

Review Test

Working with words | Talking about leadership styles

1 Work with a partner and discuss questions 1–2.

- 1 What are the key characteristics of an effective leader?
- 2 What differences might there be between leadership styles in established economies like those in Western Europe, Japan, and America, and emerging economies in Asia?

2 Read the text and compare your answers in 1.

What makes an effective leader?

Professor D Quinn Mills
Harvard Business School

Whether you are leading a team at work, captaining your local sports team, or in charge of a major company, your style of leadership is a critical factor in the success of your team. So what makes an effective leader? According to Professor D Quinn Mills of the Harvard Business School, research shows that there are certain preferred leadership qualities that are common to all cultures.

In general, people appreciate leaders who appear honest and trustworthy. However, **integrity** is a complex idea, often determined by national culture, and what is considered honest in one society is not necessarily so in another.

Conviction – a strong belief in what you are doing – is a characteristic of leaders in all cultures, but how it is displayed can vary widely. Demonstrating a whole-hearted **commitment** to the success of your team or project is possibly more overt in America than elsewhere. However, a **passionate** leader with energy and enthusiasm – someone who can energize and inspire their team to succeed – is an asset almost everywhere. Similarly, in most cultures it helps to be a good communicator, to be **people-focused** and have well-developed interpersonal skills.

The ability to make good decisions quickly is something most cultures see as important. However, being **decisive** means different things to different people. European and Japanese leaders are the most **collaborative** decision-makers, taking time to consult with colleagues and consider the options. This is typical of a more participative style of leadership. In contrast, Chinese leaders, for whom the typical role model is often the head of the family, are more likely to make decisions personally. This more autocratic approach tends to be typical of task-oriented, top-down leaders, where what counts is results – it is also frequent in American leaders.

Being **adaptable** is also an important quality; team leaders often need to be flexible in their response to changing circumstances. Similarly, the ability to delegate and to know when to be **hands-off** is also necessary.

There's evidence that being able to show **empathy** – to understand the feelings, needs, and motivation of others – is increasingly seen as a key trait of effective leadership in the United States and Europe, and will become more important in Asia as companies have to compete for managerial talent in a global market. Related to this, certain Asian cultures value leaders who are **self-aware and humble** – the ability to know yourself and accept your **limitations** is often a trait of the most effective leaders.

Vocabulary review:

Complete the sentences using the following Fixed Phrases:

Brings into line with – was lost on - not for love nor money –make light of - by leaps and bounds – Laid low

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My Portuguese has been improving _____ these months.

The whole plan _____ Edward because he couldn't think about it from another perspective.

The latest marketing strategy _____ with the rest of the companies.

My mother used to _____ the fact that I was unemployed during that time.

Last month I was _____ by COVID and I was kept in the hospital.

_____ would I try such a dangerous sport as climbing.

Writing task:

Choose one of the following topics and write a comment about it (at least 2 paragraphs). It should include your own opinion as well as the use of formal language.

- A It is essential to establish good lines of communication in order to achieve productive working relationships within companies and other large organizations.
- B The ability to use and understand a common language is an essential aspect of getting to know other people and of forming relationships with them.
- C In almost every aspect of human life, success depends on effective communication.

Grammar review:

Read these sentences and choose the correct phrasal verb

- 1) I wish you wouldn't kept on me/ wouldn't wind me up about my scripts.
- 2) Sarah needs to stop playing down / talking down to her teamwork, it's not fair for them.
- 3) He told me that Sean was so annoying that he couldn't pin him down / mouthing off to a date.
- 4) Once Paul had had it out with / wind up with Joe about the project, things got much better.

• Write a short dialogue including these expressions:

Phased in / Phased out / Blew over / Changeover / Get over / Stuck with / give up / worn off