

Unit 6 - Leadership



The objectives for this unit are:

- vocabulary: learn words and phrases for talking about leadership styles
- communication: practise giving a briefing on change
- grammar: study the use of the passive for distancing and depersonalizing
- .

Unit 6 - Leadership – Vocabulary I

The following words and phrases appear in the text you are going to read in this section:

adept good at doing something that is quite difficult.
He became adept at getting her to listen to his ideas.

overt done in an open way and not secretly
There was overt aggression during the meeting.

autocratic ruling with complete power
He's an autocratic boss who doesn't like to hear other people's opinions.

delegate give part of your work or power to someone in a lower position than you
Some managers find it difficult to delegate.

trait a particular quality in your personality
Politeness is not one of his best traits.

Whether you are leading a team at work, captaining your local sports team, or in charge of a major company, your style of leadership is a critical factor in the success of your team. So what makes an effective leader? According to Professor D Quinn Mills of the Harvard Business School, research shows that there are certain preferred leadership qualities that are common to all cultures.

In general, people appreciate leaders who appear honest and trustworthy. However, **integrity** is a complex idea, often determined by national culture, and what is considered honest in one society is not necessarily so in another.

Conviction – a strong belief in what you are doing – is a characteristic of leaders in all cultures, but how it is displayed can vary widely. Demonstrating a whole-hearted **commitment** to the success of your team or project is possibly more overt in America than elsewhere. However, a **passionate** leader with energy and enthusiasm – someone who can energize and inspire their team to succeed – is an asset almost everywhere. Similarly, in most cultures it helps to be a good communicator, to be **people-focused** and have well-developed interpersonal skills.

The ability to make good decisions quickly is something most cultures see as important. However, being **decisive** means different things to different people. European and Japanese leaders are the most **collaborative** decision-makers, taking time to consult with colleagues and consider the options. This is typical of a more participative style of leadership. In contrast, Chinese leaders, for whom the typical role model is often the head of the family, are more likely to make decisions personally. This more autocratic approach tends to be typical of task-oriented, top-down leaders, where what counts is results – it is also frequent in American leaders.

Being **adaptable** is also an important quality; team leaders often need to be flexible in their response to changing circumstances. Similarly, the ability to delegate and to know when to be **hands-off** is also necessary.

There's evidence that being able to show empathy – to understand the feelings, needs, and motivation of others – is increasingly seen as a key trait of effective leadership in the United States and Europe, and will become more important in Asia as companies have to compete for managerial talent in a global market. Related to this, certain Asian cultures value leaders who are **self-aware** and humble – the ability to know yourself and accept your limitations is often a trait of the most effective leaders.

Talking about leadership styles: Match the words to the definitions.

Match the nouns and adjectives in yellow in the text with the the definitions

- | | |
|--|----------------|
| 1 able to decide something quickly and with confidence | passionate |
| 2 knowing or understanding your own character | integrity |
| 3 the willingness to work hard | self-aware |
| 4 showing a lot of enthusiasm for something | commitment |
| 5 a strong belief in something | hands-off |
| 6 able to change in order to deal with new situations | conviction |
| 7 the quality of being honest and having strong principles | people-focused |
| 8 involving several people or groups working together | collaborative |
| 9 allowing others to make their own decisions | adaptable |
| 10 giving attention to people and their needs | decisive |

Talking about leadership styles: Match the words to the quotes.

Which leadership qualities are these people talking about? Match the adjectives and nouns to quotes
1-10

'Not afraid to make difficult choices and commit to a course of action.'

passionate

'He knows his own mind and what he's capable of - I like that.'

conviction

'Jo is focused on the success of this project and always gives 100%.'

integrity

'I love this business and I want everyone to know how great it is!'

hands-off

'You have to believe totally in what you're doing, no matter what'

commitment

'She's not afraid to change direction if the circumstances demand it.'

people-focused

'People have to know you're principled and that they can trust you.'

adaptable

'I believe in involving everyone in the decision-making process.'

decisive

'He never interferes unless we ask for his input.'

self-aware

'Li's an excellent communicator — she gets along with everyone.'

collaborative

Unit 6 - Leadership – Vocabulary II

The following words and phrases appear in the recording you are going to listen to in this section of the online course:

the other side of the coin the aspect of a situation that is the opposite of or contrasts with the one you have been talking about

disparate made up of parts or people that are very different from each other
They are a very disparate group of individuals.

duplication unnecessarily do something a second time
We should avoid unnecessary duplication of effort.

instil gradually make somebody feel, think or behave in a particular way over a period of time
I'm trying to instil discipline into the team.

cohesion the act or state of sticking together
The cohesion between departments leaves a lot to be desired.

fuselage the main part of an aircraft in which passengers and goods are carried
We had to wait at the boarding gate while engineers inspected the fuselage.

vice versa used to say that the opposite of what you have just said is also true
You can look at the report first and then do the numbers, or vice versa.

daunting something which makes you feel nervous and less confident
Starting a new job can be a daunting prospect.

paycheck a way of referring to the amount of money that you earn
He'll get a big paycheck at the end of the project.

micromanage control every part of an activity or organization, usually in a negative sense
Our boss tries to micromanage everything in the department.

Talking about leadership styles: Complete the phrases.

Match the verbs with the endings to make phrases from the recording.

1	avoid		them to work together
2	be consistent		my authority
3	build		the temptation to micromanage
4	develop		mutual respect
5	establish		individual achievement
6	exert		influence over
7	generate		a sense of cohesion
8	get		confidence in them
9	instil		in my expectations and feedback
10	recognize		a culture of trust

Talking about leadership styles: Practice.

Read the text and fill in the gap using just one word.

The new managing director called a meeting to _____ his authority over the staff. He wanted to _____ his influence and _____ into them confidence in him. During the meeting he told the staff that he wanted to _____ a sense of cohesion and _____ a culture of trust. His aim was to _____ them to work together and therefore generate _____ respect. He concluded the meeting by saying that he would _____ the temptation to micromanage the staff, that he always recognizes _____ achievement and that he would try to be _____ when giving feedback.

Unit 6 - Leadership - Communication

The following words and phrases appear in the recordings you are going to listen to in this section from the online course:

pipe dream a hope or plan that is impossible to achieve or not practical.

I know it's a pipe dream, but I'd love to be CEO one day.

bring up to speed fully inform and notify.

I'll bring you up to speed with regards to the day's events.

e-banking banking in which the customer conducts transactions electronically via the Internet

It's hard to beat e-banking for the convenience it offers customers.

core markets the main people to whom a business sells goods or services

We need to target our core markets otherwise we're wasting our time.

implementation the process of putting a decision or plan into effect

The implementation of the new software is taking longer than we had planned.

seminar a meeting for discussion or training

On Tuesday I'm going to a management seminar.

proactive controlling a situation by making things happen rather than waiting for things to happen and then reacting to them

Jenny has suggested a proactive approach to this project.

raise an issue talk about an important topic

I need to raise an issue with Tom in the next meeting.

implication a possible effect or result of an action or decision

They failed to consider the wider implications of their actions.

recoup get back an amount of money that you have spent or lost

We hope to recoup our initial investment in the first year.

Giving a briefing on change: Key phrases.

Distancing the facts

A decision was taken ...
It has been agreed that ...
It is proposed that ...
My understanding is ...
Apparently ...
As I understand it ...

Focusing on positive benefits

What this will allow us to do is ...,
something we couldn't do before.
... it will be well worth ...
In the longer term, the benefits are clear.
Another great thing about this
development is ...

Making people feel involved

You ... are crucial to ...
Each one of you has a key role to play in ...
I'd like to see all of you ... -ing
I would encourage all of you to ...

Expressing concerns

I understand the reasons for ... but I'm
slightly concerned about ...
I like the idea of ..., but I'm not very happy
about ...
I have some reservations / concerns about
...

Responding to concerns

That's a valid point, but I really don't see
this as a problem.
I understand where you're coming from ...
I understand your concerns, but I think we
need to look at the positive side.
... let's give this a chance to work.

Asking for assurances

I wonder if you have any information
about this?
Can you assure us / give us an assurance
that ...?
What assurances can you give us that ...?
Are there any guarantees that ...?

Giving a briefing on change: Categorize the phrases

Decide if the phrases are used for **expressing concerns**, **asking for assurances**, **responding to concerns**, or **distancing the speaker from information**.

- 1 I understand ... but I'm slightly concerned about ... _____
- 2 I wonder if you have any information about this? _____
- 3 I think we need to look at the positive side. _____
- 4 As I understand it, ... _____
- 5 I like the idea of ..., but I'm not very happy about ... _____
- 6 Can you give us an assurance that ...? _____
- 7 I really don't see this as a problem. _____
- 8 My understanding is that ... _____
- 9 But I also have some concerns about ... _____
- 10 Well, I understand where you're coming from, of course _____

Unit 6 - Leadership - Grammar: Distancing and depersonalizing using the passive

Forms

1 In all tenses (simple, continuous, or perfect) we form the passive with *be* in the appropriate tense + past participle.

Mistakes were being made. (past continuous)

Eight applications have been received. (present perfect)

2 Passive modals are also possible in simple, continuous, or perfect forms.

Forms may be filled in with black ink, or typed.

The computer network must be being updated – I can't access it.

Your timesheet should have been received by now.

Have to, going to, etc. all follow the same rules.

You're going to be offered a position in the Frankfurt office.

3 A passive infinitive is *to be* + past participle. A passive perfect infinitive is *have been* + past participle.

I'm delighted to be offered the post, but unfortunately I must decline.

I'm delighted to have been offered the post, but unfortunately I must decline.

4 A passive *-ing* form is *being* + past participle. A passive perfect *-ing* form is *having been* + past participle.

Being asked to leave the company wasn't pleasant.

Having been offered three options, Jim chose the cheapest.

5 The object of an active sentence becomes the subject of a passive sentence. If a verb has two objects, either object can become the subject.

Someone at the door gave us a handout.

We were given a handout.

A handout was given to us.

Verbs that do not take an object (e.g. *go, come, fall*) cannot be made passive.

Profits fell last year. (Not: ~~Profits were fallen last year.~~)

Use

1 We use the passive to focus attention on the action mentioned, or on the object of the action (the person or thing affected by it.) We do not know who does the action, or it isn't important.

The office has been redecorated. It looks so much better than before!

2 Using the passive helps create an impersonal style. This is often appropriate in formal English, for example in business letters and reports, where a personal style would not be appropriate.

Results for the first quarter were published on 6 April, and were strong.

3 The passive is a useful way of adding distance between an action and those doing it, for example, when giving people bad news.

Regrettably, redundancies will have to be made. Some of those sitting here will be affected. (Compare: I'll have to make redundancies. It will affect some of you.)

4 In discourse, we often use the passive if it provides a better link with the sentence before. In these cases, we can say who does the action using *by*.

We asked for ways to improve customer relations. Making changes to our complaints procedure was suggested by several respondents.

Distancing and depersonalizing using the passive: Practice

Decide if the verbs form a passive where the object becomes the subject, like tell, e.g. I've been told that or if they form a passive with an empty subject, like suggest, e.g. It has been suggested that ...

Verbs like 'suggest'

Verbs like 'tell'

persuade	imply
propose	inform
order	instruct
advise	agree
announce	decide

Distancing and depersonalizing using the passive: identify the tenses.

Read the sentences and decide on the tense of the passive used.

future passive
present simple passive
present perfect passive
past simple passive

1OK, you're all aware that a decision was taken at last week's strategy meeting that affects all of us.

2It has been agreed that we are going to combine our banking systems.

3It is proposed that we hold a series of seminars for team leaders.

4We've been given a deadline of the 30th of September.

5The switch over to the new system will be coordinated centrally.

6... the regional centres should contribute a certain amount of the training costs, on the basis that this will be recouped in increased business later on.

7I've been told that the costs need to be ...

8Anyway, the decision has already been made.