## Listening

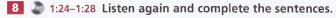
7 2 1:24–1:28 Read the guidelines for effective delegation, and then listen to five extracts from a meeting.

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

- 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.
  - Communicate details to other people who need to know.



- \_\_\_\_\_ ways of reducing our travel costs. 1 I'd like you \_\_\_\_
- 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 \_\_\_\_\_
- As a first step, could you \_\_\_\_\_ with proposals we can \_\_\_\_ 8 Human Resources?
- \_\_\_\_\_ and \_\_\_\_\_ new procedures. 9 If they're happy, you can \_\_\_\_\_
- 10 Are you \_\_\_\_\_ that?

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

- What do you want me to do?
- 2 Why me?
- 3 How do I know if I've done it right?
- 4 Does anyone else know about this?

## 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.

- 5 Can I have someone to help me?
- When do you want it for? 6
- 7 How much initiative can I take?
- 8 What should I tell my colleagues?



eWorkbook

Now watch the video for this unit.