

# Unit 2 Leadership

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# Terrorising the talent



## Keynotes

The role of a leader is to **inspire** and **motivate** staff and to **develop talent** within an organisation. The **management style** of leaders varies: some prefer to **delegate** responsibility to **subordinates** whereas others prefer to use their **authority** to control operations directly.

Preview

## Management styles

Opinions differ about what is the best way to manage and motivate employees. Which of the following statements do you agree with? Discuss your views with a partner.

- a Employees cannot be trusted and must therefore be closely supervised.
- b Staff should be allowed to organise their own work.
- c The best motivation is money and recognition for meeting targets.

Reading

## Fear and management

**1** Read the text about leadership on the opposite page. What motivation techniques are mentioned?

**2** Read the text again. Are these statements true or false?

- 1 A photographer witnessed the manager kicking David Beckham.
- 2 The manager lost his temper because the team lost the match.
- 3 Management tactics are easier to identify in business than in sport.
- 4 Patterson encouraged his employees to make themselves indispensable.
- 5 When business is good, fear is used less as a management tactic.
- 6 Fear may help some people to reach their targets.
- 7 Both company employees and artists share the same fear of failure.

**3** What fears make people work hard? Can fear motivate people as successfully as rewarding them?

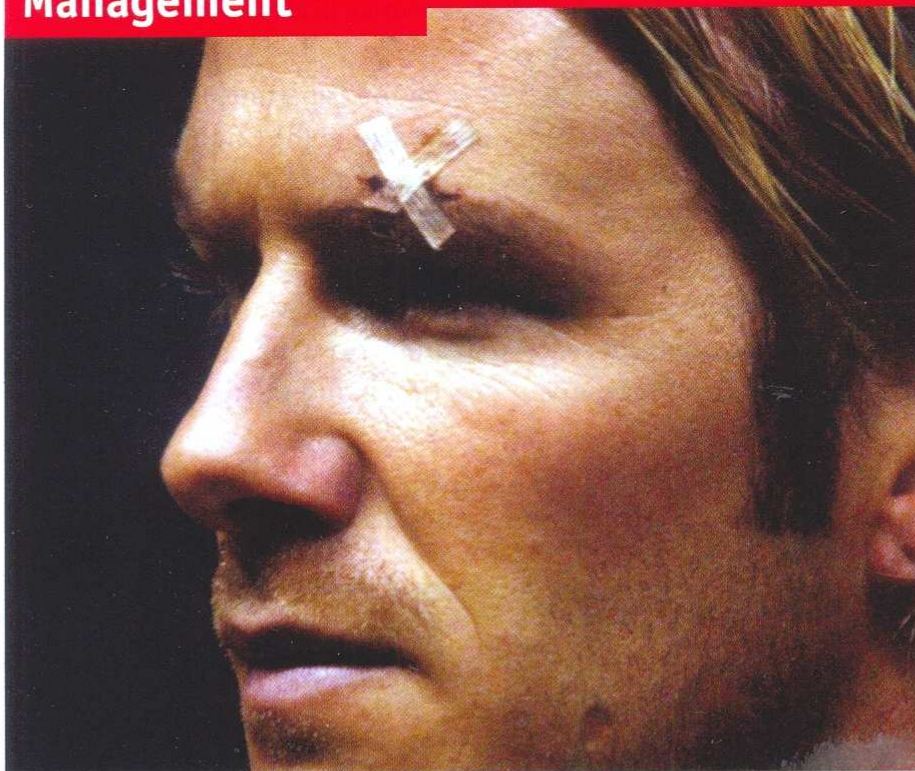
Vocabulary 1

## Synonyms

**1** Match the words from the text with similar meanings.

- |               |       |             |
|---------------|-------|-------------|
| 1 inspire     | _____ | a technique |
| 2 fire        | _____ | b terror    |
| 3 fear        | _____ | c motivate  |
| 4 defeat      | _____ | d employee  |
| 5 upset       | _____ | e sack      |
| 6 subordinate | _____ | f failure   |
| 7 tactic      | _____ | g hurt      |





### Fear and management

## When to terrorise talent

The football dressing room remains the last refuge of old-style management techniques.

The nation was in shock. David Beckham, Britain's most beautiful (and skilful) footballer emerged from his house on Monday morning to allow the world to photograph a wound above his left eye. Sir Alex Ferguson, manager of his then team Manchester United, had lost his temper after a defeat and kicked a football boot, which hit the Beckham eyebrow.

In sports, more than in most businesses, the management tactics are out in the open for all to see. Not many managers try to strangle their subordinates – as Bobby Knight, a former basketball coach at Indiana University, once did. But the ability to inspire fear has always been an essential tool of management.

Lots of successful chief executives rule by terror. None, it must be said, reaches the standard set by John Patterson, who built NCR early in the 20th century. "When a man gets indispensable, let's fire him," he would apparently say. One

NCR executive discovered he had been fired when he found his desk and chair in flames on the company lawn. Modern laws on constructive dismissal and employee harassment have put an end to such fun.

However, terror in the workplace is making a comeback these days. In an economic upswing, fear goes underground. Workers are scarce, and therefore powerful; bosses must handle the talent with care. When times turn tough, the balance of power swings. As Hank Paulson, chairman of Goldman Sachs, put it, in a speech that upset his staff, "in almost every one of our businesses, there are 15–20% of the people that really add 80% of the value." In other words, 80–85% are largely redundant – and had better shape up fast.

### Motivating talent

Does fear really motivate? In sport says Scott Snook, who teaches organizational behaviour at Harvard Business

### Glossary

*indispensable* can't do without it

*emotional kick* feeling of excitement

*neurotic* in a state of anxiety

*fragile egos* very sensitive people

School, "fear can become a barrier to taking risks, yet can provide the essential emotional kick needed to meet a challenge." Coaches need to strike the right balance (and the right player?) in order to develop talent.

Yet used in the boardroom, fear can be disastrous. Tony Couchman, a headhunter at Egon Zehnder in London, recalls the board of a large firm with a chief executive who so dominated his directors that they rarely questioned or challenged him. "Success in such a company depends on having a great leader and a steady market," he argues.

Jim Collins, author of a book that explains why some firms succeed in making the jump "from good to great" and others fail, found that the approach to fear was a key distinction among firms that he surveyed. He found that in the truly successful firms people were "productively neurotic". At Microsoft, for example, employees worry all year at the prospect of their annual meetings with Bill Gates, where even being shouted at would not hurt as much as seeming to be an idiot.

The driving fear of failure, points out Mr Collins, is not unique to corporate life. "I'm self-employed, and I live with constant fear," he says. "But I'm self-afraid." That kind of fear is common among creative artists and also in professional services where the person is the product and lots of fragile egos have to be managed ■

**2** Complete the sentences with the words below.

manager subordinates coach chief executive (CEO)  
workers staff directors employee

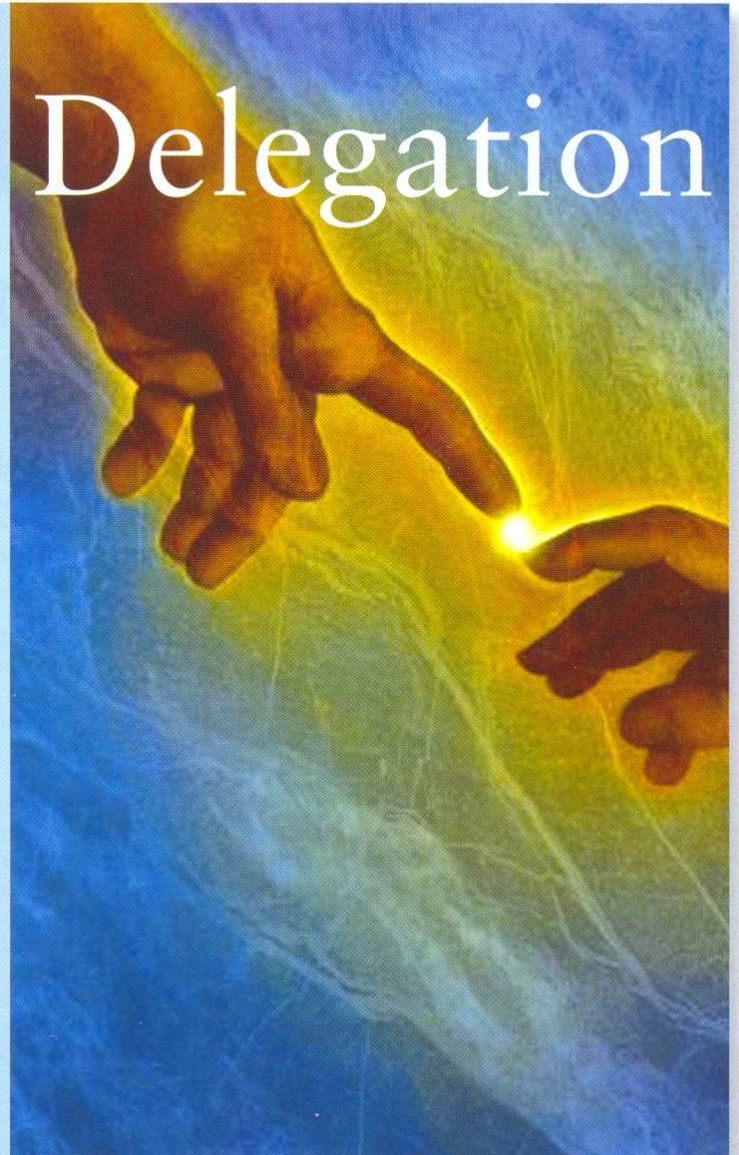
- 1 The new manager improved morale in the department.
- 2 The \_\_\_\_\_ praised his team upon reaching the Cup Final.
- 3 Our board of \_\_\_\_\_ meets every three months to discuss strategy.
- 4 The factory \_\_\_\_\_ went on strike because of low pay.
- 5 The share price went up when the new \_\_\_\_\_ was appointed.
- 6 I have to do the appraisals for the six \_\_\_\_\_ who report to me.
- 7 An aggressive management style led to an increase in \_\_\_\_\_ turnover.
- 8 Every \_\_\_\_\_ in the company gets health and safety training.

**3** Complete the article with words from exercises 1 and 2. Sometimes more than one answer is possible.

# The Art of Delegation

Getting something done is only half the job. Keeping staff happy at the same time is every bit as important.

Many <sup>1</sup> managers believe that getting work done through others requires a free flow of information and open, productive relationships with <sup>2</sup> \_\_\_\_\_. Rather than creating a climate of <sup>3</sup> \_\_\_\_\_, they give clear instructions and realistic deadlines and take care to give only constructive criticism and not <sup>4</sup> \_\_\_\_\_ employees. They work towards creating a positive working environment where <sup>5</sup> \_\_\_\_\_ feel valued and trusted. Some specialists say that it is essential not to criticise, as this rarely <sup>6</sup> \_\_\_\_\_ and often causes stress and loss of confidence among the <sup>7</sup> \_\_\_\_\_. Managers who successfully maintain the balance of power will not lose their authority even when certain <sup>8</sup> \_\_\_\_\_ members take control of projects. This style of management is particularly important during an economic upswing when employees can easily find work with another company.



**Speaking**

In what ways can successful leaders win the respect of subordinates and exercise authority over them?

Vocabulary 2 **Collocations**

**1** Match each of the following verbs with one set of nouns.

set      meet      make      take

- |   |  |
|---|--|
| <p>1 _____ a chance<br/>_____ an opportunity<br/>_____ a position<br/>_____ a point</p> | <p>3 _____ a mistake<br/>_____ a judgement<br/>_____ a profit/loss<br/>_____ a call</p>  |
| <p>2 _____ a deadline<br/>_____ a need<br/>_____ the cost<br/>_____ expectations</p>    | <p>4 _____ a precedent<br/>_____ an example<br/>_____ an objective<br/>_____ a limit</p> |

**2** Use some of the collocations to complete the dialogues below.

- 1 a Are you sure these figures are correct? They look a little high to me.  
b You're right. I think I \_\_\_\_\_ a \_\_\_\_\_ in the calculations.
- 2 a What do you think of their proposal?  
b Too risky. We can't \_\_\_\_\_ a \_\_\_\_\_ on an unknown supplier.
- 3 a They say they absolutely must have the final version by Friday.  
b We'll never be able to \_\_\_\_\_ a \_\_\_\_\_ like that!
- 4 a It's the first time we've agreed to pay expenses on a project like this.  
b Yes, I know. I hope this won't \_\_\_\_\_ a \_\_\_\_\_ that we'll regret later.
- 5 a I'm not sure if we should sell now or wait until the market improves.  
b Yeah. It's difficult to know which would be the best \_\_\_\_\_ to \_\_\_\_\_.
- 6 a It looks like we've used almost all of the budget.  
b Right. We're going to have to \_\_\_\_\_ a tight \_\_\_\_\_ on spending from now on.

**Listening 1** 

**1** David Hargreaves is the HR manager at Radius Group. You will hear him talk about managing people. Before you listen, answer these questions.

- 1 Do you think there is a secret to successful leadership?
- 2 Do you think that life inside an organisation is in any way similar to life inside a family? If so, in what way?

 Now listen and answer the questions.

- 1 How does David motivate his staff?
- 2 How does he monitor progress?
- 3 Why does he arrive early at work?
- 4 How does his team make decisions?
- 5 What does David think the secret of leadership is?

**Speaking**

Work in pairs. Tell your partner about a very good manager or teacher you have known. What made him/her special?

Language focus **Articles**

Read the extract below and underline all the nouns. Which nouns are preceded by indefinite articles *a/an*, the definite article *the* or no article at all?

Does fear really motivate? In sport, says Scott Snook, a teacher in organisational behaviour at Harvard Business School, (one of the most famous business schools in the world) 'fear can become a barrier to taking risks, yet can provide the essential emotional kick needed to meet a challenge. Coaches need to strike the right balance in order to develop talent.'

The indefinite article *a/an* refers to

- non-specific singular countable nouns (He's **a** good **manager**.)
- jobs and nouns of nationality (I'm **a** sales **executive**.)

The definite article *the* refers to

- nouns already mentioned or specified (I gave **the** report to her.)
- nouns that are one of a kind (You can read about it on **the** internet.)
- the superlative form of adjectives (It's **the** best job I've had.)

There is usually no article with

- general plural and uncountable nouns (**Criticism** doesn't help.)
- abstract nouns such as *talent, success* (We should develop our **talent**.)



For more information, see page 157.

**Practice**

Complete the following article with either a definite or indefinite article or no article at all (∅).

**We don't need managers we manage ourselves!**

It seems like <sup>1</sup> a recipe for <sup>2</sup> ∅ anarchy: At TechTarget, <sup>3</sup> \_\_\_\_\_ interactive media company in <sup>4</sup> \_\_\_\_\_ USA, all 210 employees are free to come and go as they please. There are no set policies on <sup>5</sup> \_\_\_\_\_ working hours or <sup>6</sup> \_\_\_\_\_ sick, personal and vacation days. More productive between <sup>7</sup> \_\_\_\_\_ midnight and 4 am? 'No problem,' says <sup>8</sup> \_\_\_\_\_ founder and CEO Greg Strakosch.

Strakosch, 40, may sound like <sup>9</sup> \_\_\_\_\_ leftover from <sup>10</sup> \_\_\_\_\_ feverish, try-anything days of <sup>11</sup> \_\_\_\_\_ new economy. But <sup>12</sup> \_\_\_\_\_ financial results tell <sup>13</sup> \_\_\_\_\_ different story. <sup>14</sup> \_\_\_\_\_ four-year-old company's 'open-leave' policy, Strakosch says, is <sup>15</sup> \_\_\_\_\_ biggest reason why turnover is expected to hit \$35 million this year, up nearly 30 per cent

from last year. 'It's <sup>16</sup> \_\_\_\_\_ competitive weapon,' he says. That doesn't surprise Shoshana Zuboff, <sup>17</sup> \_\_\_\_\_ professor of <sup>18</sup> \_\_\_\_\_ business administration at <sup>19</sup> \_\_\_\_\_ Harvard. In <sup>20</sup> \_\_\_\_\_ age of intellectual assets, she says, it's absurd to treat workers with <sup>21</sup> \_\_\_\_\_ industrial-age mindset. 'We should be beyond demanding just <sup>22</sup> \_\_\_\_\_ loyalty from workers and we should trust them to be honest about managing their time,' Zuboff says.

## Career skills

### Getting things done

Management is often about getting people to do things effectively and on time. Direct orders can demotivate subordinates as they give them no choice but to do as they are told. A softer approach is to focus on the positive outcome of an employee completing a task:

*It would be a great help if you could get the report done by Friday.*

By phrasing instructions as questions, an employee feels respected and involved in the decision-making process.

*Would you mind working late next week?*

## Listening 2

**1** Listen to the three short dialogues. Which of the following phrases do the speakers use?

*Is there any way you can ... ?*

*I don't suppose you could ... ?*

*Do you mind ... ?*

*Would you do me a favour and ... ?*

*I was wondering whether you could ... ?*

*Would you mind ... -ing?*

*I'd really appreciate it if you ...*

*It'd be a great help if you could ...*

**2** Read the instructions below. How would you rephrase them to make them softer? Practise with a partner.

- 1 Get it done by Friday.
- 2 Tell her to come and see me.
- 3 Mail it to my home address.
- 4 Don't waste your time on that.
- 5 Enter all that on the data base.

## Speaking

Look at the following situations. Imagine that you are the person's manager. How would you approach these situations? What would you actually say to the person in each case?

- 1 Bill Jarvis is a young engineer who has only been with your organisation for four months. He has an independent approach to doing his work. You asked him to hand in a report three days ago. He has not responded to the several emails you sent him to remind him.
- 2 Janet Feynman is a young junior manager in your department. She gets on with most people in the office. However, she has recently had some conflict with Katia, one of her colleagues. A new project has come up and you need Janet to work on it with Katia.

## Culture at work

### Being direct

In direct cultures instructions are very short. This can be seen as impolite and aggressive by people from indirect cultures, where instructions are usually polite requests. Can you think of examples of each culture? How might this difference cause misunderstanding in multicultural teams?