

Exercises

7.1 Find a word in the text opposite that matches each definition below. The words appear in order.

- 1 expecting other people to obey rules completely _____
- 2 needing a lot of your time and energy _____
- 3 involving the agreement of most people in a group; democratic _____
- 4 giving training or advice for a specific job or task _____
- 5 advising and helping someone more generally over a longer time period _____
- 6 exchange of information between people so that they work well together _____
- 7 where people and jobs are divided into many levels of importance _____
- 8 taking action before it's needed, rather than waiting until problems develop _____

Now do the same for the words in 'Person specification' opposite.

- 9 showing a lot of care and attention _____
- 10 including every possible detail and avoiding mistakes _____
- 11 wanting to do something very much so that you will not let anything stop you _____
- 12 a problem that delays or stops progress _____

7.2 Change each adjective into an opposite meaning by filling in the letters. If there is a prefix, it may be *de-*, *dis-*, *in-* or *un-*.

- | | |
|----------------|--------------------------------|
| 1 simple | bureau _ _ _ _ c |
| 2 centralized | _ _ centralized |
| 3 co-operative | _ _ co-operative / _ _ helpful |
| 4 coordinated | _ _ coordinated |
| 5 direct | _ _ direct |
| 6 flexible | _ _ flexible / ri _ _ d |
| 7 hands-off | hands- _ _ |
| 8 honest | _ _ honest |
| 9 intuitive | rat _ _ al |
| 10 methodical | carel _ _ |
| 11 organized | _ _ organized / me _ _ y |
| 12 stressed | re _ _ ed / c _ _ m |
| 13 supportive | _ _ supportive |
| 14 top-down | b _ _ _ _ - _ _ |
| 15 transparent | _ _ clear |

7.3 Choose the best adjective from those in 7.2 (both columns) to describe these managers.

- 1 He's under a lot of pressure and looks worried all the time.
He's really _____.
- 2 Once she's made a plan, she doesn't like changing it. She's a bit _____.
- 3 He likes to get involved and do things, rather than just talking about them or making other people do them. He's very _____.
- 4 Her desk is so untidy – papers everywhere! It's really _____.
- 5 He produces complicated rules for everything. His approach is very _____.
- 6 She's honest and open and doesn't try to hide anything.
She's very _____.

7.4 Make phrases by matching an item from each column.

- | | |
|-------------|---|
| 1 lack | on your own and be self-motivated |
| 2 know | the initiative |
| 3 work | vision and fail to show leadership |
| 4 take | where you stand |
| 5 keep | quickly after a setback |
| 6 give | general strategy into specific objectives |
| 7 recover | up to date with developments in the field |
| 8 translate | feedback in an appropriate way |

7.5 Complete the text about teams with the words in the box.

*breathing carry out feedback guiding
issuing progress report back running*

The ability to lead teams is a key skill in the modern business world. The team leader has to move between a variety of approaches: ¹ _____ instructions and supervising closely at times, ² _____ and encouraging and offering advice at other times.

The team leader is of course responsible for monitoring overall ³ _____, but once the team is up and ⁴ _____, and the objectives and team roles are clearly defined, then he or she may be able to take a back seat for short periods of time.

Team members like to feel that they can ⁵ _____ their roles without the leader ⁶ _____ down their neck all the time.

However, they do need to ⁷ _____ regularly, and the team leader is expected to give them constructive ⁸ _____ on their performance.