

# 2 Leadership

## Answer key

- 1 1 How leadership is changing in organizations  
 2 Teams are being used instead of individuals; more women are leaders; cross-cultural differences are being considered in leadership.  
 3 a Leaders as coaches  
 b Gender and leadership  
 c Cross-cultural leadership
- 2 1 a (supervise)  
 Note: *oversee* implies less hands-on control than *supervise*, which involves close monitoring.  
 2 A business leader is similar to a sports coach, as they would both select team members, provide direction, train the team members in specific skills, help them access whatever information or resources they need, and solve any issues or conflicts that occur.  
 3 No, particularly those who have been using the traditional approach for many years  
 4 Most leadership theories are based on men.  
 5 Women involve employees in decisions more than men because they have stronger interpersonal skills. They may also encounter resistance to their leadership and so they try to avoid any hostility by involving others in the decision-making.  
 6 Due to the prized characteristic of collectivism in Japan, a Japanese businessman working in America may find it difficult to recognize the importance of individual contributions, and the differences between individual and group roles.  
 7 There is now a more diverse group of people (e.g. African Americans, Asian Americans, etc.) in leadership roles, and so current theories and models need to be revised to reflect this.
- 3 1 Management methods that control are now outdated and reflect a 'command-and-control' mentality which may not be motivating or empowering for the employees.  
 2 The main role of a modern manager is to supervise the employees and act as a facilitator to enable them to do their job properly. They therefore need to provide relevant training, guidance and information, as well as be available to assist when conflicts or problems arise.  
 3 Male and female leaders differ in terms of the extent to which other people are involved in the decision-making process. Due to the fact that men may have weaker interpersonal skills than women, men may make more decisions independently. In contrast, women tend to include employees in this process. They may also have to include others when making decisions to avoid any hostility caused by a woman being in a stereotypically male role.  
 4 In the future, a more diverse selection of people will be in leadership roles, spanning a wider range of nationalities and races. Leadership research will therefore have to consider how cross-cultural issues affect leadership in a global community.
- 4 2 main point 3 supporting ideas 4 evidence  
 5 background knowledge 6 biased 7 organized  
 8 defined
- 5 1 The writer has used facts *and* opinions to support their argument, e.g. research into male and female leadership (fact); metaphors of sports coaches and how they are similar to the leaders of today (opinion).  
 2 The main point of the text is that leadership is changing, for three main reasons.  
 3 Examples (e.g. the sports coach) are given as supporting ideas to illustrate the main point.  
 4 Research conducted in the area of leadership  
 5 That the reader has an understanding of leadership, particularly the traditional approach  
 6 It may be biased towards a specific nation or race (e.g. white Americans), but this is acknowledged in the final section, *Cross-cultural leadership*.  
 7 The text is organized into three sections detailing the three changes.  
 8 Yes; for example, 'organizations becoming less hierarchical' is defined in paragraph 2.
- 7 1 And many other organizations are attempting to become less hierarchical – that is, to eliminate the old-fashioned command-and-control mentality often inherent in bureaucratic organizations and to motivate and empower individuals to work independently. (*Leaders as coaches*, §1)  
 2 ... a coaching perspective would call for the leader to help select team members and other new employees, to provide some general direction, to help train and develop the team and the skills of its members, and to help them get the information and other resources they need. The leader may also have to help resolve conflict among team members and mediate other disputes that arise. (*Leaders as coaches*, §3)  
 3 Of course, some managers long accustomed to the traditional approach may have trouble changing to a coaching role. But others seem to make the transition with little or no difficulty. (*Leaders as coaches*, §4)  
 4 One possibility is that women may tend to have stronger interpersonal skills than men and are hence able to better understand how to effectively involve others in making decisions. Men, on the other hand, may have weaker interpersonal skills and thus have a tendency to rely on their own judgement. (*Gender and leadership*, §3)

5 But as African Americans, Asian Americans, Hispanics and members of other ethnic groups achieve leadership positions, ... (*Cross-cultural leadership*, §2)