

Management Style

Warm up:


- What are some qualities you think a good manager or team leader should have?
- What exactly are the responsibilities of a team leader?
- Do you think you would make a good manager? Why or why not?
- Some companies have a “flat” structure (very few levels of management between staff and executives) whereas others have more hierarchy. Which of these do you prefer and why?
- What do you think the most difficult part of being a manager would be?



 **1. Read the text below about different management styles and choose the correct word from the options for each gap.**

The term “management style” refers to the (a) an individual takes to the act of managing people. Management style can (b) greatly depending on the company, industry, culture, and of course the manager themselves. Some managers like to be strong (c) figures, giving instructions and orders to subordinates, often (d) those who do not comply. Others prefer to be more (e), making decisions by asking the whole team for their opinion and (f) team members to find their own solutions. There are (g) to both styles, and there are also (h) other styles of leadership.

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|----------------------|------------------|-----------------|-------------------|
| (a) 1. determination | 2. approach | 3. referral | 4. ambition |
| (b) 1. vary | 2. persuade | 3. transform | 4. resign |
| (c) 1. enormous | 2. authority | 3. enthusiastic | 4. internal |
| (d) 1. ignoring | 2. promoting | 3. hiring | 4. punishing |
| (e) 1. athletic | 2. active | 3. democratic | 4. convenient |
| (f) 1. reforming | 2. shoving | 3. encouraging | 4. warning |
| (g) 1. pros and cons | 2. ups and downs | 3. ins and outs | 4. nuts and bolts |
| (h) 1. occasional | 2. diagonal | 3. refreshing | 4. numerous |



2. Read through the situations below and decide what is the best course of action with your partner or team. There are no right or wrong answers.

You are the team leader of a small team of pharmaceutical sales representatives. Cassandra, the highest selling member of your team, repeatedly sends emails to the others giving them orders. This is causing division and frustration among your team. You already had one meeting with Cassandra several months ago, but she denied that her emails were rude, and seemed quite sensitive about the subject. Do you:

- a) Let the team handle it themselves, they are adults after all.
- b) Send Cassandra to sensitivity training, which will mean she misses two weeks of work.
- c) Have another meeting with Cassandra and tell her if the emails don't stop, she may be moved to another team.

You are the manager of a team of IT specialists. Michael, a fairly average employee, has requested a raise, but the request was denied by HR. Michael found out that he is getting paid less than most of his colleagues, and has now threatened to move to another company if he does not get the raise. He says he was offered a job with one of your main competitors. Do you:

- a) Go to HR and tell them you are in favour of giving him the raise.
- b) Call his bluff and see if he leaves.
- c) Ask to see proof of the other company's job offer.

You are the team leader for a team of tax advisors. Every year at tax time the team has "crunch time", a period in which all members must work a lot of overtime, often working over the weekend and late at night to get through all the work. Jason, one of your best team members, has started talking to the other team members, claiming that the hours they work are illegal. Your boss found out about this and yelled at Jason, threatening to fire him. Do you:

- a) Do nothing, try to keep the team focused on their work.
- b) Try to make it up to Jason and the team by inviting them to a nice dinner.
- c) Go to HR to complain about your boss.

You are the team leader at a marketing firm. Curtis, one of your lead designers, has repeatedly requested to be the person who makes the pitch to your clients. Curtis is a very talented designer, and is the driving force behind the creative aspect of many of your successful campaigns. However, he does not have good people skills, often coming across as quite robotic. Do you:

- a) Let him make a pitch and see how he does.
- b) Suggest he takes a course on making presentations in his own time, outside of work.
- c) Be blunt with him and tell him he is just not "cut out" for these kinds of pitches.



3. You are going to listen to a meeting between a team member and a team leader that contains the following phrases. Before you listen match the phrases to their definitions.

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|-------------------------------|--|
| a. Room for improvement | 1. To watch something over time |
| b. A raise | 2. Nothing new to say |
| c. To keep track of something | 3. The possibility to get better |
| d. Same old same old | 4. To be extremely direct |
| e. To be blunt | 5. An increase in difficulty or responsibility |
| f. To go in circles | 6. An increase in pay |
| g. A step up | 7. To be less strict for a period of time |
| h. To cut me (sb) some slack | 8. To do or say the same thing repeatedly |



4. Ask and answer the following questions with a partner

- What advice would you give someone who wants to ask for a raise?
- Do you know somebody who is particularly blunt?
- What kind of things do you have to keep track of in your job?
- In which situations should a manager cut their employees some slack?



5. Lisa has called Ron into a meeting to discuss him repeatedly being late. You will listen to 3 versions of the same meeting, in each conversation Lisa takes a different approach. Use the words in the box below to describe the behaviour of Lisa and Ron and answer the questions for each version of the meeting.

stubborn	reasonable	assertive	passive-aggressive
grumpy	argumentative	defensive	level-headed
patient	condescending	understanding	firm

Listen to [Meeting 1](#). How would you describe Lisa and Ron's behaviour in this meeting? Is there anything Lisa could do differently?

Listen to [Meeting 1](#) again and answer the questions

- How many times has Ron been late this month?
- Who do you think Charles is? What role does he play in the company?
- What solution does Ron offer for the problem? Do you think it's an acceptable solution?

Listen to [Meeting 2](#). How would you describe Lisa and Ron's behaviour in this meeting? Is there anything Lisa could do differently?

Listen to [Meeting 2](#) again and answer the questions

- What reason does Ron give for constantly being late?
- Is Lisa sympathetic about Ron's situation?
- What does Lisa threaten to do if Ron doesn't change his behaviour?



Listen to [Meeting 3](#). How would you describe Lisa and Ron's behaviour in this meeting? Is there anything Lisa could do differently?

Listen to [Meeting 3](#) again and answer the questions

- Why does Ron believe he and the company are "even" despite being late?
- What does Lisa offer to Ron to reduce his workload?
- How does Ron's attitude change from the beginning of the meeting to the end of the meeting? Why do you think this change happened?

 **6. With a partner, roleplay a situation in which a team leader has to ask a team member to stop working remotely and come back to work at the office.**

Student A (Team Member)

You work as a property manager for a company which rents out large apartment buildings. You believe you can work just as well at home, and do not want to go back to working 40 hours a week in an office. You feel quite strongly about this, but may be ok with reaching some kind of compromise.

Student B (Team Leader)

You are the team leader for a team of property managers. At the moment, your whole team works remotely, but your boss believes that people work best face to face. He has asked you to get the team into the office as much as possible. He would prefer the team to work full time in the office, but says he is open to a compromise.