


Listening

7  1:24-1:28 Read the guidelines for effective delegation, and then listen to five extracts from a meeting.

Margarita is delegating a cost-cutting project to Robin, a member of her team.

Match each extract with steps 3-7 in effective delegation.

Seven steps to effective delegation

- 1 Define the task and check it is SMART (Specific, Measurable, Achievable, Realistic, Time-bound).
- 2 Identify the person who can do the job.
- 3 Explain the reasons why you are delegating the task to them.
- 4 State the results you expect.
- 5 Discuss how they will do the job, and what resources are needed.
- 6 Agree on deadlines, review dates and feedback strategies.
- 7 Communicate details to other people who need to know.



8  1:24-1:28 Listen again and complete the sentences.

- 1 I'd like you _____ ways of reducing our travel costs.
- 2 Is that something you'd be _____?
- 3 Think about how much time you'll need, and _____ what you decide.
- 4 I suggest you _____ every two weeks or so, OK?
- 5 I'll _____ Kim _____ you're _____ the project.
- 6 I'd appreciate it if you could _____ confidential.
- 7 I thought I'd _____ Estelle _____ some of your paperwork ... _____ does that _____?
- 8 As a first step, could you _____ with proposals we can _____ Human Resources?
- 9 If they're happy, you can _____ and _____ new procedures.
- 10 Are you _____ that?

9 Work with a partner. You are assigning tasks to your team. Take turns asking and answering these questions.

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| 1 What do you want me to do? | 5 Can I have someone to help me? |
| 2 Why me? | 6 When do you want it for? |
| 3 How do I know if I've done it right? | 7 How much initiative can I take? |
| 4 Does anyone else know about this? | 8 What should I tell my colleagues? |


Roleplay

10 In groups of three, take turns as A, B and C to practise delegating, using the seven steps from Exercise 7.

Student A: Delegate one of the tasks from your 'to do' list in Exercise 4 to Student B. Student B: Be yourself and react naturally. Ask questions if necessary.

Student C: Monitor the conversation and give feedback after the meeting. Point out effective delegating behaviour as well as giving constructive criticism.



 eWorkbook

Now watch the video for this unit.