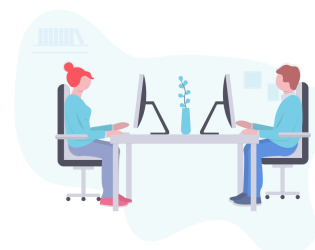


MANAGEMENT STYLES

Watch the [video](#) titled “5 Things Ants Can Teach Us About Management” by BBC ideas.

1 WARM UP

1. Do you manage people?
2. In your opinion, is managing people a difficult job?
3. Do you have a good relationship with your manager?



2 TYPES OF WORKER

Task 1: Match the following ‘types of worker’ (1-6) to their correct definitions (a-f)

- | | |
|----------------|--|
| 1. Team player | a. a person who always works hard, long hours. |
| 2. Leader | b. an outgoing, expressive person. |
| 3. Extrovert | c. a person who commands or is in charge of a group. |
| 4. Workaholic | d. a shy, reserved person. |
| 5. Introvert | e. a person who avoids work or effort. |
| 6. Slacker | f. someone who works well as a member of a team. |

Task 2: Choose an adjective to describe each type of worker (1-6).

ambitious	shy	annoying	cooperative	charismatic	incompetent
confident	arrogant	decisive	indecisive	self-centred	obsessive

Task 3: Discuss the following questions as a class:

- a. In your opinion, which type of worker (1-6) is easiest to manage? Explain.
- b. And, which type of worker is most difficult to manage? Explain.
- c. Which type of worker best describes you? Use the adjectives to describe yourself.



3 MANAGEMENT SCENARIOS

How would you manage the following situations? Explain your reasoning.

A junior member of your team is always 30 minutes late for work. What do you do?

- Ensure that he stays behind after work for 30 minutes each time he is late.
- Meet with him to find out why it is happening and find a solution together.
- Give him a verbal warning. If he continues to be late - fire him.

A member of your team has consistently exceeded her targets and now she is asking for a promotion. However, there are no positions available at the moment.

- Encourage her to stay in her current position by offering a small bonus each time she exceeds her target.
- Advise her that she needs to be patient as there are no promotions available now.
- Be honest - advise her to leave because the only way for her to progress her career is to find another job at a different company.

Two members of your team had a heated argument in the office about who was to blame for the downturn in sales this month. How would you deal with this situation?

- Give them a verbal warning, advising them that this behaviour is unacceptable.
- Do nothing - it is great that your team speaks openly and honestly with passion.
- Have a meeting with them, ensure they settle the dispute and shake hands.

An employee is seen on CCTV stealing money from the office. What would you do?

- Saying nothing - just take the amount stolen from their salary.
- Fire them immediately.
- Issue a final written warning, so if they do anything bad again, they will be fired.



4 TYPES OF MANAGEMENT STYLE

Task 1: Read the 5 management styles below.

1. Democratic
2. Transformational
3. Coaching
4. Laissez-faire
5. Autocratic



Task 2: Fill in the gaps with the words listed (1-5) to complete the definitions.

- a. With _____ management, managers at the top of the hierarchy hold all the power, they make decisions without informing the employees lower in the hierarchy. Then they expect immediate results, with no questions asked.
- b. In _____ management, managers let their employees participate in the decision-making process because they value their team's ideas, and understand that people are the key to a team's success.
- c. _____ managers are innovators. They believe that change and growth are the only ways to stay ahead, so they encourage their employees to go past their comfort zone. This makes the employees realise that they are competent, which motivates them to keep improving and learning.
- d. A _____ manager's goal is to improve their employees' long-term professional development. They have a passion for teaching and watching their employees grow. They are willing to deal with their employees' short-term failures, as long as they learn and improve after each failure.
- e. _____ managers monitor their team's activities, but they are completely hands-off. They expect their team to perform up to a certain level, even though they don't help or monitor their employees.

Adapted from blog.hubspot.com by Clifford Chi. Link: [Article](#)

Task 3: Discuss the following questions as a class:

1. In your opinion, are any of these management styles ineffective? Explain.
2. Which management style best describes your method?
3. What are the disadvantages and advantages of your management style?



5 WHAT CAN ANTS TEACH US ABOUT MANAGEMENT?

Task 1: Read the quotes taken from the [video](#), then discuss the questions.

Lesson 1: Ants are more like us than you might think.

“Ants and human societies are similar in many ways. They live in communities numbering from just a few individuals up to many millions. They can build vast empires that span the world. They conduct diplomacy with neighbouring settlements. And they can even go to war with each other.”

- Why is it important to conduct diplomacy in the business world?
- Do businesses go to war with each other? Give an example.

Lesson 2: The boss and the workers are all female.

“And the workers are actually all female. So they’re a vast sisterhood who does all the work. Now the title 'queen' seems to imply some kind of political authority - that the queen is telling the workers what to do at any one moment in time, but in fact it's completely self-organised.”

- Do you work in a male dominated industry?
- In your culture, do women have the same opportunities as men in the workplace?
- In your country, are women and men paid equally?

Lesson 3: Hierarchy is fluid.

“In a colony of ants, there are no fixed managers. There are no CEOs or presidents. Everyone is working towards a common goal. If one ant finds a trace of food, that ant will become, in that moment, a leader, and get everyone else to come into that food source.

But modern organisations are obsessed with hierarchy. Obsessed with managers and where you are up on the scale, which number or pay grade you are. And what happens is lots of people lower down spend all their time trying to guess what their manager wants, or their manager's manager wants, rather than what's going to work for the organisation and the people they serve.”

- Discuss the meaning of ‘fluid hierarchy’ as a class.
- What are the advantages and disadvantages of a fluid hierarchy?
- Why do you think employees become obsessed with hierarchy?



Lesson 4: Listen to those at the coalface.

“When an ant encounters a food source, for example, what it can do on the way back to the colony is lay a trail using pheromones - and these are just chemicals that they can lay on the ground so that when others ants come along and encounter that trail, they know to follow it all the way to the food. So this simple process of positive feedback is surprisingly effective at finding the shortest path. The idea, borrowing from the ant world, of actually getting the data, making sure you’re capturing it from the very people who are on the coalface, so to speak, makes tons of sense, because they’re the ones with the rich qualitative data to be able to feed that back into the decision-making.”

- Discuss the meaning of ‘coalface’. Does your language have a similar word?
- Discuss the meaning of ‘qualitative data’? What are its advantages?
- Do you prefer decisions based on data or from speaking to people directly?

Lesson 5: Adapt or die.

Just as ants respond immediately to changes in their environment, say the diminishing of a foraging patch, and adapt really quickly to that change, organisations must be able to do the same. We have to be self-organised. We have to allow people to have their own intelligence and wisdom and organise around a problem or a project themselves, rather than always waiting for someone else to tell them what to do, or for a three-year business planning cycle to take effect.

- Why is it important to adapt quickly in business?
- What are the benefits of allowing people to be self-organised?
- Do you believe employees should work freely, or do they need clear instructions?



6 QUOTES

Discuss the following quotes, related to management, as a class. Use the prompts (a-d) to help guide your discussion.

- a. Discuss the meaning of each quote.
- b. How could you apply the meaning of each quote to your professional life?
- c. To what extent do you agree/disagree with each quote?
- d. Can you think of any real-life example where you have seen the meaning of each quote in practice?

Quotes:

1. "Success in management requires learning as fast as the world is changing."
2. "Good management consists in showing average people how to do the work of superior people."
3. "Management is nothing more than motivating other people."
4. "The way management treats associates is exactly how the associates will treat the customers."
5. "A key to achieving success is to assemble a strong and stable management team."

7 DISCUSSION QUESTIONS

Discuss the following questions as a class, using all the words and information learned in today's class. Have fun!

1. In your opinion, what qualities does a good manager need to have?
2. Describe a time when you experienced good management.
3. Describe a time when you experienced bad management.
4. Can anybody learn how to be a good manager, or does it come naturally?
5. Do you think people under the age of 21 are able to be good managers?
6. How has technology changed management?
7. If you didn't get along with your manager, would you leave your job?
8. If you managed a team of 20 people, how would you motivate them?

HOMework

1 MANAGEMENT VOCABULARY

Task 1: Use the vocabulary to complete the sentences, then answer the questions.

burn out pull (one's) weight take it easy gets on well pass the buck

1. They have achieved their sales goals, so I'm letting them _____ today.
2. Managing people can be stressful, so many managers eventually _____.
3. It was his mistake, but he tried to _____ to another manager.
4. His main strength is that he _____ with all of the customers.
5. The employees are furious with their boss, as he never _____ on projects.

Task 2: Write detailed answers to the following questions.

1. How can you ensure that your team doesn't suffer from **burn out**?
2. What would you do if a member of your team was not **pulling their weight**?
3. Do you think it's important to allow your team to **take it easy** from time to time?
4. Do you believe that managers should **get on well** with their team?
5. How can you ensure that your team doesn't **pass the buck**?

