

- ▶ prioritizing
- ▶ effective delegation
- ▶ roleplay: practise delegating and feedback

2.4 Management skills Time management



Discussion

- 1 Work with a partner. Tell the story in the cartoon. What points are made about managing the working week?
- 2 Research shows that our moods and aptitudes follow a pattern each week. Which days of the week do you imagine are best for doing the following?
 - asking for a rise
 - brainstorming
 - getting important jobs done
 - setting goals
 - holding meetings
 - doing sport
 - finding a new job
 - making redundancies

3 Work with a partner. Student A, read about Monday, Tuesday and Wednesday on page 114. Student B, read about Thursday, Friday and the weekend and holidays on page 116.

Share what you have learned, and compare it with the ideas you discussed in Exercise 2. Give examples from your own experience which support or contradict what you have read.

Prioritizing and delegating

3 Write a 'to do' list of at least eight tasks that you could do in the next week.

Decide which items on your list are urgent and important (A), urgent but not important (B), important but not urgent (C) or not important and not urgent (D).

(Urgent = tasks which have to be done as soon as possible.
Important = tasks which lead to achieving an important objective.)

	Important	Not important
Urgent	A	B
Not urgent	C	D

3 Use the Paired Comparison Analysis from Internet research to prioritize the urgent and important (A) tasks on your 'to do' list.

Discussion

6 Work with a partner. Discuss your 'to do' list. Think about the questions below.

- 1 Which items would you be reluctant to delegate?
- 2 Which items could you delegate to a trusted friend or team member?
- 3 Which items could you delegate to an inexperienced team member?
- 4 Are there items you could afford to ignore?
- 5 What are the advantages of delegation for managers and their teams? Brainstorm a list.
- 6 What are the reasons why many people are reluctant to delegate? Brainstorm a list.

Glossary PAGE 154

brainstorm
delegate
Paired Comparison
Analysis

Internet research

Search for the keywords *Paired Comparison Analysis* to learn how to use this decision-making tool to establish priorities.

	A	B	C	D
A				
B				
C				
D				