Management Styles

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A. Which of these statements do you agree with? Explain your reasons.

Managers should:

1. know when your birthday is.
2. know where you are and what you're doing at all times during working hours.
3. not criticize or praise.
4. not interfere in disagreements between members of staff.
5. not ask people to do things they're not prepared to do themselves.
6. be available at all times to give staff advice and support.
7. keep their distance from staff and not get involved in socializing outside work.
8. use polite language at all times.
9. work longer hours than their staff.
10. comment on the personal appearance of their staff.

B. What is the role of a manager? Choose your top three roles from the following and explain your ideas.

- Motivator
- Mediator
- Leader
- Problem-solver
- Monitor
- Decision-maker
- Friend
- Organizer
- Role model

Can you connect the roles above to the points discussed a Task A above?

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C. How important are these factors in judging the success of a manager?

- The loyalty of staff
- Achievement of results
- Popularity with their superiors

VOCABULARY

Management Qualities

A. Give the opposite meaning for each of these adjectives, using the prefixes *in-, ir-, un-, ii- or dis-.* Then provide the noun forms.

1. considerate	5. efficient	10. organized
inconsiderate, consideration	6. flexible	11. decisive
2. competent	7. inspiring	12. responsible
3. creative	8. logical	13. sociable
4. diplomatic	3. loyal	14. supportive

B. Listening CD2. 16 (1:31:03)

Mark the stress on the positive adjective and noun forms in Task A. Listen and check your answers.

C. Choose the four best qualities of a manager using the adjectives in Task A and rank them in order of importance (1 = most important). Then choose the four worst qualities and rank them (1 = worst).

D. Match these pairs of contrasting management styles.

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	Answers	
1. autocratic	**1 - .d..**	a. collaborative
2. centralizing	**2 - …**	b. controlling
3. directive	**3 - …**	c. delegating
4. empowering	**4 - …**	d. democratic
5. hands-on	**5 - …**	e. people-oriented
6. Task-oriented	**6 - …**	f. Laisser-faire

Successful Managers

A. Listening CD2. 17 (1:32:55)

Laurie Mullins is the author of *Management and Organisational Behaviour*
Listen to the first part of the interview. Which two factors influence the managerial function today, and what are the two examples that Laurie gives of these factors?

B. Listening CD2. 18 (1:35:28)

Listen to the second part. Which six managerial philosophies does Laurie mention?

C. Listening CD2. 19 (1:38:31)

Listen to the final part and complete these extracts.

Some managers believe in the need for..... (1) and control through an..... (2) system of central control, formal organisation..... (3), systems of ……..(4), and the belief that it's natural for people to try to get away with what they can .. .

Other managers believe in the integration of..... (5) and ….....(6) goals and that people can be ……..... (7) to the goals of the organisation, in which case they will exercise self·……(8) and self-……(9).

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D. Group discussion

Which management style do you think gets the best out of people?

Management Styles

A. Discuss these questions

1. What do you like or dislike about the management style in your organisation?
2. What would your ideal workplace be like?

B. Pair work

Student A: Read the article on the opposite page about Anna Wintour, Chief Executive of Vogue, the fashion magazine.

Student B: Read the article on the next page about Jim Buckmaster, CEO of Craigslist, the Internet company.

Read your article quickly and decide which of these statements are true for the CEO you read about.

They ...

1. think most meetings are a waste of time.
2. are good at making decisions quickly and firmly.
3. want people to know who is the boss.
4. think artificial deadlines are stressful.
5. believe in hiring the best staff they can.
6. think their staff feel happy working there.

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Text 1 – Student A

Anna Wintour

60 Minutes' Morley Safer interviews Vogue's Editor in her first lengthy U.S. T.V. profile.

She is said to be the most powerful woman in fashion and she does nothing to dispel that belief. Her name is Anna Wintour, a name that strikes terror in some and loathing in others. It should also be said she commands a loyal band of friends and admirers.

"The blurb on your unauthorized biography10 reads 'She's ambitious, driven, needy, a perfectionist'. Accurate?" 60 Minutes correspondent Morley Safer asked Wintour.

"Well, I am very driven by what I do. I am certainly very competitive. I like people who represent the best of what they do, and if that turns you into a perfectionist, then maybe I a m," Wintour replied.

Wintour is involved in every detail of the magazine: the clothes, editing the pictures and articles. She is decisive, impatient, and bears a look that says "I'm the boss, and you're boring."

"An editor in the final analysis is a kind of dictator- a magazine is not a democracy?" Safer asked.

"lt's a group of people coming together and presenting ideas from which I pick what I think is the best mix for each particular issue, but in the end, the final decision has to be mine." Wintour explained. "We're here to work. There's on-duty time and off-duty time, and we're drawn together by our passion for the magazine. If one comes across sometimes as being cold or brusque, it's simply because I'm striving for the best."

"lt's not like a tea party here. We work very hard," *Vogue's* Editor-at-large Andre Leon Talley told Safer. Asked what kind of boss she is, Talley told Safer, "Let's say that Anna can be intimidating. I think that's her armor, to intimidate. To give the people the sense that she is in charge. She is not a person who's going to show you her emotions ever. She's like a doctor, when she's looking at your work, it's like a medical analysis."

Vogue Creative Director Grace Coddington says, "I think she enjoys not being completely approachable, you know. Just her office is very intimidating, right? You have to walk about a mile into the office before you get to her desk, and I'm sure it's intentional."

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Text 2 – Student B

Jim Buckmaster

What is the office atmosphere like?

'We don't really have the arcade games, fussball, ping-pong tables or that sort of thing, but I guess it's a cosy kind of non-corporate atmosphere, it just feels like you're sitting in a house, and there's no dress code. I spent a lot of years working in organisations that were regimented and we were told what to do in many different ways, and I developed a very anti-authoritarian mindset by the time I was put in a position of authority. The last thing I wanted to do was reproduce all of those things that I had disliked so much. Such that our employees aren't really told what to do, or when to do it, or when to come into work, or what they can wear, and we don't set deadlines at all - unless they are set for us by some external force like a regulatory agency. I don't think that artificial deadlines are a good idea. They just create stress where it is not needed.'

So there is no management?

'We do have a hierarchy, we do have managerial positions, but I personally don't like trying to impose my will on someone else or trying to hold it out that I'm in a position of authority. I hold that in reserve as an absolute last resort, and certainly years go by when I don't have to exert that kind of authority.'

How do you motivate people?

'One of the wonderful things about working at Craigslist is that the company philosophy and approach is such that people generally feel very good about working there. Because we have a non-traditional philosophy - it is very public-good centric - people feel good about coming to work ... We are also very careful in hiring people who are a) talented and b) self-motivated. Then once we have people who fit that description, I've always found that it is just a matter of letting them do their work.'

And you really don't hold meetings?

'Of all the meetings that I've gone to in the past, virtually all of them, I've felt, were kind of useless. I don't like closed-door so meetings because they always mean something bad is going to happen.'

C. Read your article again. In pairs, compare and contrast the styles of the

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two CEOs.

D. Which of these adjectives do you think describe Anna Wintour?

approachable demanding perfectionist ruthless volatile

E. Discuss these questions.

1. What are the advantages and disadvantages of each style of management described in the articles?
2. Would you rather work for a male or female manager? Describe your ideal manager.
3. Do you agree with Buckmaster that most meetings are a waste of time?

F. Match the adjectives in the right column to the definitions in the left column.
Write the number of the word in the middle column next to its definition.

Words	Answers	Definitions
1. anti-authoritarian		a. not caring if you have to harm others to get what you want
2. approachable		b. not satisfied with anything unless it is exactly right
3. demanding		c. having a natural ability to do something well
4. perfectionist		d. wanting to achieve something by themselves
5. ruthless		e. against forcing people to obey strict rules
6. self-motivated		f. friendly and easy to talk to
7. talented		g. liable to suddenly become angry
8. volatile		h. expecting a lot of time and effort from others

G. Complete this paragraph with adjectives from Task E.

At my last company, the managers were remote and not at all..... (1)• They were hard to get to know. The only one who showed any emotion was the CEO, who had a. ..... (2) temper. He was completely ruthless and didn't care about his staff at all. He

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acted like a dictator. He had a..... (3) management style, insisting that everything was exactly right.

He was also very demanding, making us work really unsociable hours. In my new company, the managers are good communicators, decision-making is open and transparent and the style is .....(4). Management is by consensus. All the staff are . .... (5) and experts in their own fields. They are .....(6) and trusted to work without supervision.

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