

МИНИСТЕРСТВО ОБРАЗОВАНИЯ И НАУКИ РФ  
ФЕДЕРАЛЬНОЕ ГОСУДАРСТВЕННОЕ  
БЮДЖЕТНОЕ ОБРАЗОВАТЕЛЬНОЕ УЧРЕЖДЕНИЕ  
ВЫСШЕГО ОБРАЗОВАНИЯ  
«ВОРОНЕЖСКИЙ ГОСУДАРСТВЕННЫЙ  
УНИВЕРСИТЕТ»

**THE PROFILE  
OF AN EFFECTIVE MANAGER**

*Учебно-методическое пособие*

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**A. Write the opposite meanings of the words. Use the prefixes *in-*, *ir-*, *un-*, *il-* or *dis-*. Then write the noun forms.**

*e.g. adjective – opposite adjective – noun form*

*considerate – inconsiderate – consideration*

- |               |                 |
|---------------|-----------------|
| 1. creative   | 8. logical      |
| 2. decisive   | 9. organised    |
| 3. diplomatic | 10. rational    |
| 4. efficient  | 11. responsible |
| 5. flexible   | 12. sociable    |
| 6. inspiring  | 13. supportive  |
| 7. interested |                 |

**B. Choose four best qualities of a manager from the list above and rank them in order of importance. Then choose the four worst qualities and rank them (1=worst).**

**C. Discuss your answers to exercise B. What other management qualities or weaknesses can you add?**

**D. Match these pairs of contrasting management styles.**

- |                    |                      |
|--------------------|----------------------|
| 1. autocratic      | a. collaborative     |
| 2. centralising    | b. controlling       |
| 3. directive       | c. delegating        |
| 4. empowering      | d. democratic        |
| 5. hands on        | e. people-orientated |
| 6. task-orientated | f. laissez-faire     |

**E. Different business situations call for different management styles. Which kinds of situation need to be tightly managed and which loosely managed?**

A

**F. Which management styles have you experienced? Which do you prefer? If you are a manager, how would you describe your own management style?**

## **Listening**

### **Successful managers**

- A. What do you think are the key qualities for a successful manager today?**
- B. Listen to the first part of an interview with Naill Foster, an expert on management styles, and answer the following questions:**
1. What does Nail say a successful manager must do?
  2. What does Nail do before he makes contact with people in other countries?
- C. In pairs, think of five ways managers can get the best out of people.**
- D. Listen to the second part of an interview and note down Naill's five key points on ways managers can get the best out of people.**

## **Reading**

### **Management styles**

- A. Before you read the article answer one of these questions.**
1. If you are a manager, what sort of style do you have?
  2. If you were a manager, what sort of style do you think you would have?
- B. Work in groups of three. Each of you read about one of the management styles – *Directing*, *Discussing* or *Delegating* – and decide which of the following statements are true for your style.**
1. It is up to employees to keep the manager up to date on progress.
  2. Managers set strict time limits.
  3. Managers encourage staff to put forward their ideas.
  4. Managers and employees decide together what needs to be achieved.

5. Decisions are made by managers and their staff.
6. Employees get precise instructions.
7. Managers do not want to avoid making decisions which employees should make.
8. Managers have tight control of employees' movements and work schedules.
9. When employees are given tasks, they decide how to complete them.

**C. Meet as one group and summarise the main features of the style you read about to the others in your group.**

**D. Which of the three management styles would you prefer to: a) use as a manager? b) experience as an employee?**

**E. Match the word partnerships in group 1 and 2, then check your answers in the article.**

**Group 1**

- |              |                |
|--------------|----------------|
| 1. establish | a. feedback    |
| 2. monitor   | b. goals       |
| 3. provide   | c. decisions   |
| 4. set       | d. performance |
| 5. make      | e. roles       |
| 6. assign    | f. standards   |

**Group 2**

- |            |                |
|------------|----------------|
| 1. present | a. action      |
| 2. achieve | b. employees   |
| 3. direct  | c. ideas       |
| 4. take    | d. performance |
| 5. improve | e. goals       |

**F. Check the following word partnerships. Find the odd one out in each group.**

1. check / assess / look	performance
2. make / achieve / establish	goals
3. reach / do / implement	decisions
4. meet / set / get	standards
5. establish / assign / make	roles
6. reach / deliver / achieve	goals
7. come up with / make / present	ideas
8. achieve / direct / guide	employees

### **The Big Three Management Styles**

by Paul B.Thornton

Management literature describes numerous management styles, including assertive, autocratic, coaching, country club, directing, delegating, laissez-faire, participatory, supportive, task-oriented and team-based. Are there really that many styles? I believe there are three basic styles – directing, discussing and delegating, the 3-Ds of Management Style.

#### **DIRECTING STYLE**

Managers using this style tell people what to do, how to do it and when to have it completed. They assign roles and responsibilities, set standards and define expectations.

**Communicating** – The manager speaks, employees listen and react. Managers provide detailed instructions so employees know exactly what to do. The ability to communicate in a clear, concise and complete fashion is critical. The only feedback managers ask for is, ‘Do you understand what needs to be done?’

**Goal-Setting** – ‘Your goal is to sell 15 cars per month.’ The manager establishes short-term goals. When goals are specific and time bounded, employees are clear on what is expected of them. Goals and deadlines often motivate people.

**Decision-Making** – ‘I want you to stop what you are currently doing and help Sue set up the room for the seminar.’ The manager makes most if not all decisions. When problems arise the manager evaluates options, makes decisions and directs employees as to what actions to take.

**Monitoring Performance and Providing Feedback** – Managers establish specific control points to monitor performance. ‘Get back to me at 11:00 a.m. to brief me on what you have accomplished.’ Managers provide frequent feedback including specific instructions on how to improve performance.

### DISCUSSING STYLE

Managers using this style take time to discuss relevant business issues. What happens in a good discussion? People present ideas, ask questions, listen, provide feedback, challenge certain assumptions and coach as needed. It’s important to make sure ideas are fully discussed and debated. Managers often perform the role of facilitator, making sure the discussion stays on track and everyone has a chance to contribute.

**Communicating** – Two-way communication is the norm. ‘Let’s go around the table and give everyone a chance to discuss their ideas.’ Managers spend as much time asking questions and listening as they do talking and sharing their ideas. The right question focuses on discussion and draws out people’s ideas.

**Goal-Setting** – ‘Ingrid, what do you think our sales target should be for the fourth quarter?’ After adequate discussion, goals are then established. Utilising a participatory style generally helps to increase employees’ commitment to achieve their goals.

**Decision-Making** – ‘We have a problem with the amount of inventory we’re currently carrying. What action do you think we should take?’ Decisions are