions.
- A. True
  - B. False

24. When following up on delegation assignments, effective leaders:
- A. Filter communications between the employee doing the task and others involved
  - B. Insist that their “need to know” is fulfilled on time
25. It is best to delegate tasks to those employees who have demonstrated considerable skill in that type of work.
- A. True
  - B. False

**Answer Key for  
Delegation Skills for Leaders, Third Edition**

*Recommended response (Corresponding workbook page)*

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|-----------|------------|---------------|---------------|------------|
| 1. C (16) | 6. E (97)  | 11. E (3)     | 16. D (52-53) | 21. B (10) |
| 2. E (39) | 7. B (24)  | 12. A (82)    | 17. B (5)     | 22. A (91) |
| 3. B (56) | 8. E (43)  | 13. A (27)    | 18. A (27)    | 23. A (51) |
| 4. A (89) | 9. B (75)  | 14. E (40-42) | 19. B (34)    | 24. B (75) |
| 5. A (63) | 10. B (33) | 15. B (10)    | 20. D (100)   | 25. B (56) |