Reading

a Read the article about delegating and match the questions 1-5 to the paragraphs a-e.

1 Are there any disadvantages?	2 How should you delegate?
3 Why delegate?	4 Who should you delegate to?
5 What is delegating?	

The art of delegating

a _____

Delegating means giving some of your tasks and responsibilities to the people who work for you.

b _____

Delegating gives employees more responsibility, which motivates them to work harder. It also helps employees learn faster and develop more quickly into possible managers. Delegating helps managers because they don't have to do everything themselves, and they have more time to concentrate on 'the big picture' and check how things are going.

c _____

It can take longer to tell others what to do than to do something yourself. And managers sometimes worry that the job won't get done, or at least not the way that they would like. But the more managers delegate. the more efficient everyone becomes!

d _____

Choose tasks for people according to their abilities and how much time they have. You could let people choose - if they are interested in a particular task, they should be motivated to do it well. Don't always give the most important tasks to the most successful employees, this is like punishing them with more work.

e _____

Separate work logically, so that each person has reasonable and complete tasks. Clearly explain what needs to be done. and why. Explain how to do the task. Give deadlines, and set up systems where employees can check their own progress, so that you don't have to check work in too much detail. Give constructive feedback - praise in public, criticize in private.

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b Read the article again. Are these statements true (T) or false [F]?

T F 1 Delegating includes giving some of your tasks to other people.

T F 2 Delegating makes work more difficult for employees.

T F 3 Delegating allows managers to check progress more easily.

T F 4 Managers should give longer instructions lo employees.

T F 5 Managers should not let employees decide which tasks to do.

T F 6 The best employees should always do the most important tasks.

T F 7 Managers should set deadlines for tasks.

T F 8 Managers should give all feedback in public.

Listening:

Listen to four managers talking about delegating the tasks below and complete the table.

	Task	Delegate?	Reason
1	Meet a new client for the first time.	Yes / No	
2	Write a monthly departmental progress report.	Yes / No	
3	Write a progress report on a specific area in the department.	Yes / No	
4	Take the minutes of a departmental meeting.	Yes / No	

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