

Management styles

'In my house, I'm the boss. My wife is just the decision-maker.'
 Woody Allen, American writer, director, actor and comedian

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STARTING UP

A Which of these statements do you agree with? Explain your reasons.

Managers should:

- 1 know when your birthday is.
- 2 know where you are and what you're doing at all times during working hours.
- 3 not criticise or praise.
- 4 not interfere in disagreements between members of staff.
- 5 not ask people to do things they're not prepared to do themselves.
- 6 be available at all times to give staff advice and support.
- 7 keep their distance from staff and not get involved in socialising outside work.
- 8 use polite language at all times.
- 9 work longer hours than their staff.
- 10 comment on the personal appearance of their staff.

B What is the role of a manager? Choose your top three roles from the following and explain your ideas.

- motivator
- mediator
- leader
- problem-solver
- monitor
- decision-maker
- friend
- organiser
- role model

Can you connect the roles above to the points you discussed in Exercise A?

C How important are these factors in judging the success of a manager?

- the loyalty of staff
- achievement of results
- popularity with their superiors

VOCABULARY

Management qualities

- A** Give the opposite meaning for each of these adjectives, using the prefixes *in-*, *ir-*, *un-*, *il-* or *dis-*. Then provide the noun forms.
- | | | |
|-------------------------------------|-------------|----------------|
| 1 considerate | 5 efficient | 10 organised |
| <i>inconsiderate, consideration</i> | 6 flexible | 11 decisive |
| 2 competent | 7 inspiring | 12 responsible |
| 3 creative | 8 logical | 13 sociable |
| 4 diplomatic | 9 loyal | 14 supportive |

B  CD2.16 Mark the stress on the positive adjective and noun forms in Exercise A. Listen and check your answers.

C Choose the four best qualities of a manager using the adjectives in Exercise A and rank them in order of importance (1 = most important). Then choose the four worst qualities and rank them (1 = worst).

D Match these pairs of contrasting management styles.

- | | |
|-------------------|----------------------|
| 1 autocratic | a) collaborative |
| 2 centralising | b) controlling |
| 3 directive | c) delegating |
| 4 empowering | d) democratic |
| 5 hands-on | e) people-orientated |
| 6 task-orientated | f) laissez-faire |

E Discuss these questions.

- Which management style(s) would you like to experience / have you experienced?
- How would you describe your own management style? If you are not a manager, what do you think your management style would be?
- What qualities do you think you possess or lack?

See the DVD-ROM for the i-Glossary.



LISTENING

Successful managers

A  CD2.17 Laurie Mullins is the author of *Management and Organisational Behaviour*. Listen to the first part of the interview. Which two factors influence the managerial function today, and what are the two examples that Laurie gives of these factors?

B  CD2.18 Listen to the second part. Which six managerial philosophies does Laurie mention?

C  CD2.19 Listen to the final part and complete these extracts.

Some managers believe in the need for¹ and control through an² system of central control, formal organisation³, systems of⁴, and the belief that it's natural for people to try to get away with what they can ...

Other managers believe in the integration of⁵ and⁶ goals and that people can be⁷ to the goals of the organisation, in which case they will exercise self-.....⁸ and self-.....⁹.

D In groups, answer this question.

Which management style do you think gets the best out of people?



Laurie Mullins

Watch the interview on the DVD-ROM.



READING

Management styles

A Discuss these questions.

- 1 What do you like or dislike about the management style in your organisation?
- 2 What would your ideal workplace be like?

B Work in pairs.

Student A: Read the article on the opposite page about Anna Wintour, Chief Executive of *Vogue*, the fashion magazine.

Student B: Turn to page 145 and read the article about Jim Buckmaster, CEO of Craigslist, the Internet company.

Read your article quickly and decide which of these statements are true for the CEO you read about.

They ...

- 1 think most meetings are a waste of time.
- 2 are good at making decisions quickly and firmly.
- 3 want people to know who is the boss.
- 4 think artificial deadlines are stressful.
- 5 believe in hiring the best staff they can.
- 6 think their staff feel happy working there.

C Read your article again. In pairs, compare and contrast the styles of the two CEOs.**D** Which of these adjectives do you think describe Anna Wintour?

approachable demanding perfectionist ruthless volatile

E Match the adjectives in the box to the definitions below.

| | | | |
|--------------------|----------------|-----------|---------------|
| anti-authoritarian | approachable | demanding | perfectionist |
| ruthless | self-motivated | talented | volatile |

- 1 not caring if you have to harm others to get what you want
- 2 not satisfied with anything unless it is exactly right
- 3 having a natural ability to do something well
- 4 wanting to achieve something by themselves
- 5 against forcing people to obey strict rules
- 6 friendly and easy to talk to
- 7 expecting a lot of time and effort from others
- 8 liable to suddenly become angry

F Complete this paragraph with adjectives from Exercise E.

At my last company, the managers were remote and not at all¹. They were hard to get to know. The only one who showed any emotion was the CEO, who had a² temper. He was completely ruthless and didn't care about his staff at all. He acted like a dictator. He had a³ management style, insisting that everything was exactly right. He was also very demanding, making us work really unsociable hours. In my new company, the managers are good communicators, decision-making is open and transparent and the style is⁴. Management is by consensus. All the staff are⁵ and experts in their own fields. They are⁶ and trusted to work without supervision.

Student A

Anna Wintour

60 Minutes' Morley Safer interviews *Vogue*'s Editor in her first lengthy U.S. T.V. profile.

She is said to be the most powerful woman in fashion and she does nothing to dispel that belief. Her name is Anna Wintour, a name that strikes terror in some and loathing in others. It should also be said she commands a loyal band of friends and admirers.

"The blurb on your unauthorized biography reads 'She's ambitious, driven, needy, a perfectionist'. Accurate?" *60 Minutes* correspondent Morley Safer asked Wintour.

"Well, I am very driven by what I do. I am certainly very competitive. I like people who represent the best of what they do, and if that turns you into a perfectionist, then maybe I am," Wintour replied.

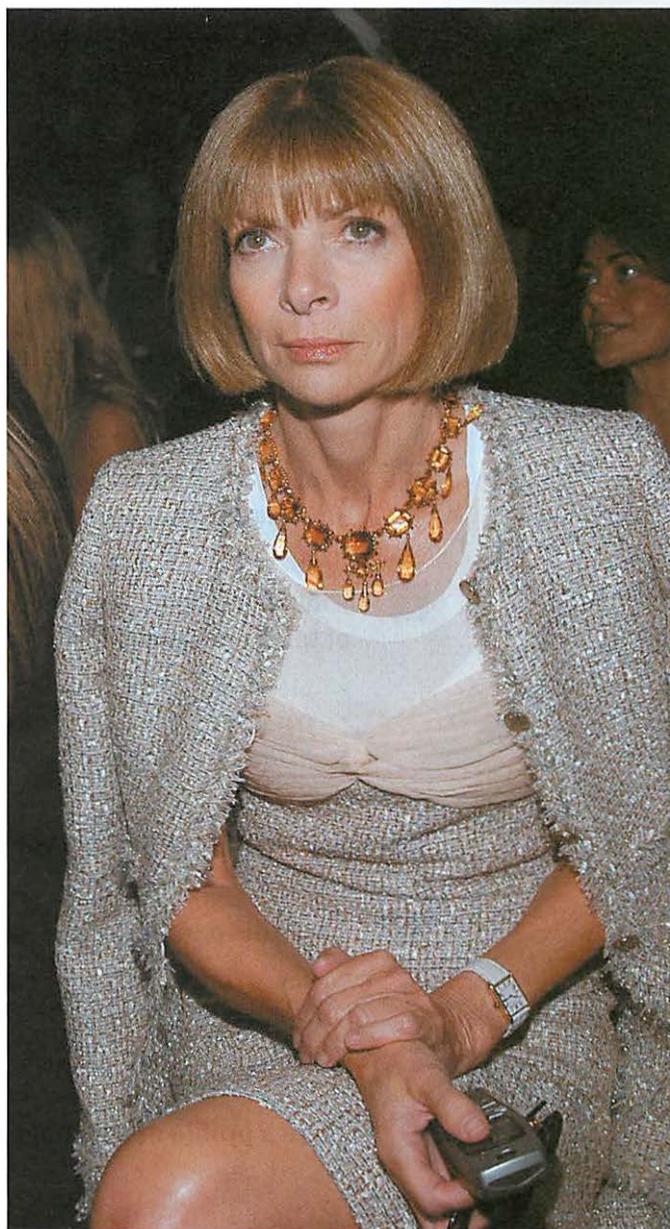
Wintour is involved in every detail of the magazine: the clothes, editing the pictures and articles. She is decisive, impatient, and bears a look that says "I'm the boss, and you're boring."

"An editor in the final analysis is a kind of dictator—a magazine is not a democracy?" Safer asked.

"It's a group of people coming together and presenting ideas from which I pick what I think is the best mix for each particular issue, but in the end, the final decision has to be mine." Wintour explained. "We're here to work. There's on-duty time and off-duty time, and we're drawn together by our passion for the magazine. If one comes across sometimes as being cold or brusque, it's simply because I'm striving for the best."

"It's not like a tea party here. We work very hard," *Vogue*'s Editor-at-large Andre Leon Talley told Safer. Asked what kind of boss she is, Talley told Safer, "Let's say that Anna can be intimidating. I think that's her armor, to intimidate. To give the people the sense that she is in charge. She is not a person who's going to show you her emotions ever. She's like a doctor, when she's looking at your work, it's like a medical analysis."

Vogue Creative Director Grace Coddington says, "I think she enjoys not being completely approachable, you know. Just her office is very intimidating, right? You have to walk about a mile into the office before you get to her desk, and I'm sure it's intentional."



from CBS

G Discuss these questions.

- 1 What are the advantages and disadvantages of each style of management described in the articles?
- 2 Would you rather work for a male or female manager? Describe your ideal manager.
- 3 Do you agree with Buckmaster that most meetings are a waste of time?

LANGUAGE REVIEW

Text reference

- In written English, we often use pronouns to avoid repeating words and phrases when it is already clear what we are talking about.
We need the report urgently – it's got to be sent to head office.
- Writers sometimes use *we* to refer to themselves and the readers together.
*As **we** saw in Episode 1 ...*
- We sometimes use *it* as an 'empty' subject with no real meaning.
It's nine o'clock.
- We can use *it, this, that, these* and *those* to refer back or forward to something in a text, or outside the text itself.
*Most French senior management were educated at the Grandes Écoles. **These** colleges champion an intellectual rigour in their students. **This** produces a highly educated management population.*
- We can use *they* to avoid saying *he* or *she*, especially after indefinite words like *anyone, no one, somebody*, etc.
*Someone's been trying to phone us all morning, but **they** can't get through.*

➔ Grammar reference page 149

A Look at the Jim Buckmaster article on page 145 and say what all the words in red refer to.

B Look at the first paragraph of the Anna Wintour article on page 69 and find an example of *it* as an 'empty' subject.

C Look at the Anna Wintour article again and underline all the examples of text reference. Use this checklist to help you.

- pronouns
- possessive adjectives or pronouns
- *it, this, that, these* and *those*

D Say what all the words you underlined in Exercise C refer to.

E Read this paragraph and say what *the former* and *the latter* refer to.

Wintour's critics describe her management style as autocratic, whilst her supporters label it perfectionist. The former believe she is ruthlessly determined, whereas the latter would rather say she is focused on excellence.

F Write a profile of a manager you know or are interested in.

SKILLS

Presentations

A  CD2.20, 2.21 Jason Harding, Sales Manager of the drinks company Quench Products, is giving a presentation to some customers. Listen to both parts of the presentation and answer these questions.

- 1 What is the name of the product?
- 2 When will it be launched?
- 3 What are its unique selling points?
- 4 What will the audience take away with them?

B  **CD2.20 Listen to the first part of the presentation again and complete these extracts.**

- 1 I'm going to tell you about our new iced tea that'll be early next March.
- 2 What is Quench Iced Tea? What are its ?
- 3 The fact that we offer it in will give it a definite over the competition.
- 4 I want to that. In other words, it's got a
- 5 This will undoubtedly appeal to And that's a major of our product.



C  **CD2.21 Listen to the second part again and complete these extracts.**

- 1^a the tea itself. As you know, our company uses only^b tea ...
- 2 Please take a look at the
- 3 What does this^a? It.....^b that once again, we're offering customers^c.
- 4 You can see from the slide that the bottles are^a, very^b and^c. They'll really^d on the shelf.
- 5 So to^a, we're offering customers a unique, delicious, thirst-quenching product. A product that'll^b to different tastes and which has^c. It'll [...] be supported by a^d.

D **Match each extract in Exercises B and C to a heading in the Useful language box below.**

E **Prepare a presentation about a product you have bought recently. Try to persuade your audience to buy it.**

USEFUL LANGUAGE

STATING THE PURPOSE

The purpose of my talk today is to ...
 What I want to do today is to ...
 My main objective today is to ...

INVOLVING THE AUDIENCE

What are its main selling points?
 As I'm sure you all know, ...
 As you are aware ...

PERSUADING

It will give us an edge over the competition.
 This will undoubtedly appeal to ...
 It has many outstanding features.

EMPHASISING

I'd just like to highlight ...
 I want to stress that ...
 I'd like to emphasise that ...

CHANGING THE SUBJECT

Moving on to ...
 OK, now I'll talk about ...
 Right, turning now to ...

REFERRING TO VISUALS

Let's look at the chart.
 Let me draw your attention to the slide.
 Please take a look at the visual.

DISCUSSING IMPLICATIONS

What this means is ...
 The consequence of this is ...
 This has resulted in ...

EXEMPLIFYING

For instance ...
 Let me give you an example.
 Let me give you an interesting statistic.



A multinational electronics company must choose a new manager with the right management style to lead an international project team

Background

Niel Selig and Pedar Lind founded their electronics company (S&L) in Copenhagen, Denmark, in 1985. They developed the company by making top-of-the-range electronics products for higher-income groups. The products have a classical look, innovative designs and a distinctive appearance. A highly successful company, S&L has expanded internationally and now has over 500 stores worldwide.

Six months ago, an international team was assembled to carry out a project. Consisting of 16 members, the team was instructed to conduct a survey of S&L's customer service to retail outlets in six major European countries.

Unfortunately, the project has run into difficulties. Deadlines for submitting reports have been missed, and morale in the project team is low. It has become apparent that the present Project Manager, Paul Johnstone, does not have the right style to manage the team. It has been decided, therefore, to replace him with someone else within the organisation who has a more suitable management style.

Management style of Paul Johnstone

You are directors of S&L. You interviewed three members of the project team about Paul's style of management.

🔊 CD2.22, 2.23, 2.24 **Work in small groups. Listen to the comments and note down the strengths and weaknesses of his style, using these categories.**

- Personality
- Communication
- Goal-setting
- Decision-making
- Monitoring performance
- Giving feedback

Replacing the Project Manager

The Directors of S&L have talked informally to several candidates who are interested in taking over from Paul Johnstone. The candidates were asked to note down their management style.

Read the descriptions of their style on the opposite page.

Manager 1: Ruth**Sales Manager, Central Europe**

I'm strong, self-confident, sociable.
I have high expectations of co-workers.

**My job:**

- To give clear, detailed instructions which must be carried out. I'm not interested in explanations if the work isn't done.
- It's important to give clear goals for each member of staff.
- Deadlines must be met at all costs. I won't accept excuses.
- I'm a hands-on manager. I check all the time to make sure staff are doing their job properly.
- I'm a good listener, but then I tell people what to do.
- Dealing with multinational staff is difficult. You have to tell them your management style and what you expect from them.
- I'm a decisive person, but if I make a mistake, I admit it.

Staff appraisal interviews: Every three months. I discuss my team's weaknesses and strengths.

My strengths: Leadership, achieving targets

My personality: A workaholic; tough, fair, ambitious. I like new challenges.

Manager 2: Eduardo**Manager, New Business**

I'm a people person – friendly, loyal, extrovert.

**My job:**

- To make sure that my staff really enjoy coming to work.
- I hold a lot of team meetings, formal and informal.
- I always try to get everyone to agree before we make any decisions. It's time-consuming, but that's my style.
- I don't set goals. I talk to staff, and we agree on what goals they must achieve.
- I don't want the word *decisive* to define my style, as I prefer to make decisions in a group.
- I'm very good at sorting out staff problems. It's the part of my job that I enjoy the most.
- Dealing with international staff is no problem, as I treat everyone as individuals.

Staff appraisal interviews: Once a year. I check with all staff each week to see if everything's OK.

My strengths: Organised, a good listener, excellent interpersonal skills

My personality: Warm, understanding – very important to be liked by my team

Manager 3: Kazuo**Manager, Business Support Unit**

I'm hard-working, democratic and loyal.

**My job:**

- To achieve the objectives and goals of the company.
- To ensure that each person in the department understands our goals and shares in decision-making.
- I believe the company is more important than the individual. It is essential never to let the company down.
- Hold many meetings, no time limit. Always consult staff on all decisions.
- Do not permit disagreement/arguments. We want harmony at all times.
- Discuss aims with the team and set realistic targets.
- I work six days a week, sometimes seven. I expect staff to do the same.
- People should feel ashamed if they don't meet company targets.
- I want to learn how to manage multicultural groups successfully.

Staff appraisal interviews: Every quarter

My strengths: Organising ability, getting the job done, loyalty to the company

My personality: Quiet, determined, focused on results

Manager 4: Martina**Manager, IT Department**

I'm ambitious, trusting and responsible.

**My job:**

- To organise people so that they get the work done.
- I set goals, after agreement with my people. I then give them responsibility and authority to get the job done. They have to decide how to do it. Their job? To carry out my instructions – to the letter!
- My priority is to make the right decisions, as quickly as possible, then get staff to put them into practice.
- I use the bonus system to motivate my team. Everyone is motivated by money.

Staff appraisal interviews: Once a year. To be honest, they're usually a waste of time. I want a weekly update from each member of staff on how they're achieving their goals.

My strengths: Organising, leading teams, motivating, getting the job done

My personality: Tenacious, demanding, tough on the outside – but soft inside!

Task

- 1 Work in groups of four. You are Directors of S&L. Each of you chooses a different candidate. Make a persuasive presentation of your candidate to the other members of your group.
- 2 Working individually, rank the four candidates in terms of their suitability for the position of Project Manager. Number 1 would be your first choice, number 4 the least suitable candidate.
- 3 Working as a group, compare your decisions and choose one candidate to be the new Project Manager.
- 4 Make a presentation to another group outlining the strengths and weaknesses of each candidate and stating your choice of candidate, with your reasons.

Watch the Case study commentary on the DVD-ROM.

**Writing**

As one of the Directors, write a short report to the Board of Directors recommending your preferred candidate as the new Project Manager. Give reasons for your decision. Use these headings:

- Introduction
- Summary of shortlisted candidates
- Recommendation with reasons

➔ Writing file page 131

Management styles

VOCABULARY

A In the grid below, 11 words connected with *management qualities* or *styles* are hidden horizontally or vertically. One has been found for you. Find 10 more.

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| D | I | R | E | C | T | I | V | E | T | I | C |
| E | R | A | M | I | S | T | E | R | O | M | E |
| C | A | R | P | I | A | H | D | F | V | P | N |
| I | T | S | O | C | I | A | B | L | E | I | T |
| S | I | P | W | A | T | V | O | E | S | S | R |
| I | O | G | E | R | A | O | R | X | U | T | A |
| V | N | N | R | I | L | O | G | I | C | A | L |
| E | A | T | I | E | X | U | A | B | E | B | I |
| P | L | A | N | A | V | P | S | L | O | O | S |
| R | O | R | G | A | N | I | S | E | D | L | I |
| A | U | T | O | C | R | A | T | I | C | E | N |
| S | V | E | I | N | S | P | I | R | I | N | G |

B Complete the table with the missing words.

| Adjective | Opposite | Noun form |
|-------------------|------------------|-------------|
| 1) ...sociable... | ...unsociable... | sociability |
| 2) competent | | |
| 3) | | loyalty |
| 4) | inconsiderate | |
| 5) responsible | | |
| 6) decisive | | |

C Complete each sentence with the most suitable word from exercise B.

- 1 Mark is not ...*unsociable*..., he just doesn't like hanging out in pubs after work.
- 2 He didn't know his job at all. The tasks were obviously not within his
- 3 Employees are free to look for, and accept, new jobs, but they must remain to their employers during the remainder of employment.
- 4 If Ryanair planes don't have reclining seats, it is not out of for long-legged customers, but to keep maintenance costs down.
- 5 It is extremely to accuse a country of being the source of cyber attacks prior to any serious investigation. The consequences could be disastrous.
- 6 What do you mean, 'Maybe yes'? Sometimes I wish you were more

D Complete each space in the article with the best word (a, b, c or d).

EFFECTIVE LEADERSHIP

As we all know, effective leadership is hard to define and even harder to find. 'Like parenthood,' says a Harvard psychologist, 'leadership will never be an exact science. However research can help business leaders get a clearer¹ of what it takes to lead effectively, in the same way as it has helped parents in recent years. One may² to what extent such an analogy is helpful. In

fact, research on parenting provides very³ results, and there seems to be a theory to⁴ every opinion. In the⁵ though, the majority of parents work things out for themselves through a process of trial and⁶. But what about leadership? Different styles have been identified: democratic, coercive, coaching, authoritative, pacesetter, etc. A 'coercive' leader, for instance, would

expect you to do as you were told, whereas a 'coaching' one might simply make a suggestion.⁷ one is talking about parenting or leadership, the trick is of course to know which style to adopt when, and unfortunately research is not very useful in this respect. So it seems that for both parents and leaders, it is back to trial and error and⁸ instinct.

- | | | | | |
|---|------------------|-------------------|---------------|----------------|
| 1 | a) Although | b) <u>However</u> | c) But | d) Despite |
| 2 | a) photo | b) picture | c) scene | d) sketch |
| 3 | a) imagine | b) criticise | c) think | d) wonder |
| 4 | a) contradictory | b) antagonistic | c) consistent | d) anticipated |
| 5 | a) adopt | b) suit | c) adapt | d) change |
| 6 | a) final | b) summary | c) conclusion | d) end |
| 7 | a) failure | b) fault | c) error | d) mistake |
| 8 | a) Whether | b) As | c) If | d) Since |
| 9 | a) gut | b) liver | c) stomach | d) heart |

LANGUAGE REVIEW
Text reference

A Complete the sentences with words or phrases from the box. Use each item only once.

it the latter the one their theirs then ~~there~~ they this

- Pete knew he'd be late for the meeting. But he eventually got there, - just to find out..... had been cancelled!
- She wasn't sure whether to do her MBA at Burlington College or Durham Business School. Eventually she went for, as it has a distance learning option.
- We want to allow our staff to do the job..... are paid to do. We're doing by using technology to take the administration out of people's jobs.
- If staff want to order a new PC, they can select..... they like online, get manager to review it, and then send off the order to the supplier.
- She became Commercial Manager only last September, but she already knew that she would be able to initiate some sweeping changes.
- Our company seems too attached to traditional values, whereas has always been innovative and forward looking.

Letters of enquiry



Read the letter of enquiry below and cross out the one sentence which does not fit in.

TransChem Ltd

Dunakeszi út 127
H-1810 Budapest
Hungary

The Principal
Vernon Morgan College of English
11 Buccleuch Avenue
Edinburgh EH4 7BG

30 August

Dear Madam or Sir,

Our company is one of the leading suppliers of speciality chemicals to a wide range of industries in Eastern and Central Europe, where we have 12 branches. We therefore employ staff of many different nationalities.

With a view to increasing the efficiency of our operations, we wish to send a group of middle managers on executive language courses in the UK. We would like our staff not only to improve their communication skills, but also to further their knowledge of the kind of English needed in management and in the chemical industry.

One of our business colleagues has recommended your college as one of the best. Could you please let us have full details of your executive courses, such as term dates, fees and accommodation with host families. Good management looks after its existing clientele superbly and goes after markets offering the largest sales. Any other relevant details would be appreciated.

As we envisage sending 10 to 15 managers a year, we will naturally be looking for competitive offers and a lasting business relationship.

We look forward to your reply.

Yours faithfully,

Fekete Ferenc
Hungary Manager



Now write a suitable reply.

- thank TransChem for their enquiry, and express interest
- briefly introduce the Vernon Morgan College of English (founded 20 years ago / high quality tailor-made language training for executives / etc.)
- mention the trainers and consultants (highly qualified / enthusiastic and professional / experienced in the field / etc.) and mention clients (AGROCHEM in Milan and Petrosur in Valencia)
- mention social programme (opportunity to mix with local business people)
- refer to enclosed prospectus
- offer 20% discount on course fees for first group (12% on subsequent groups – minimum of 10)
- close on an encouraging and optimistic note

WOMEN MANAGERS

Before you read

Do women have a more collaborative approach as managers than men? Give your reasons.

Reading

Read this article from the *Financial Times* by Michael Skapinker and do the exercises that follow.

FT

LEVEL OF DIFFICULTY ● ● ●

Nature and nurture in the executive suite

Michael Skapinker

Women are calmer than men. They are more collaborative and they dislike self-promotion. It is all in their genes. Progressive thought once held that men and women were essentially the same and that it was social conditioning that made men aggressive and women co-operative. Some writers still argue this way. In an article in the *Harvard Business Review*, Alice Eagly and Linda Carli say the reason women managers generally adopt a softer style is unlikely to be genetic. They do it because people react badly to aggressive women and a collaborative approach is how female managers assert their authority.

A new book, *Why Women Mean Business*, is bolder: biology matters, it says. The authors, Avivah Wittenberg-Cox and Alison Maitland, approvingly cite recent research showing men's and women's brains differ. This inevitably affects the way they manage. "Why would

differences in communication styles, biological rhythms, and brain functioning (to mention only a few) stop just short of leadership styles?" they ask.

If companies want to succeed they will have to come around to women's way of doing things, the authors argue. Faced with falling populations, companies in Europe will need more women in senior management. In the new knowledge-based economy, they say, companies need collaborative managers who can persuade people to work in teams. There is no need for women to change their essential natures.

Why Women Mean Business is an innovative and stimulating book. But the resort to biology raises problems. First, scans have indeed shown differences between male and female brain functioning. Newborn girls look at human faces for longer than they look at mechanical mobiles, while boys do the opposite.

But the science is far from settled. We still do not know the precise mixture of nature and nurture that makes men and women what they are.

Second, if you argue that women's empathetic nature makes them particularly suited to helping run collaborative enterprises, a corollary would have to be that they are less well equipped for other tasks.

Third, the problem with characterising huge groups is that it takes no account of the large variations within them. Women, on average, may be more empathetic than men, but we all know collaborative male managers and sharp-elbowed female ones, just as we know boys who cannot turn plastic sticks into tractors and girls who do not listen quietly while others speak. Nature is important, but humans are endlessly complicated.

1 Read lines 1–31 and put these expressions from there, and some related expressions, under one of the two headings a) ‘Nature’ or b) ‘Nurture’

- 1 ‘It’s the way you’re brought up.’
- 2 ‘It’s all in the genes.’
- 3 ‘It’s social conditioning.’
- 4 ‘It’s unlikely to be genetic.’
- 5 ‘That’s the way you’re born.’
- 6 ‘It all depends on your environment when you’re growing up.’
- 7 ‘Biology matters.’

2 Now match each of the writers mentioned in lines 1–31 to a) the ‘nature’ argument and b) the ‘nurture’ argument.

- 1 Avivah Wittenberg-Cox
- 2 Linda Carli
- 3 Alice Eagly
- 4 Alison Maitland

3 Read lines 32–56 to decide if these statements about the expressions in *italic* are true or false.

If ...

- a) you come round to an idea, you agree with it the first time you hear it.
- b) people are collaborative, they believe in working together.
- c) you change your essential nature, you behave in ways that you have to learn.
- d) a book is stimulating, it is boring.
- e) there is resort to a particular idea in your reasoning, you use that idea to support it.
- f) an argument is settled, it has not been decided.

4 Which is the most important point in lines 32–43? Choose the best summary.

- a) Women need to learn how to be collaborative in order to succeed as managers in the future.
- b) There are decreasing numbers of women who can become managers because of Europe’s future population decreases.
- c) It is in women’s nature to be collaborative and this will ideally suit them to be managers of the types of companies we will increasingly have in the future.

5 Find words and grammatically related words in lines 44–75 to complete the table.

| noun | adjective |
|---------------|------------|
| precision | |
| stimulation | |
| | empathetic |
| collaboration | |
| equipment | |
| | varied |
| | male |
| complication | |

6 Now match these definitions to the adjectives above.

Used to describe ...

- a) people who understand others and what they are feeling.
- b) men and boys.
- c) something that is exact.
- d) something containing a lot of differences.
- e) people who are good at working together.
- f) people who have particular skills.
- g) something interesting.
- h) things that are complex.

Over to you 1

Is nature or nurture more important in the way people develop? Explain your reasoning.

Over to you 2

Is collaborative working valued in your organisation, or one you would like to work for? Why? / Why not?

THE FUTURE OF MANAGEMENT

Before you read

What is your definition of good management?

Reading

Read this article from the Financial Times by Julian Birkinshaw and do the exercises that follow.

FT

LEVEL OF DIFFICULTY ● ● ○

Managers need a makeover

Julian Birkinshaw

What is the way forward for managers during a period of economic recovery? Leadership is a process of social influence: it is concerned with the styles and behaviours of individuals that cause others to follow them. Management is the act of getting people together to accomplish desired goals. In other words, we need to be leaders and managers. How does this line of thinking help you? For starters, it is interesting to note that almost all the well-known books on management were written from the perspective of the manager, not the employee.

Here is a simple exercise. Ask some colleagues you work with about the last time they felt fully motivated and engaged at work. What were the characteristics of that piece of work? Chances are, they will say some of the following: it was a challenging project, one where they had to stretch themselves; they were given a lot of autonomy; they

had an opportunity to work collaboratively with others; and they felt the work was important to the organisation. I am willing to bet there will be no mention of money; instead they will focus on the recognition and kudos they received from doing a project well.

Why is it so hard to do what we know to be right? It turns out that being a good manager is somewhat unnatural. We can do all the above things if we work on them. But it is easy to lapse back into old habits, and as soon as things get busy or difficult at work we quickly revert to type – which usually means withholding information, telling our employees what to do, and barking at them when they get it wrong. A small minority of people are “naturals” at good management. The vast majority of us have to work very hard to do the job well.

The job of the senior leaders in an organisation is to put in place an

overall “management model” that encourages individuals to work more effectively in their management activities. Many companies are experimenting with innovative management models along these lines, and when such innovations work, they can be a real source of competitive advantage. A well-managed company is one that gets the most out of its people. An engaged workforce, in turn, is one that seeks out opportunities to add value in creative and unforeseen ways, which then breeds responsiveness, innovation and resilience.

However, one thing is certain: reinventing the practice of management is not going to provide your company with any short-term benefits. But that is the whole point. The road to recovery starts now, and it is therefore a perfect time to put in place the basic changes that will accelerate over time.

1 Look at the headline. What types of change is 'makeover' normally most associated with?

2 Find the following expressions in lines 1–16.

- a) a period when business is improving (2 words)
- b) the way that people change because of what they see in others (2 words)
- c) what people typically do in particular situations (1 word)
- d) reaching particular objectives (1 word)
- e) a particular way of reasoning (3 words)
- f) the way you look at something (1 word)

3 Which alternative could not be used to replace the expression in italics from lines 17–34 so as to keep a similar meaning?

- 1 'Ask some colleagues you work with about the last time they felt fully motivated and engaged at work.' (line 19)
 - a) completely b) partly c) totally
- 2 '... it was a challenging project, one where they had to stretch themselves ...' (line 25)
 - a) work nearer the limits of what they were capable
 - b) try harder than they normally did
 - c) employ new people to help them
- 3 '... they were given a lot of autonomy ...' (line 26)
 - a) independence b) freedom c) advice
- 4 '... they had an opportunity to work collaboratively with others ...' (line 27)
 - a) together with
 - b) towards the same goal as
 - c) in parallel with
- 5 '... instead, they will focus on the recognition ...' (line 32)
 - a) concentrate on b) talk about
 - c) emphasise
- 6 '... and kudos they received from doing a project well.' (line 33)
 - a) increase in salary b) increase in respect
 - c) increase in status

4 Read lines 35–50 to decide if these statements are true or false.

- a) Being a good manager is a normal thing to be able to do.
- b) It's possible to apply all the advice given all the time.
- c) Managers can go back to their previous behaviour when under pressure.
- d) Two examples of typical behaviour of managers under pressure are given.
- e) There are a small number of people who are good managers without advice or training.
- f) Others can be good managers with just a little effort.

5 Replace the words in italic with nouns from lines 51–77. (One of the answers occurs twice.)

- a) They have a big role to play in improving managers' skills in their organisations.
- b) Senior managers are introducing them in organisations to give managers an idea of what to follow to improve their management skills.
- c) This can really be improved in relation to other firms if managers' skills get better.
- d) This helps to make people perform as well as they can.
- e) This means that people are always looking for ways to contribute in new, productive ways that haven't been predicted.
- f) This means that managers react more to problems and are more able to deal with them.
- g) You won't get these, but you will get longer term ones.

Over to you 1

Think of management from the point of view of employees. What are the three biggest improvements that managers could make to the way that they manage?

Over to you 2

'A small minority of people are "naturals" at good management. The vast majority of us have to work very hard to do the job well.' Do you agree? Why? / Why not?