

## 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



1

*Gandhi was an Indian lawyer who is famous for his philosophy of peace and peaceful resistance against the British rule in India.*

*Martin Luther King was a Baptist minister and activities from the USA. He organised and led marches for blacks' right to vote and basic civil rights among other things.*

*Julius Caesar was a Roman general and politician who named himself dictator of the Roman Empire. This rule lasted less than one year before he was assassinated. He is famous for his military success and his relationship with Cleopatra.*

*Winston Churchill was the prime minister of Great Britain and led Britain to victory in the second world war.*

*Che Guevara was a from Argentina and a doctor. He is known for being a Marxist revolutionary and a major figure in the Cuban revolution.*

*Genghis Khan and the Mongols are connected to many terrible stories of conquest and destruction. He is known for creating the largest empire to have ever existed. It covered the Asian continent from the Pacific Ocean to modern-day Hungary.*

## 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 leaders important? *Because they set an example and guide people to do their best and accomplish great things by giving direction and leading by example.*
2. What are some things a leader must do?
  - *have a clear idea of the company's short-term and long-term goals*
  - *having clear goals a leader should give their employees action points.*
  - *give tasks to the most skilled members of the team.*
  - *Know their team and understand 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*
3. What is the disadvantage of the democratic style? *There can be problems when employees don't agree.*
4. Which style focuses on improving employees? *Coaching*
5. What is the disadvantage of the authoritative style? *Makes it difficult for employees to grow.*

## 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 *have to* work late today.
2. You *mustn't* arrive late for meetings in Germany. They find it quite rude.
3. Unfortunately, the underground isn't working. We *have to* take a taxi.
4. Our CEO is very flexible about what we wear. We *don't have to* wear shirts and ties to work.
5. We are hiring 50 new people so we *must/have to* move to a bigger office.
6. Tomorrow is Sunday so *I don't have to* get up early.
7. The last person to leave the office *must/have to* turn on the alarm.
8. The lift has broken down. We *have to* take the stairs.
9. We are looking for a project manager to join our team. The ideal candidate *must/has to* 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 *mustn't* forget.
11. Our company has faced a lot of difficult times recently. We *mustn't* give up! We *must/have to* 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?