

# 44

## Leadership and management styles

### A

#### Leadership

*Ken Manners is an expert on leadership and management styles. Can leadership be taught? Or are the only real leaders born leaders?*

‘Traditionally, the model for **leadership** in business has been the army. Managers and army officers give orders and their **subordinates** (the people working below them) carry them out. Managers, like army officers, may be sent on leadership courses to develop their **leadership skills**, their ability to lead. But they still need a basic **flair** or talent for leadership.’

*What makes a great leader?*

‘The greatest leaders have **charisma**, an attractive quality that makes other people admire them and want to follow them.

A leader may be described as a **visionary**, someone with the power to see clearly how things are going to be in the future. People often say leaders have **drive**, **dynamism** and **energy**.’



Leadership

### B

#### Modern management styles

*How have management styles changed in the last few years?*

‘Before, leaders were **distant** and **remote**, not easy to get to know or communicate with. Today, managers are more **open** and **approachable**: you can talk to them easily. There is more management by **consensus**, where decisions are not **imposed** from above in a **top-down approach**, but arrived at by asking employees to contribute in a process of **consultation**.’

*Do you think this trend will continue?*

‘Yes. There are more women managers now, who are often more able to build consensus than traditional military-style **authoritarian** male managers.’

### C

#### Empowerment

*What, exactly, is empowerment?*

‘Encouraging employees to use their own **initiative**, to take decisions on their own without asking managers first, is **empowerment**. **Decision-making** becomes more **decentralized** and less **bureaucratic**, less dependent on managers and systems. This is often necessary where the number of management levels is reduced.

To empower employees, managers need the ability to **delegate**, to give other people responsibility for work rather than doing it all themselves. Of course, with empowerment and **delegation**, the problem is keeping control of your operations: a key issue of modern management.’

**44.1** Match the sentence beginnings (1–7) with the correct endings (a–g). The sentences all contain words from A opposite.

- 1 We are looking for a new CEO, someone with strong leadership
  - 2 Richard has real managerial flair
  - 3 In the police, leaders are held responsible
  - 4 The study concludes that a charismatic visionary leader is absolutely not required for a visionary company
  - 5 She is an extraordinary leader
  - 6 Thatcher had drive, energy and vision,
  - 7 He was a born leader. When everyone else was discussing
- a but many thought it was the wrong vision.
  - b and, in fact, can be bad for a company's long-term prospects.
  - c and has won the respect of colleagues and employees.
  - d for the actions of their subordinates.
  - e skills and experience with financial institutions.
  - f what to do, he knew exactly what to do.
  - g who will bring dynamism and energy to the job.

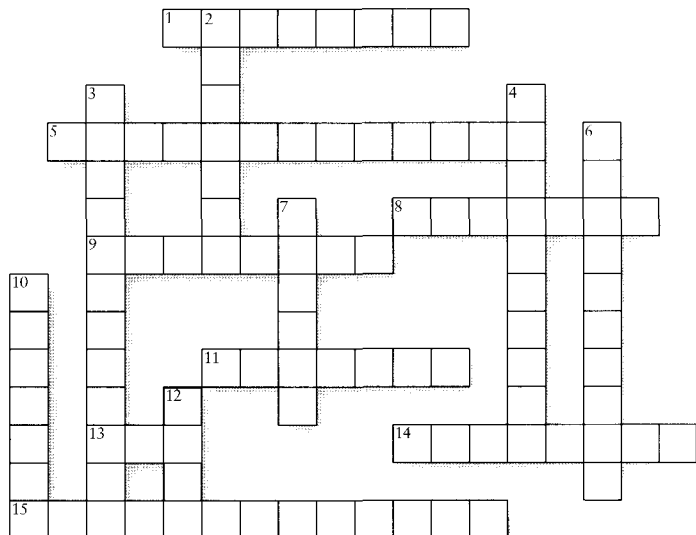
**44.2** Complete the crossword with the correct forms of words from B and C opposite.

**Across**

- 1, 7 down What managers do, with or without talking to employees. (8,6)
- 5 Adjective to describe leading without consultation. (13)
- 8 Not easy to talk to. (7)
- 9 See 13 across.
- 11 What the type of boss in 5 across does not do. (7)
- 13, 9 Managers deciding without talking to employees is a ..... - down ..... (3,8)
- 14 If managers ask employees to take on responsibility, they ..... (8)
- 15 If all the decisions are not made in a company's head office, it is ..... (13)

**Down**

- 2 To allow employees to decide things for themselves. (7)
- 3 An organization where there are a lot of rules and procedures is ..... (12)



- 4 If you decide without asking a manager, you use ..... (10)
- 6 The adjective relating to 'consensus'. (10)
- 7 See 1 across.
- 10 If decisions are not arrived at by consensus, they are ..... (7)
- 12 Easy to see and talk to. (4)

**Over to you**



What are the characteristics of a true leader? Do you think you have the qualities of a good manager/leader? Would you be authoritarian or approachable?