



# MANAGEMENT

***“Management is doing things right; leadership is doing the right things.”***

Peter Drucker (1909 – 2005), American management consultant

## 1. Management Discussion

1. What is the role of a manager?
2. What is the difference between a manager and a leader?
3. What are the best qualities of a manager?
4. Should a manager make the decisions, or should they consult their team before making decisions?
5. Should a manager be friends with the people on their team? Should they socialise together?
6. Is there a difference between the way men and women manage?
7. Can you describe the best and worst managers you've had? What qualities did they have/lack?
8. How do bad bosses get promoted?

## 2. Management Vocabulary

- **to demoralise** (verb), **demoralised** (adjective), **to crush someone's spirit** (verb, idiom) – *to cause someone to lose hope or confidence; to do something that destroys a person's self-esteem.*
- **to micromanage** (verb) – *to excessively control everything, including minor details, in a process.*
- **to bring (something) to the table** (verb, idiom) – *to offer a benefit or advantage for something.*
- **to facilitate** (verb), **facilitator** (noun) – *to make things easier/happen; someone who facilitates.*
- **appraisal** (noun) – *an assessment of someone's performance.*
- **carrot and stick approach** (adjective) – *a motivational technique where people are offered incentives (the carrot) to perform well, but also face punishments (the stick) if they perform badly.*

**Using the vocabulary words above, complete the following sentences (remember to use the correct form of the word, e.g. verb conjugation or plural noun)**

1. I have my annual **appraisal** tomorrow, and I'm a bit nervous about it.
2. We're really looking forward to working with Steve. He has worked in this industry for years and will **bring** a lot **to the table**.
3. Under the **carrot and stick approach**, the staff would receive bonuses for increasing sales, but could face losing their job if their sales reduce.
4. The team were left completely **demoralised** when they failed to meet their sales targets and lost their bonuses.
5. My boss always **micromanages** me. He calls me up every five minutes asking for an update!
6. The training course will be **facilitated** by Anna. If you need anything, she can help you.

### Management vocabulary comprehension questions

1. What are some ways managers demoralise their staff?
2. Is there ever a need for micromanaging?
3. What do you bring to the table as a manager? (Or what would you bring?)
4. How do/would you facilitate the work of your team?
5. How did your last appraisal go?
6. Have you ever used the carrot and stick approach? Was it effective?

### 3. Video: The Perfect Boss

You are going to watch a TEDx Talk by Dr. Axel Zein called "The Perfect Boss."

Watch the video here: <https://yourenglishpal.com/blog/business-english-conversation-lesson-plan-management/>

Watch the video and after, discuss the following questions:

1. Are you engaged in your job? What makes you or your colleagues engaged or not?
2. How did you cope with the change from being an employee to becoming a manager? Were/are you prepared to be a manager?
3. Does your department or team have a hierarchical model based on authority? How does this kind of organisation affect performance?
4. Is failure necessary for success? If yes, are you given the opportunity to fail by your boss?
5. How do you give effective feedback without upsetting the person receiving that feedback?
6. Do you or the bosses in your company defend your/their teams if they failed to achieve success but they gave it their all?

### 4. Management Conversation Questions

1. How would you describe your management style (from Daniel Goleman's six leadership styles that you read about before the class)?
2. Which of Goleman's leadership styles do you prefer in a boss?
3. Are different management styles more effective in different cultures?
4. Which of these styles do you think is the most effective? Which of these styles do you think is the least effective?
5. How can managers help others to grow?
6. How do managers reward success in your company?
7. How can you or the managers in your company create an environment where people love to work?
8. If you had the position of your manager, how would you do things differently?

### 5. Management Writing Task

Write an email to your line manager and make some recommendations about how to improve morale in the team.