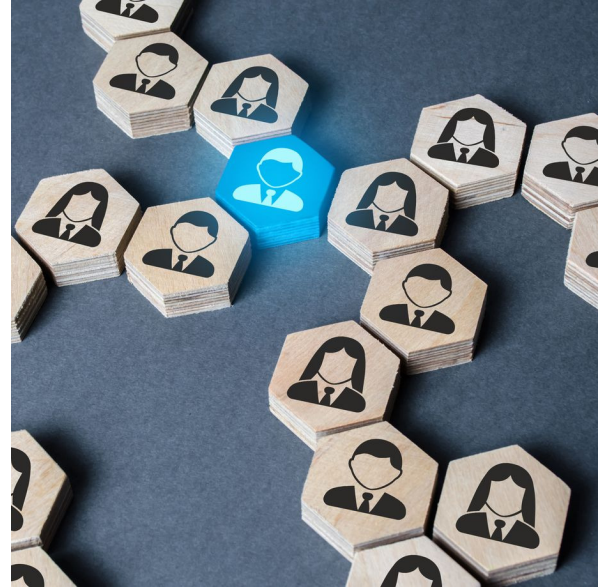




HOW SHOULD MANAGEMENT BE STRUCTURED?



Scan to review worksheet

Expemo code:
1CSQ-R1L8-GBKR

1

Warm up

In pairs, read the definitions and discuss the following questions.

hierarchy (n) - a system where people are organised in different levels of importance from highest to lowest

network (n) - a closely connected group of people who can share information and ideas

1. Does your company or department work as a network or a hierarchy? Why is that?
2. Do you think it is possible to change the structure of your management? Why/Why not?
3. Who makes the decisions that decide what work you do in your job?
4. If you need advice or you want to talk about a problem with your work, who do you discuss it with? Why?
5. Does the work you do require work in teams, or do you mostly work individually? Why?





2

Understanding the talk: Part 1

Watch the first part of the talk (00:00-03:00) on management structure and choose the best answer a-c for each of the questions.

1. When Gitte Frederiksen says some people think they need to 'lean back' what does she mean?
 - a. Some people need to be more relaxed about having a leader.
 - b. Those who aren't involved in leadership have to accept their role.
 - c. Leaders need to make their teams feel confident in their abilities.
2. She believes that current attitudes towards leadership...
 - a. aren't going to help us deal with the challenges of the future.
 - b. need to change to include people from different backgrounds.
 - c. haven't been very effective in solving problems in the past.
3. She believes that networked leadership can...
 - a. have improved outcomes for everyone involved when it does work.
 - b. work in a few cases where traditional management doesn't work.
 - c. replace traditional management in every situation.
4. What is Gitte Frederiksen's job?
 - a. Engineer
 - b. Physicist
 - c. Management consultant
5. What does she say she is most motivated by?
 - a. Being given good directions on what to do.
 - b. Having ownership of the idea she is working on.
 - c. Trying to prove her boss is incorrect.
6. What does she say is the key problem with a hierarchical structure of management?
 - a. Not everyone agrees with their manager's ideas on how to deal with a problem.
 - b. Difficult problems are too complicated to be solved by one person's direction.
 - c. Not everyone in the structure has the skill to deal with or understand difficult problems.



7. When she uses the word 'bottleneck' what is she referring to?
 - a. The structure of management being smaller at the top and larger at the bottom.
 - b. The speed at which problems can happen is similar to pouring liquid out of a bottle.
 - c. A traditional manager slowing down progress as they only rely on their own abilities and not a whole group's.
8. What does she see as the key benefit of the network model over a hierarchy?
 - a. It's a more structured and organised approach.
 - b. It's cost effective and more efficient.
 - c. It's more flexible and can be sustained.

3 Focus on vocabulary

Part A: Complete the following vocabulary with the missing vowels (a,e,i,o,u).

1. c_p_b_l_ty (n) - the ability to do something or to perform a particular function
2. cr_wds__rc_ng (n) - the act of getting information or help from a group of people
3. emp_w_r (v) - give someone the ability or the authority to do a particular task
4. l_v_r_g_ (v) - use something to give you an advantage
5. p_r_ll_l_s_ (v) - work on two or more tasks at the same time
6. s_q__nt__lly (adv.) - in a way that deals with one thing after another
7. tr_nsp_r_nt (adj.) - being easy to understand and clear without hiding anything
8. v_ln_r_b_l_ty (n) - the fact of being able to be damaged or hurt, either physically or emotionally
9. w_thh_ld (v) - not give something to someone, often when it is of value to them





Part B: Now complete gaps 1 - 9 in Part 2 of the audioscript with the correct form of one of the words. Then listen to Part 2 of the talk (03:00-07:28) to check your answers.

To _____¹ many more to lead, to move leadership from the few to the many, we each need to let go of a bit of power. Now that's uncomfortable. So let's talk about how. The first thing we can do is remove labels. Now, imagine your co-worker, Lin, says "We need creative input."

And Joe goes, "Let's ask accounting."

(Laughter)

Said no one, ever.

(Laughter)

But maybe we should. Labels take many forms and shapes like functions, titles, genders, nationalities, educational backgrounds. They are everywhere and help us recognise things. And sometimes we even work hard to get that label, so they are comfortable. But labels come with a high cost of boxing people in, not enabling us to grow outside those boxes. We need to think about diverse skill sets and perspectives as we set teams. But once we have, what if you for a second forgot who's from marketing, or who's the data scientist or who's the leader? I have at least been amazed by surprising _____² in our teams. You don't know what you don't know. Well, you also don't know what others know.

Accounting might actually have a great marketing idea. Now that we have gotten rid of those labels, I have another uncomfortable idea for you. Share everything. We've learned to share a lot of things like rides, scooters, even our homes. But when it comes to work, we so often end up sitting on information and resources for ourselves. And have you ever thought to yourself: "I can't ask that, it's too stupid?" Yeah? Or maybe you've tried _____³ information thinking it would give you an advantage?

(Laughter)

Or, you know, the feeling of, "Had I just known that, I would have done so much better." Let's imagine a team working together on a green transition strategy, and the following conversation is inspired by a team I was part of.

And Amine says he's working on a list of emission reduction levers. He's stuck, asking for help.

Isabelle goes, "Do you have this data set?"

Lisa: "Oh, started something similar. Shall we combine?"

Peter: "Another market worked on this - did you meet?"



This is leadership. Not in the hierarchical sense, but in the sense of taking lead for solving a problem by listing questions and involving people. Leadership is not about giving answers. It is asking the questions. It is daring to show _____⁴. Information is power and information is everything, like questions, but also data, context, emerging insights, work in progress, even water cooler conversations. Sharing means less one-on-one communication, much more _____⁵ and co-creation in the open, _____⁶ space, real time. And with more upheaval than you might naturally think of. Wait. Doesn't that get really messy, even chaotic?

Well, we are used to information overload already. I'm guessing you don't read everything on social media, and you know quickly how to navigate your way to what's relevant to you.

And if you catch yourself thinking, "I can't share that," I want you to test again and ask, why? Because the upside of sharing everything is huge. We can _____⁷ the power of the crowd much better when we all have context. It's faster due to less waste and duplicate work and conflicting input in one-on-ones. But also because we can _____⁸ work and not just work _____⁹. It drives better quality when we capture ideas day and night and when we distribute quality assurance across the full team. But the best of it all, we get greater ownership through early involvement of people like customers and stakeholders, avoiding that classic show-and-tell, the one-way presentation.

4

Understanding the talk: Part 2



Listen to the talk again or read the audio script and answer the following sentences.

1. What does Gitte Frederiksen mean when she says 'Said no one, ever'?

2. What does she mean when she says 'boxing people in'?

3. Which are the two reasons she gives for people not sharing information?

4. What does she say is the key to leadership?

5. What does she mean by 'water cooler conversations'?

6. Why does she mention social media?

7. What are the five benefits of sharing information?

8. What does she mean by 'show-and-tell' at the end of Part 2?



5 Collocations

Match the vocabulary on the left with the vocabulary on the right to create common collocations.

- | | |
|--------------------|-------------|
| 1. growth | a. growth |
| 2. exponential | b. team |
| 3. desired | c. power |
| 4. work-life | d. balance |
| 5. high-performing | e. leave |
| 6. maternity | f. outcome |
| 7. complex | g. mindset |
| 8. consolidate | h. problems |

Now complete the following sentences with the completed collocations.

1. It's important for me that I leave the office no later than five so I can maintain a reasonable _____.
2. I don't want to give Denise any major tasks to do at the moment as she's due to go on _____ next week, so we won't have her for six months.
3. I've only been there for about six months, but everyone in the department is excellent at what they do. It's really rewarding to be part of such a _____.
4. I really try to have a _____ and when I don't do well at something, just see that as a step towards my eventual success.
5. I think this product is going to be incredibly successful and we will see an _____ in sales this year.
6. Working together with the other members of my team has allowed us to solve some really _____ that none of us could have dealt with alone.
7. I think buying the second company for him was really a way to _____ by reducing the amount of competition he has.
8. Having the car catch fire on the first test drive was not the _____ we were hoping for, but I think there's a lot we can learn from it.



Now listen to Part 3 of the talk (07:28-12:14) to check your answers.



6

Talking point

In pairs, discuss the following questions.

1. What does Gitte Fredericksen mean at the start of Part 3 when she talks about 'throwing someone else under the bus'?
2. Have you known an 'unkind leader' or a 'pretend kind leader'? What did they do?
3. Do you use emojis in a work context? Why/Why not?
4. What does she mean when she talks about 'lowering the bar'?
5. Do you think Gitte Fredericksen's thoughts on a networked management structure could work for you? Why/Why not?
6. Do you think senior management at your company would share the power in favour of changing to a networked management? Why/Why not?
7. Do you think there are certain industries or jobs where this networked structure would definitely not work? If so, what are they?
8. What do you think the negatives of working in this way could be?

7

Extended activity/Homework

Write an email to your CEO/Head of Department explaining why you should either A. Switch to a networked style of management or B. Keep a hierarchical structure of management and not move to a networked style.

Consider the following questions:

- What impact would the changes have?
- What benefits can you predict from the change?
- What possible negatives could there be from the change?
- How could the work you do change?
- What would the impact be on relationships in your company if the change was made?

You should:

- Write at least 250 words
- Check your grammar, spelling and punctuation