

UNIT 2

LEADERSHIP



Intelligent Business
Intermediate

Content

- Vocabulary: Management styles; Business collocations
- Article: “When to terrorise talent”; “What is Leadership”
- Grammar: definite and indefinite articles

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.

Terrorizing the talent

Keynotes

- Inspire (v), inspiration (n), inspirer(n)
- Motivate (v), motivation (n), motivated (a)
- Management style (n)
- Delegate (v)
- Subordinate (n)
- Authority (n)

Management styles

- **Motivating employees by**
 - a. Inspiring fear / respect / affection*
 - b. Financial reward*
 - c. Non-financial reward: respect, status, promotion,*
- **Delegating**
- **Controlling**
- **Terrorising**

Do you agree?

- *Employees can't be trusted and must therefore be closely supervised*
- *Staff should be allowed to organize their own work*
- *The best motivation is money and recognition for meeting targets*

Reading: fear and management

- *Refuge (n): shelter (n)*
- *Strangle (v): frighten (v)*
- *Lose one's temper*
- *Rule by terror*
- *Indispensable (a)*
- *Constructive dismissal (n)*
- *Employee harassment (n)*
- *Upswing (n)*
- *Productively neurotic (a)*
- *Fragile ego (n)*
- *Emotional kick (n)*

2. Leadership



To become very angry

2. Leadership



Lose one's temper
To become very angry

2. Leadership



The situation in which an employer officially makes someone leave their job

2. Leadership



(Constructive) Dismissal

The situation in which an employer officially makes someone leave their job

2. Leadership



**Behaviour that
annoys or upsets
someone**

2. Leadership



Harassment

**Behaviour that
annoys or upsets
someone**

2. Leadership



**An increase or
improvement**

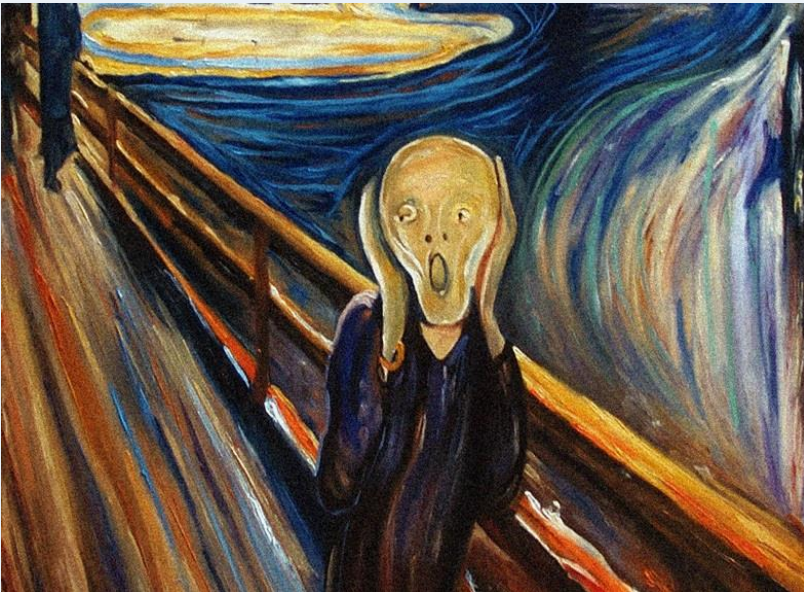
2. Leadership



Upswing

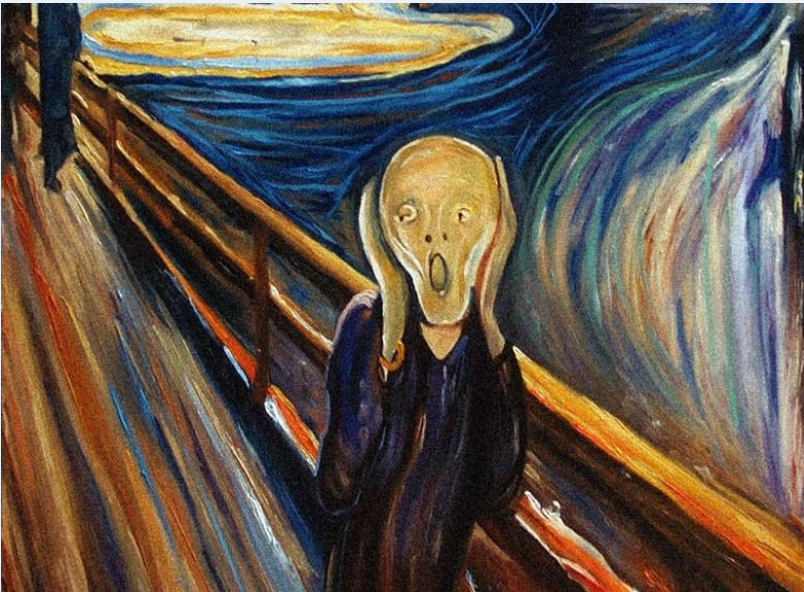
**An increase or
improvement**

2. Leadership



In a state of anxiety

2. Leadership



Neurotic

In a state of anxiety

2. Leadership



Very sensitive people

2. Leadership



Fragile egos

Very sensitive people

2. Leadership

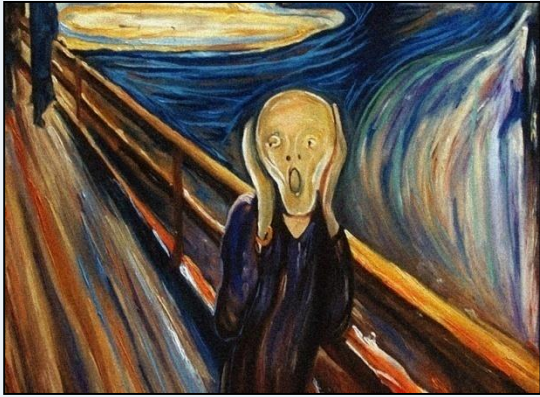


Feeling of excitement

2. Leadership



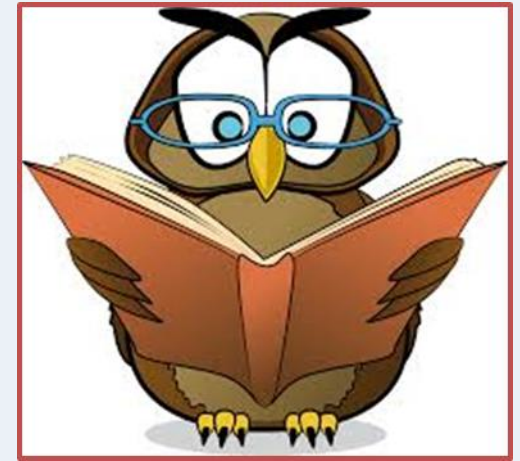
Emotional kick
Feeling of excitement



READING

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 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 head-hunter 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.

Reading

When to terrorise talent

- **Question 1: What motivation techniques are mentioned?**

Inspiring fear in others

Providing some kind of emotional kick

Personal fear of failure or of looking stupid

Reading comprehension

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.

1F 2T 3F 4F 5T 6T 7T

Match the words from the text with similar meanings

1. inspire
2. fire
3. fear
4. defeat
5. upset
6. subordinate
7. tactic

- a. technique
- b. terror
- c. motivate
- d. employee
- e. sack
- f. failure
- g. hurt

Keys

1. inspire
2. fire
3. fear
4. defeat
5. upset
6. subordinate
7. tactic

- c. motivate
- e. sack
- b. terror
- f. failure
- g. hurt
- d. employee
- a. technique

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.

1 manager

2 coach

3 directors

4 workers

5 CEO

6 subordinates

7 staff

8 employee

The Art of Delegation

Many ¹ managers believe that getting work done through others requires a free flow of information and open, productive relationships with ² _____. Rather than creating a climate of ³ _____, they give clear instructions and realistic deadlines and take care to give only constructive criticism and not ⁴ _____ employees. They work towards creating a positive working environment where ⁵ _____ feel valued and trusted. Some specialists say that it is essential not to criticise, as this rarely ⁶ _____ and often causes stress and loss of confidence among the ⁷ _____. Managers who successfully maintain the balance of power will not lose their authority even when certain ⁸ _____ 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.

Lecture «What is Leadership»?

Listen to Part 1. What does the lecturer say about leadership? Tick one or more of the following:

- a) It is not the same as management.
- b) It cannot be taught to people.
- c) It is about having clear goals and expertise.
- d) It is also about creativity and self-confidence.

a, c, d

Lecture «What is Leadership»?

In Part 2, the lecturer uses two words from general English with a special management English meaning

1. What are the words?
2. What do they mean in management English?

Word	General English meaning	Management meaning
goal	a point scored when a ball goes into a net in many sports	objective
hand	the part of the body at the end of the arm	a manual worker

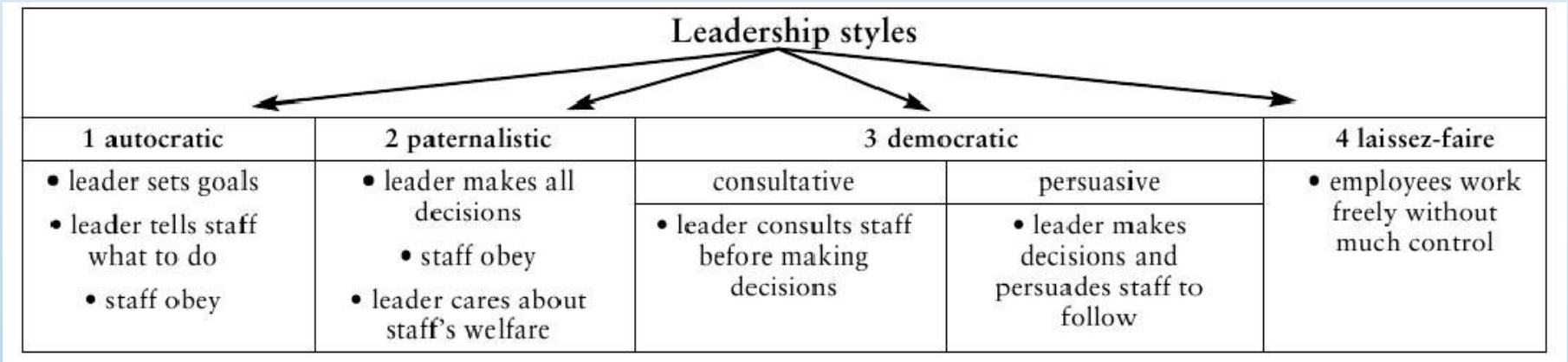
Lecture «What is Leadership»?

In Part 3, the lecturer describes different types of leadership.

1. How many styles?
2. Which styles?
3. What are the main characteristics of each style?

1. Four
2. Autocratic, paternalistic, democratic, laissez-faire

Classification diagram



Lecture «What is Leadership»?

In the final part, the lecturer explains what good leaders do. He gives examples of styles, ad a definition of a good project leader. Listen and mark each word in the box **S** if it is a style and **D** if it is part of the definition.

1. Get tasks done

2. Delegating

3. Mix

4. Selling

5. Motivate

6. Telling

7. Implements actions

8. Participation

1. **D**

2. **S**

3. **D**

4. **S**

5. **D**

6. **S**

7. **D**

8. **S**

Collocations

Take

Meet

Make

Set

Take

- Take a chance
- Take an opportunity
- Take a position
- Take a point

Meet

- Meet a deadline
- Meet a need
- Meet the cost
- Meet expectations

Make

- Make a mistake
- Make a judgment
- Make a profit / loss
- Make a call

Set

- Set a precedent
- Set an example
- Set an objective
- Set a limit

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.

1 made/mistake

2 take/chance

3 meet/deadline

4 set/precedent

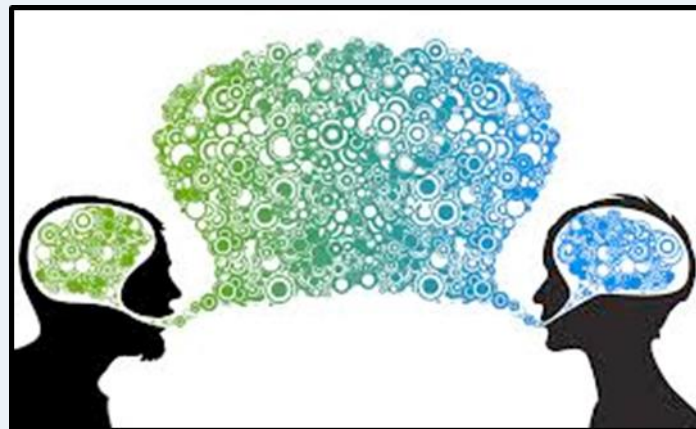
5 opportunity/take

6 set/limit

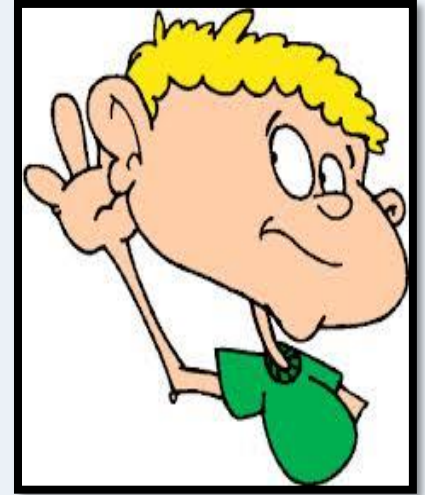
Speaking

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?



Listening



- **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?

- 1 David motivates his staff through a performance-related bonus scheme and a paternalistic interest in what they do.
- 2 He has regular meetings to check that people are on track and appraisal meetings to evaluate work that has been done.
- 3 He arrives early to design the daily work schedule of each team member.
- 4 David's staff consult him when they run into problems and he makes the important decisions.
- 5 See above for David's views on leadership. There appears to be some inconsistency in what he says. He talks about delegation and giving employees space – but David appears not to give people space or allow them any autonomy.

Language check: Articles

Indefinite : A / AN

- General singular nouns

a cat can't swim

- Jobs

I'm a teacher.



Definite : THE

- Nouns already mentioned

I gave the report to her.

- Nouns are unique

we can see the sun.

- Superlatives

It's the best job.

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 1 a
recipe for 2 an
anarchy: At TechTarget,
3 a interactive media
company in 4 the USA,
all 210 employees are free to
come and go as they please.
There are no set policies on
5 the working hours or
6 the sick, personal and
vacation days. More
productive between
7 the

midnight and 4 am? 'No problem,' says ⁸ _____ founder and CEO Greg Strakosch.

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

from last year. 'It's ¹⁶ _____ competitive weapon,' he says.

That doesn't surprise Shoshana Zuboff, ¹⁷ _____ professor of ¹⁸ _____ business administration at ¹⁹ _____ Harvard. In ²⁰ _____ age of intellectual assets, she says, it's absurd to treat workers with ²¹ _____ industrial-age mindset. 'We should be beyond demanding just ²² _____ loyalty from workers and we should trust them to be honest about managing their time,' Zuboff says.

We don't need managers. We manage ourselves

- A recipe (n)
- anarchy /æˈnəki/(n)
- An interactive media company (n)
- A leftover (n)
- Feverish (n) showing strong feelings of excitement or worry
- Turnover (n)
- A competitive weapon (n)
- In an age of ...
- Intellectual assets
- Absurd /əb'sɜ:d/(a) completely ridiculous; not logical and sensible
- Treat (v)
- Industrial-age mindset (n) a set of attitudes or fixed ideas that somebody has and that are often difficult to change
- Loyalty (n)

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

2d; 3f; 4e; 5a; 6b

Getting things done

- Have smb DO smt
- Get smb TO DO smt
- Have smt DONE
- Get smt DONE

I will have my dad repair
my bike

I will have my bike
repaired by my dad

I will get my dad to repair
my bike

I will get my bike repaired
by my dad

Softer approach to get things done

- 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...?
- I'd really appreciate if you?
- It'd be a great help if you could...?

BEING DIRECT

- In direct cultures, instructions are very short
- In indirect cultures, it is impolite and aggressive.
- This difference can cause misunderstanding, especially in multicultural teams.

BEING DIRECT

- When asking to people to do things, you can be either **direct** or **indirect**.
- In some cultures, it is possible to be very direct without being impolite.
- In other cultures, it is considered rude and aggressive to be too direct.
- How would you describe your culture?

BEING DIRECT

	Direct	Indirect
Form of request	Prefer to use the imperative: e.g. Send me your report this week, please.	Prefer question forms: e.g. Could you please send me your report this week?
Use of expressions	Make simple statements and use fewer words: e.g. I need those figures today.	Use more wordy expressions: e.g. I was wondering if you could let me have those figures today? It would really help if you could ...
Please and thank you	Use <i>please</i> and <i>thank you</i> less often.	Use <i>please</i> and <i>thank you</i> frequently.

BEING DIRECT

Look at the following ways to make the same request. Which would you use to talk to a colleague?

very indirect



- I'm so sorry to trouble you. I wonder if you would mind getting me those figures?
- Do you think you could possibly get me those figures, please?
- Would you please get me those figures?
- Can you get me those figures?
- Get me those figures.

very direct

Getting things done on time

Which of the following strategies do you use to make sure you do things on time?

- Make a list of things to do
- Estimate the time you need for each task
- Break down tasks into steps
- Decide on the order in which to complete tasks
- Draw a workflow diagram
- Put high priority tasks first
- Think about how to do things faster
- Other ideas _____

Speaking practice: talking about urgency

Which of the following sentences expresses the greatest priority? Put them in order from greatest to least priority.

- a I'd like to get everything done before April, if possible.
- b This is urgent – we must do it right away.
- c It's important to confirm the numbers by the end of the month.
- d We need to book as soon as possible.
- e There's no rush – we can do that any time.



Listening



1 A sales manager talks to the conference organiser about arranging a golf tournament for important customers. Look at the list of actions a–g. Then listen to the conversation and write each action into the plan.

- a Check the customers' requirements
- b Invite the customers
- c Book the golf venue
- d Brief the sales team
- e Select the golf venue
- f Choose the menu for lunch
- g Confirm the number of guests

Listening

Actions	February				March				April				
	5	6	7	8	9	10	11	12	13	14	15	16	17
1	■												
2	■	■	■										
3			■	■	■	■							
4							■						
5							■	■	■	■			
6											■		
7												■	
8 Hold the tournament													10 th

2 Listen again. What language did the speakers use to say when things must be done?

Objective: Persuade people to do things

Your team in Action Stations plc has a tight schedule tomorrow, but you each have to try to fit in one more task. Ask your colleagues if they can help. Use some of the following phrases to make polite requests.

Is there any way you can ... ?

I wonder if you could ...

I don't suppose you could ... ?

Would you mind ... (+ ing)?

Would you do me a favour and ... ?

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

Self-assessment

Think about your performance on the tasks. Were you able to:

- talk about urgency? yes need more practice
- persuade people to do things? yes need more practice
- get things done on time? yes need more practice

Vocabulary

Vocabulary 1 – management styles

Authority; coach; (to) control; (to) delegate; director; dismissal; emotional kick; employee; employer; fragile egos; harassment; inspire / inspiration / inspirer; (to) lose one's temper; management style; manager; motivate / motivation / motivated; neurotic; staff; subordinate; (to) terrorise; upswing; worker

Vocabulary 2 – business collocations

To make (a mistake, a judgment, a profit, a loss); to meet (a deadline, a need, an objective, the cost, expectation); to set (a precedent, an example, an objective, a limit); to take (a chance, an opportunity, a position, a point).

