**UNIT 13. LEADERSHIP**

**Start up. Work in pairs. Think of a famous political or business leader. What qualities can best describe him/her? What qualities you think he/she doesn’t have?**

**Top leadership qualities**

***He or she is....***

**calm honest enthusiastic able to take risks confident caring knowledgeableinspiring a good listener fair minded persuasive able to delegate a good communicator...**

**Task 1. Listen to three people talking about their first bosses and complete the table.**

**My first boss**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cristina** | **Marek** | **Jodie** |
| **My job** | sales assistant in a shoe shop |  |  |
| **My boss‘s good points** |  | knowledgeable about the job |  |
| **My boss‘s bad points** |  |  | disorganized |

What lessons did Cristina, Marek, and Jodie learn?

**Task 2. Read the article about leadership and complete the sentences with ideas from the text.**

Good leaders...

* are a source of inspiration \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* work \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* encourage \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* ask \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* give \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* praise \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* develop \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* identify \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Inspirational Leadership**

The key to a successful company is a motivated workforce, and managers are a major factor in making a company worth working for. So what are the characteristics of an inspirational leader?

**Fairness and communication**

Firstly, good leaders have to be trustworthy and honest – they earn respect by being fair. Secondly, they must really like people and be good at communicating – they need to have emotional intelligence and be able to listen to their staff.

**A source of inspiration**

Good leaders are committed to excellence and believe that their staff can deliver it. They must be enthusiastic so that they become a source of inspiration, and calm in a crisis. They work as a part of the team, and encourage all their staff to work towards the same goal, asking their employee’s’ opinions and actively involving them. However, good leaders must be confident about their decisions – it is difficult to follow someone who seems unsure. And they must be able to take risks without being afraid.

**Fun in return to loyalty**

Good leaders give their staff the freedom to make their own decisions, but also create a sense of structure and order. They are good at delegating. They praise people’s achievements – this is essential to getting good results and motivating people. Staff enjoy what they are doing, and willing to do extra to make the company a success.

**Transfer power to staff**

Bill Gates believes that leaders have to develop their staff so the staff do their jobs better than their managers. This can be threatening for managers, but gets great results. A leading basketball coach, Pat Summit, advises, “*See in others more than they see in themselves. Your job as a manager is to identify the potential of others and make sure the fulfil it.”*

**Task 3. Discuss these questions with your partner.**

**Why do you think that…**

1. … involving workers motivates them?
2. … leaders should be able to take risks?
3. … is it important to get a balance between freedom and structure?
4. … it is threatening to managers if their staff do a better job than them?

*Decide on the six qualities you think are the most important for a leader and be ready to support your opinion.*

**Task 4. Read the profiles of three world’s greatest business leaders and complete each profile with the words in the boxes.**

**A. Jeff Bezos, Amazon**

Since 1994 the founder of Amazon.com has seen his company grow from an office in a garage to become the number one virtual bookstore. A stream of acquisitions has permitted expansion into computers and accessories, video games, clothing, sportswear, toys and medicines and so on. In spite of the dot.com crash in 2001, Amazon maintained its position as the world’s largest retailer on the Internet.

**The Bezos strategy**

|  |
| --- |
| *stay diversify establish buck pay* |

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_a clear technological lead. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ lean and efficient.
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ into new businesses.
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ close attention to logistics.
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the e-commerce trend.

**B. Michael Dell, Dell Corporation**

Dell is the founder and CEO of the Dell Corporation, the direct sale computer business that has taken the PC world by storm. By bypassing retail stores and offering customers tailor – made systems at low prices, Dell has become one of the biggest in the business, and with its successful entry into the vast Chinese market, the company looks virtually unstoppable.

**The Dell strategy**

|  |
| --- |
| *think stick cut collaborate put* |

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ out the middleman.
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ customers before product.
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with suppliers.
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to what you are good at.
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ global.

**C. Richard Branson, Virgin**

Though head of the huge Virgin empire, Branson prefers to play the underdog (someone having little chance to win). By competing with the likes of British airways and Coca – Cola, he has earned a reputation for stealing business off complacent (pleased with oneself, proud of oneself) market leaders – and doing it in style. A skilled self – publicist there seems to be almost nothing he wouldn’t do to promote the vibrant Virgin brand.

**The Branson strategy**

|  |
| --- |
| *generate have take dare stretch* |

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on the market leaders.
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ publicity.
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_your brand.
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ fun.
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to be different.

**Task 5. Work in pairs. Discuss your answers to the questions. Talk about what happened and how you felt.**

**Have you ever**

* been criticized unfairly?
* been ignored in a social situation?
* felt offended by a comment?
* been made to feel small by someone?

**Read the article and make a note of the following:**

* what is bullying
* what bullies do to people
* what effect bullying has on businesses
* what to do if you are bullied

**BULLYING one stop advice**

***You are not alone. You can do something about it.***

**Who bullies?**

Has anyone ever criticized you all the time, ignored you or made you feel small in front of other people? Then you have experienced bullying. We often think that bullying only happens in school, but it is very common in the workplace as well. In fact, studies show that about one in five people have been bullied at work. Bullies are often managers who often operate within established rules and policies of their organization and their society. But they can be co-workers. They make their victims look incompetent, feel a failure and lose all belief in themselves.

**What happens?**

Bullying consists of threatening or offensive behaviour, constant criticism, unrealistic or changing goals and not being included in work and social events. It is a form of psychological and emotional violence, which affects people’s health and career prospects and can cause depression.

**What are the results?**

Bullying reduces company’s profits. There are huge losses each year due to absenteeism and resignations, all the result of bullying. Eighty – two percent of people who are bullied leave their workplace. Companies need to make sure they have policies to fight bullying.

**How do you deal with it?**

Firstly, you need to get support from a colleague or a trade union. Secondly, keep written record of what is happening to you. Then you need to confront the person and say you don’t like the way you are being treated. This is best done with someone else present or in writing. Nowadays bullying is recognized as a problem, and there are many organizations that can help. So if you are bullied, just remember you are not alone.

**Task 6. Complete the sentences in the case studies with these words.**

***Case studies***

|  |
| --- |
| *call change leave find lost contacted* |

1. My boss kept criticizing my work in front of people. I had to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **1.**a bullying helpline. They were very helpful. I should have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **2**.them earlier.

*Maria Ianucci*

1. My manager often shouted at me and said my work wasn’t good enough. The union helped me. Now he has resigned, so I won’t have to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **3.**my job.

*PaulMcDowell*

1. My team leader made personal comments during my big presentation. I feel such a failure. I don’t think I can stay. I’ll have to **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 4.**another job.

*Joe Candido*

1. My new manager took all my best clients away from me. He said I wasn’t good enough. The anti – bullying policy in my office has given me a lot of support. I won’t have to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **5**.departments because I’m not bullied anymore.

*Makiko Takahashi*

1. My boss criticised me only in private. One day I shouted at her. I shouldn’t have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ **6.**control but at least I don’t work for her anymore.

*Adam Zielinski*

**Task 7 .Write as many replies as you can to the following statements from your boss.**

1. You always get to work late in the morning!

e.g*. I’ll have to get up earlier.*

2. Your letters are very badly written.

3. You never finish your work on time.

4. You gossip too much with your colleagues.

**Are you a born leader?**

*Try this quiz to find out your leadership potential*

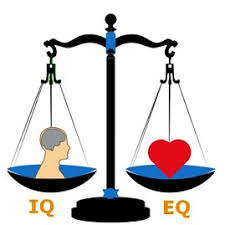
* Do you always complete your work?
* Do people come to you with their problems?
* Can you tell someone if you don’t like their behaviour?
* Are you happy to speak in front of people?
* Do you organize your time carefully?
* Do you enjoy helping others to do something well?
* Are you able to multi – task?
* Do you enjoy finding solutions to problems?
* Can you respond to questions quickly?
* Can you hide your emotions easily?

**Score** (1 point for each *yes* answer)

0 – 4 You aren’t a born leader but you could learn leadership skills.

5 – 7 You have quite a lot of leadership potential and could learn the rest.

8 – 10 Maybe you are a born leader, but you still need to study leadership skills.



***There is no thinking without feeling, and no feeling without thinking.***

***McCown***

**A Different Type of Intelligence**

**Task 8. Read the article and answer the questions.**

1. Why are the situations in paragraph 1 difficult?
2. Does a high IQ guarantee success in life?
3. What is emotional intelligence?
4. Why are people with high emotional intelligence good communicators?
5. How do businesses benefit from having staff with a high EQ?

* **1**. Your best friend has said something that upset you, your teammate hasn’t done enough work, you’d like to ask your boss for a rise. In these situations, you have to deal with emotions. We feel emotions every day of our lives. But did you know they can make or break a career?
* **2**. We often think that intelligence guarantees a successful life, but it isn’t always enough. In fact, psychologists have found that people with a high IQ (Intelligence Quotient) don’t necessarily have better lives than those with an average IQ. People who can manage their emotions have a better chance of success. And this skill isn’t linked to how clever you are.
* **3.** In 1995, the psychologist Daniel Goleman wrote a book called *Emotional Intelligence.* It explained that understanding your emotions and managing your relationships with other people was an essential skill. How well you manage your emotions is called you Emotional Quotient (EQ). Amazingly, people who have high IQs but low EQs often work for people who have lower IQs but higher EQs. So being clever can get you a job, but to succeed you need to understand emotions. What happens if you find out you’ve got a low EQ? Don’t worry – you can improve it!
* 4. People with high emotional intelligence are aware of the link between their feelings and their actions. They understand other people’s feelings; show sensitivity to people’s needs, and are good communicators. A study of more than 300 top executives showed that people with a high EQ performed better. Sales staff with high EQs selected by L’Oreal sold much more than their colleagues. And after supervisors in a factory were trained in listening skills, they exceeded productivity goals by $ 250,000.
* Nowadays businesses recognize that emotional intelligence is essential to their success. In fact, a $40 billion EQ training industry helps to improve performance, productivity, and customer relations. Many companies now use EQ tests when they are recruiting new staff. So if you’re looking for a job, improve your EQ!

**Task 9. Find words in the article to complete the table.**

|  |  |
| --- | --- |
| VERB | NOUN |
| 1.succeed |  |
| 2. | improvement |
| 3.feel |  |
| 4. | explanation |
| 5.listen |  |
| 6.perform |  |

**Task 10. Do the soft skills quiz. Discuss your answers with a partner. How can you improve some of your soft skills?**

**WHAT ARE SOFT SKILLS?**

Employers are not only interested in qualifications and work experience when they interview job candidates. They are also interested in soft skills. You may still be in college or have only recently left – but you already have some soft skills. But what are they? Well, they are things like organizing, planning, using a computer, getting on with people, and coming up with ideas.

What are your soft skills? Do our simple quiz and find out.

**Give yourself a score from 0 to 3 for each of the skills**

**0 – poor**

**1 – OK**

**2 – GOOD**

**3 - EXCELLENT**

**Verbal communication skills**

*Do people listen to you? Are you a good listener?*

**Examples:** speaking one – to – one and in groups, using the telephone, explaining things, listening to people etc.

*My score* \_\_\_\_\_

**Written communication skills**

*Do you send many emails? Do you enjoy writing?*

**Examples**: printed and online work, writing emails and letters, college essays, stories, and scripts etc.

*My score* \_\_\_\_\_

**Teamwork skills**

*Do you like working with other people?*

**Examples**: working in a team, team sports, acting in plays etc.

*My score* \_\_\_\_\_

**Practical and mechanical skills**

*Are you good at fixing things? Do you like using tools?*

**Examples:** using your hands, repairing things, cooking, making things etc.

*My score* \_\_\_\_\_

**Problem-solving skills**

*Do you do Sudoku (Japanese number puzzle)? Do you enjoy solving difficult problems?*

**Examples**: coming up with good ideas, planning and organizing, etc.

*My score* \_\_\_\_\_

**Computer skills**

*Do you do most of your research on the Internet? Do you use your computer for more than writing?*

**Examples**: word-processing, Internet skills, spreadsheets, databases, etc.

*My score* \_\_\_\_\_

**Creativity**

*Do you enjoy painting and drawing/ Do you think of better endings to books and films?*

**Examples:** writing stories, doing art, thinking of new ways to do things, etc.

*My score* \_\_\_\_\_

**Leadership skills**

*Do you like taking decisions? Do you enjoy taking responsibility?*

**Examples**: helping people to achieve a task, captaining a sports team, directing a play, etc.

*My score* \_\_\_\_\_

**Learning skills**

*Are you making good progress in your studies? Do you like studying new things?*

**Examples**: learning new things quickly, wanting to learn more skills, learning to play an instrument, etc.

*My score* \_\_\_\_\_

**Time management skills**

*Do you keep up with all your work?*

**Examples**: keeping to a schedule, meeting deadlines, giving in your homework on time, etc.

*My score* \_\_\_\_\_

**Your soft skills rating**

24 - 30 Amazing! Why aren’t you running your own successful business already?

16 - 23 Very good! You will impress any interviewer with these skills. Keep on adding to your skills base.

6 -15 Not bad. You have enough soft skills to get an employer interested, but try to develop more.

0 - 5 Oh dear! Perhaps you should concentrate on getting qualifications!