

# 2 Leadership

## Activities

**Understanding the text:**  
*skimming vs. scanning*

**1 Read the Unit 2 text quickly and answer these questions.**

- 1 What is the text about?
- 2 What are the three ways in which leadership is evolving?
- 3 Which section discusses each of these main ideas?
  - a The need for leadership to focus on creating a team
  - b The lack of knowledge about the differences between men's and women's leadership styles
  - c The impact of globalization on leadership styles

**2 Read the Unit 2 text again and answer these questions.**

- 1 What do the authors think a good leader should do?
  - a supervise    b control    c oversee
- 2 How is a business leader similar to a sports coach?
- 3 Do all managers find it easier to coach rather than control?
- 4 Who are most leadership theories based on?
- 5 What two reasons do the authors suggest for women involving employees in decisions more than men?
- 6 What challenge might a Japanese businessman working in America face?
- 7 Why do the authors think we will have to reassess leadership theories?

**3 Summarize the authors' main opinion on these key issues.**

- 1 Management methods that control
- 2 The main role of a modern manager
- 3 The differences between male and female leaders
- 4 The future for leaders in a global company

**Critical thinking:**  
*questions to analyze texts*

**4 Complete the questions below for analyzing a text using phrases in the box.**

background knowledge	biased	defined	evidence
<del>facts or opinions</del>	main point	organized	supporting ideas

- 1 Is the writer drawing on facts or opinions to support their argument?
- 2 What is the ..... of the text?
- 3 What ..... are provided to strengthen the main point?
- 4 What ..... is the text based on?
- 5 Does the text make any assumptions regarding the reader's .....?
- 6 Is the text likely to be ..... in any way?
- 7 How is the text .....?
- 8 Are key terms .....?

5 Read the Unit 2 text again and answer the questions in Exercise 4.

6 It is also important to think about your own opinions on the ideas and to develop further questions for research. Answer these questions about the Unit 2 text.

- 1 What is your reaction to the text? Do you agree or disagree with the main arguments?
- 2 Does any part of the text make you feel strongly about the topic?
- 3 Would you like to find different opinions to those presented in the text?

*Using the text: selecting information*

7 Imagine the topic of leadership was being discussed in a seminar. Look at these opinions, then find support in the Unit 2 text for each of them.

1 I believe leaders that control too much demotivate their staff.

2 Leaders should help people to do their job, rather than tell them how to do their job.

3 Could older leaders really adapt to this method of management?

4 Women lead very differently from men.

5 The workplace is more diverse today; it's not all white, middle-class men in management any more.

*Language focus: the Academic Word List*

8 a Look at the words in bold in the first section of the Unit 2 text and write them in the appropriate column of this table.

I know this word and can use it.	I know the meaning of this word, but can't use it confidently.	I recognize this word, but am not sure of the meaning.	I have never seen this word before.

- b Look up the words in the third and fourth columns in a dictionary. If there is more than one meaning, look at the context in the Unit 2 text to try to guess the meaning of the word.
- c Try to write sentences using the words in the second column. If possible, ask a partner to check your sentences.