

Business English 23: Leadership and Modal Verbs

Warm up

- Do you manage people? If so, is it difficult?
- Why is good leadership important?
- What is the most difficult thing about being a leader?
- Can leaders in business be friends with their employees?
- What are qualities you think a leader should have?
- Name some famous leaders. For example, politicians, CEOs etc.
 - What did/do they do?
 - Where did/do they come from?
 - Why were/are they famous?



1. Do you know the people in the images below? If so, what are they famous for?

Gandhi



Martin Luther King



Julius Caesar



Winston Churchill



Che Guevara



Genghis Khan



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2. Read the following article on *leadership* and answer the questions.

Generally speaking, successful leaders set an example and guide people to do their best and accomplish great things by giving direction and leading by example.

In business, a leader must have a clear idea of the company's short-term and long-term goals, for example, *'to increase sales by 10% by the end of the next quarter'*. After having clear goals a leader should give their employees action points. For example, *'explore the market to see what the competitors are doing'*. The actions themselves are not enough. They also have to give tasks to the most skilled members of the team.

Knowing your team and understanding the different strengths and weaknesses of your employee means you can get the best out of your team. Leaders mustn't forget that they are an example and they must lead by example. If a leader wants their team to start work early, then they must start work early too. If they want their team to be on time with projects, they shouldn't miss deadlines either.



There are many different types of leadership styles. Here are a few examples.

Democratic: This style is hierarchical and traditional, but the manager still includes the team in decision-making. Employees are free to choose tasks and are comfortable speaking to their leaders and giving opinions. While employees are connected to their work and projects, there can be problems when they don't agree.

Authoritative: This style is top-down. In this case, the leader takes control of most situations and employees shouldn't give too many opinions about processes. It allows for fast decision-making and less pressure on the employees, but makes it difficult for employees to grow.

Coaching: In this leadership style, leaders mentor and guide the team to bring out their best skills and make them better. The leader works more like a coach, always working towards better performance. It allows for open communication but can use a lot of time.

1. According to the article, why are they important?
2. What are some things a leader must do?
3. What is the disadvantage of the democratic style?
4. Which style focuses on improving employees?
5. What is the disadvantage of the authoritative style?

Modal Verbs

have to

- *We often use 'have to' and 'must' to talk about things which are necessary to do i.e. obligations.*

For example: We have to buy a new photocopier.

We must buy a new photocopier.

*Note: 'have to' is used more often than 'must' by English speakers. Also, only 'have to' is used in the past tense i.e. 'had to'. Must is not used in the past in this context.

must:

- *must is usually used for written instructions and rules.*

For example: All employees must upload their hours into the system.

We use don't have to:

- *To talk about things which are not necessary to do.*

For example: They don't have to send the contract by post. They can email it.

We use mustn't:

- *To talk about things which are forbidden.*

For example: You mustn't park in the CEO's parking place.

*Note: English speakers often use the modal verb 'can't' instead of 'mustn't'

3. Fill in the gaps with 'have to', 'must', 'don't have to', 'mustn't' or 'had to'.

1. I am giving a presentation tomorrow and I don't feel prepared. I _____ work late today.

2. You _____ arrive late for meetings in Germany. They find it quite rude.

3. Unfortunately, the underground isn't working. We _____ take a taxi.

4. Our CEO is very flexible about what we wear. We _____ wear shirts and ties to work.
5. We are hiring 50 new people so we _____ move to a bigger office.
6. Tomorrow is Sunday so I _____ get up early.
7. The last person to leave the office _____ turn on the alarm.
8. The lift has broken down. We _____ take the stairs.
9. We are looking for a project manager to join our team. The ideal candidate _____ live in London and have at least 3 years of experience in a similar role.
10. I promised Janet I'd send her the price list. I _____ forget.
11. Our company has faced a lot of difficult times recently. We _____ give up! We _____ keep working towards a better tomorrow!

4. Work in pairs. Ask and answer the following.

1. Do you have to be at work before 9am ?
2. What are some health and safety regulations which must be followed at your place of work?
3. What are some things you had to do last week?
4. Do you have to wear a suit to work?
5. What is something you mustn't do at work?