

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

- |                      |                  |                 |                   |
|----------------------|------------------|-----------------|-------------------|
| (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.

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



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? *5 times*
- Who do you think Charles is? What role does he play in the company? *He is probably Lisa's boss, Ron say he shouldn't "send lisa" and he should "come down from his tower"*
- What solution does Ron offer for the problem? Do you think it's an acceptable solution? *To work 30 mins more tonight*

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

- a) What reason does Ron give for constantly being late? *He is overworked and exhausted*
- b) Is Lisa sympathetic about Ron's situation? *No*
- c) What does Lisa threaten to do if Ron doesn't change his behaviour? *Go to Charles*



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

- a) Why does Ron believe he and the company are "even" despite being late? *Because he works through his lunch breaks*
- b) What does Lisa offer to Ron to reduce his workload? *By putting Ron in Charge of the new intern on Mondays and Wednesdays*
- c) How does Ron's attitude change from the beginning of the meeting to the end of the meeting? Why do you think this happened? *He becomes much less aggressive. Lisa acknowledged his hard work and this made him feel respected. She also offered a solution.*



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.

### Meeting 1 Audio Transcript

Lisa: Hi Ron, how are you today?

Ron: Oh Im fine, same old same old, can't complain. You?

Lisa: I'm good, thanks for asking. So, I just called you in today to talk about... well I'm sorry to bring this up, but you've been late twice this week, and 5 times this month. It's not that I mind so much, but Charles has noticed, and he asked me to talk to you about it.

Ron: I mean I'd hardly call it late. I was a couple of minutes late today and on Wednesday.

Lisa: Well... according to Charles, you were 15 minutes late and 25 minutes late on Wednesday

Ron: According to Charles? Doesn't he have more important things to do than micromanaging? Does he literally sit in that office with a stopwatch?

Lisa: Look Ron, Charles is really not what we're here to talk about, we really do need to find a solution to this issue.

Ron: To what issue? I work really hard for this company, and frankly I don't expect to be treated like a child in return. Look if Charles has an issue with me, maybe he should come down from his tower and talk to me face to face instead of sending you?

Lisa: Again Ron, Charles is not the issue. I do see your point and understand your frustration, but... well to be honest I agree with Charles. You have been a bit late recently.

Ron: Oh it's hardly an issue at all. I'll tell you what, I'll work an extra 30 minutes tonight and we'll call it even, then will you get off my back about this?

Lisa: Well.... That would be good. Thanks Ron.

### Meeting 2 Audio Transcript

Lisa: Hi Ron, how are you today?

Ron: Oh Im fine, same old same old, can't complain. You?

Lisa: I'm fine. Do you know what I called you in here for today?

Ron: No idea... to give me a raise?

Lisa: Very funny. So you really have no idea?

Ron: (sigh) No Lisa I don't.

Lisa: Is there something wrong Ron?

Ron: What? No.

Lisa: Really? Because when you go like this (sarcastically sighs) it makes me think something is wrong.

Ron: No.. look I'm just tired, can we get on with it please.

Lisa: We sure can. You've been late twice this week and five times this month. Do you have a good reason for that Ron?

Ron: A good reason? I mean is being overworked and exhausted all the time a good reason?

Lisa: That sounds more like an excuse Ron. We're all tired, it's the end of the year, and yet somehow you're the only one who is consistently late.

Ron: I'm also the only one who consistently works through their lunch break Lisa, so I think you can cut me some slack on this one ok?

Lisa: To be blunt Ron, I don't care about your lunch break. I care about you getting to work on time and doing your job!

Ron: If you don't care about my lunch break then why should I care about what you want?

Lisa: This is going in circles Ron. If you're going to act like this then I'm going to have to escalate this to Charles. He won't like it when he hears about how you've been acting.

Ron: Fine. Are we done here?

Lisa: For now.

### Meeting 3 Audio Transcript

Lisa: Hi Ron, how are you today?

Ron: Oh I'm fine, same old same old, can't complain. You?

Lisa: I'm good, thanks for asking. So, I just called you in today because I've noticed you've been late for work more than usual lately.

Ron: Really? Ok I was late for work today but apart from that I don't think I've been late recently.

Lisa: Well you were late on Wednesday as well, and you were late 6 times last month. I don't want you to feel attacked over this, but it is something we need to talk about.

Ron: Seriously? Are you recording the minute I step into the office now?

Lisa: Keeping a track of when our team gets to work and when we leave is a part of my job Ron.

Ron: Oh? And do you keep track of our lunch breaks as well? Because I worked through my lunch break almost every day last week.

Lisa: I do keep a track of that Ron, and I wanted to say thank you for that.

Ron: Ok... so if I worked through my lunch breaks then we're even right? I don't really see how you can get angry with me for being late after that?

Lisa: I'm not at all angry with you Ron, this isn't some meeting where I call you in and yell at you or treat you like a kid. You work hard and I recognise that.

Ron: Well thank you. I just don't like being portrayed as lazy when in reality I work hard every day for this company.

Lisa: Nobody thinks you're lazy Ron. We know you work hard, but there is always room for improvement. In the future I want you to make a real effort to come to work on time, and in return I'll do my best to make sure you don't have to work through your lunch break again. Does that sound fair?

Ron: Yeah that would be good actually. But I don't know how you're going to do that, this time of year is always crazy

Lisa: Well I think Steven, the new intern is ready for a step up. You're going to be in charge of him on Mondays and Wednesdays, and he should be able to help you out with your workload. He's already fully trained, so you don't have to worry about that.

Ron: Ok that would be great. I haven't really met him but Carla said he's really good.

Lisa: I've heard good things too. Ok, so can I get a commitment from you to do your best to be on time from now on?

Ron: Ok, sure. I'll do my best.

Lisa: Thanks Ron. Ok that should be everything, thanks for being so open.

Ron: No problem, thanks Lisa.