

Have a look at the following annual performance questionnaire.
Complete it with the information about yourself.

	Role 1	Role 2	Role 3
Responsibilities (e.g. respond to incoming enquiries, process orders)			
Results expected (e.g. customer complaints to be resolved within 24 hours, a 10% increase in sales)			
Behaviour expected (e.g. strong ability to listen actively and respond to customers, show initiative in finding ways of attracting new customers)			

Name crucial qualities of a real leader which differentiate them from a manager

Dynamic leaders ask for help

Many senior managers have become isolated and **hands-off**. We spend most of our time together with other senior execs, in endless meetings and, when not in meetings, captured by our smartphones. We are in continual contact with each other – and are way too removed from the core meaning of our work.

- 1 Do you agree with what the writer says?
- 2 What can people in leadership roles do to make sure this doesn't happen?

Imagine Syngenta is facing a major problem within last 10 years. The customers are leaving the company and flow to the competitor, the staff is dissatisfied with the company. As a true leader of the company think of possible ways out of the situation.

How can we break through that isolation, show our **conviction**, and remember our sense of purpose? We can start by putting our smartphones in our pocket and walking out our office door. We should go to the source of our company's productivity and purpose: our people. Simply talking with our people, showing **empathy**, asking how they're doing and what they're working on, will help us to re-energize. A **people-focused** principle I admire is, 'To be a truly great leader, we must stand with our people, not above them.'

People want to feel appreciated and valued – and heard! When we have sincere, **collaborative** conversations

with our people, when we ask for their ideas and listen patiently and intently to understand and learn, we break through the barrier between 'us' and 'them'. We connect with the core energy of our company, and we add fuel – our own **self-aware** resurgence of energy and **passionate** resolve to help our people and our companies be the very best they can. Our people will know how to improve our business. They want to be helpful. Everyone does. They are just waiting to be asked. And they will be thrilled when we do.

When we ask for their ideas and even their feedback about how we are doing as leaders, we show them how

important it is to have an open mind and a **commitment** to continuous improvement. And just like that, by asking for and offering timely and honest feedback, we are creating that culture of continuous improvement, both individually and as a team. It's that simple.

If we show that we are **humble** and **adaptable**, and have the inner confidence to allow ourselves to be vulnerable and ask for feedback, they will want to do the same. If we can listen with our full attention, fully present, focused and positive and with comfortable eye contact, we invite them to consider how they, too can improve, and to offer their ideas for the company. And when we are **decisive** and follow up with questions, they will know their ideas are being heard. That they matter.

This is how we show **integrity** and open the door to trust and solid, productive working relationships.

Oh, and how do we make time for these conversations? Let's reduce our time in those eternal meetings. How? Ask our people. They don't want to spend so much time in meetings either. Ask them how we can have fewer meetings and shorter and more productive discussions.



- 3** Which leadership qualities are these people talking about? Match the adjectives (A) or nouns (N) in bold in the texts in 1 and 2 to quotes 1–12.
- 1 'I appreciate the way she isn't at all arrogant, even though she's so successful.' (A)
 - 2 'Someone who isn't afraid to make difficult choices – who can weigh up a situation and commit to a course of action.' (A)
 - 3 'He really understands us. He knows how we operate and what makes us tick.' (N)
 - 4 'He knows his own mind and what he's capable of – I like that.' (A)
 - 5 'My team are focused on the success of this project – they always give 100%.' (N)
 - 6 'I love this business – it's my life and I want everyone to know how great it is!' (A)
 - 7 'You have to believe totally in what you're doing – if you don't, you won't succeed.' (N)
 - 8 'She's not afraid to change direction if the circumstances demand it, but she always thinks through the implications.' (A)
 - 9 'People have to know that you are principled, that you mean what you say, and that they can trust you to do the right thing at the right time.' (N)
 - 10 'I believe in involving everyone in the decision-making process.' (A)
 - 11 'He never interferes unless we ask for his input – he just lets us get on with it.' (A)
 - 12 'She's an excellent communicator – she gets on well with everyone.' (A)

- 6** ▶ **10.1–10.2** Listen to two people talking about becoming a team leader and answer questions 1–2. Lydia works in a university research department and Bruce works for a major aircraft manufacturer.

- 1 What challenge did each new team leader face, and how did they approach it?
- 2 What do you think of the approach described by each speaker?

- 7** ▶ **10.1–10.2** Match 1–12 to a–l to make phrases from the audio. Then listen to check your answers. What other combinations are possible?

- | | |
|-----------------|--|
| 1 avoid | a a sense of cohesion |
| 2 be consistent | b my authority |
| 3 build | c influence over |
| 4 develop | d them to work together |
| 5 establish | e individual achievement |
| 6 establish | f the temptation to micromanage |
| 7 exert | g confidence in them |
| 8 generate | h a culture of trust |
| 9 get | i a sense of team spirit and collaboration |
| 10 instil | j in my expectations and feedback |
| 11 recognize | k mutual respect |
| 12 reinforce | l my credibility |

Company X's situation following the news article:

- Company directors moved quickly to limit the damage – they issued a press statement playing down the situation.
- Despite the press statement, the share price has fallen very quickly, and sales figures for most key products are much lower than expected.
- Customer surveys suggest the company is no longer trusted.