

Common barriers to delegation

Ineffective delegators rationalise their inadequacies in various ways. They usually centre around obstacles (natural or self-made) in themselves, in the characteristics of their employees, or in the situation itself. In the following list of attitudes, indicate those that affect your delegation practices by ticking 'Yes'. If they do not affect you, tick 'No'. Think about each statement carefully and be totally honest.

- | Yes | No | Self-imposed obstacles |
|-------|-------|---|
| _____ | _____ | I prefer performing operating tasks – not management functions – because I understand them better and I know how. |
| _____ | _____ | I can do the work better than anyone else. |
| _____ | _____ | I don't know how to delegate. |
| _____ | _____ | My employees won't like me if I expect too much of them. |
| _____ | _____ | I am not certain to whom I should delegate. |
| _____ | _____ | It is easier and quicker to do things myself. |
| _____ | _____ | We just can't afford to make any mistakes. |

- | Yes | No | Employee-imposed obstacles |
|-------|-------|--|
| _____ | _____ | My employees lack experience and competence. |
| _____ | _____ | My employees are already overloaded. |
| _____ | _____ | My employees resist responsibility. |
| _____ | _____ | My employees fear criticism and avoid risk. |

- | | | Situation-imposed obstacles |
|-------|-------|--|
| _____ | _____ | Management expects me to handle the really important tasks personally. |
| _____ | _____ | My employees can't be trusted to work on their own. |
| _____ | _____ | We are seriously understaffed. I have no one to whom I can delegate. |
| _____ | _____ | Most of our decisions are made under crisis conditions. |