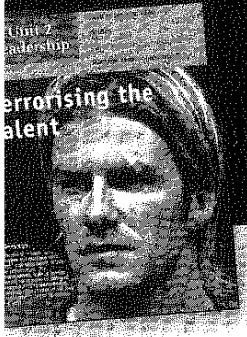


Unit 2

Leadership



Vocabulary: **Leadership**
 Grammar: **Articles**
 Career skills: **Getting things done**
 Writing: **Email making a request**

Vocabulary

1 Use the clues to find the words in the puzzle.

- 1 special ability
- 2 time limit
- 3 give someone work to do
- 4 have control over
- 5 appreciated
- 6 motivate



2 Complete the sentences with *on*, *in*, *by*, *into*, *to*, *with* or *of*.

- 1 Janice is very good at dealing with problems in the workplace.
- 2 The manager needs to take control _____ the situation immediately.
- 3 If management aren't careful, staff will go _____ strike.
- 4 A friend of mine recently asked me to go _____ business with him.
- 5 Today's management session will focus _____ marketing strategies.
- 6 Managers need to make company information more accessible _____ staff.
- 7 I don't think a good leader is someone who rules _____ terror.
- 8 A good leader should be open _____ new ideas.
- 9 What do you think is needed to succeed _____ business?
- 10 I'd say your way of managing staff is similar _____ mine.

3 Match the verbs and nouns.

- | | | |
|-----------|-------|--------------|
| 1 take | _____ | a a balance |
| 2 attend | _____ | b a risk |
| 3 strike | | c an example |
| 4 set | | d a problem |
| 5 resolve | | e an event |
| 6 found | | f a company |

4 Now use the verb and noun pairs to complete the sentences.

- 1 Managers find it hard sometimes to strike a balance between being too informal and too formal with their employees.
- 2 How many company events do you have to _____ every month?
- 3 My supervisor always works late – I think he wants to _____ an example.
- 4 How did you manage to _____ the problem?
- 5 Good leaders are rarely afraid to _____ risks.
- 6 My colleague has decided to _____ his own company.

5 Which is the odd one out in each set?

- | | | | |
|---------------|-------------------|----------------------|-------------|
| 1 a manager | b chief executive | c <u>subordinate</u> | d leader |
| 2 a precedent | b <u>success</u> | c limit | d target |
| 3 a achieve | b reach | c meet | d lose |
| 4 a reduce | b improve | c develop | d increase |
| 5 a deadline | b cost | c expectation | d dismissal |
| 6 a positive | b trusted | c poor | d valued |
| 7 a fire | b motivate | c reward | d inspire |
| 8 a risk | b consensus | c position | d chance |

6 Complete the tips for effective leadership below with the following verbs.

develop lose take set give make resolve dominate avoid create

Tips for effective leadership

- 1 Resolve any problems quickly.
- 2 _____ care to involve staff.
- 3 Always _____ clear instructions.
- 4 _____ unrealistic targets.
- 5 Do _____ sure your staff feel valued.
- 6 _____ talent among your staff.
- 7 _____ your temper.
- 8 _____ causing stress among workers.
- 9 _____ a positive working environment.
- 10 Lead meetings but _____ them.



Language check

Look at the use of articles (*a*, *the* or no article at all) in the sentences. Only three sentences are correct. Identify the correct sentences and find and correct the mistakes.

- 1 I have ^a job in a leading design company.
- 2 Gabi Hart is director.
- 3 A manager is not the same as leader.
- 4 Employees don't want to be led; they want to be managed.
- 5 Does the fear really motivate people to do better in their work?
- 6 Most managers learn from the experience.
- 7 Bob is one of youngest managers here but he's also one of the best.
- 8 Culture can affect attitudes to management.
- 9 Newspaper article I read on the train this morning was very positive about management today.
- 10 I don't know of many really strong leaders in the world at the moment.

Listening T4

1 Six people talk about the qualities of successful leaders. Listen and match each speaker with one of the qualities.

- a Ability to develop talent
- b Self-confidence
- c Ability to take unpleasant decisions
- d Clarity of thought
- e Ability to judge people
- f Effective communication skills

2 Now use adjectives from the audioscript on pages 80–81 to complete the sentences.

- 1 It's important for a manager to give c *lear* instructions to staff.
- 2 Business isn't simple: managers have to be prepared to deal with c situations.
- 3 There are no standard solutions; managers need to find the most e solution for each particular situation.
- 4 All leaders are asked to deal with c demands – so they need to be able to prioritise.
- 5 A good manager develops his /her team and isn't j of other people's success.
- 6 Flexibility is c; without this quality, no manager can survive.

Tough at the top

Choosing a leader

used

So, are companies worse than they ~~use~~ to be at choosing good leaders? Certainly, given the importance of the top job, companies sometimes appear to select their leaders in unsatisfactory ways. They rarely advertise for a boss or select anyone from another country (apart from in Britain, where 32 of the chief executives of the FTSE 100 firms are not British).

Moreover, they rarely appoint anyone who has been the CEO of another large public company. Of course, successfully picking a leader has always been tricky because the job requires at least two quite different skills. Like the fox, a CEO must know a lot of little things and must manage the key day-to-day aspects of the business. But like the hedgehog, he must also know one big thing: every three or four years, he will have to take a substantial strategic decision, which may fatally damage the business if he gets it wrong. Plenty of giants, such as Cable & Wireless and AT&T, have had leaders who passed the fox test but failed the hedgehog one.



2 Franz has written an email to a colleague. Rewrite Franz's email using a softer approach to ensure that he gets things done. Then compare your answer with the suggested answer on page 90.

