

# 2 Leadership

## Activities

**Essay structure and organization: developing and organizing ideas**

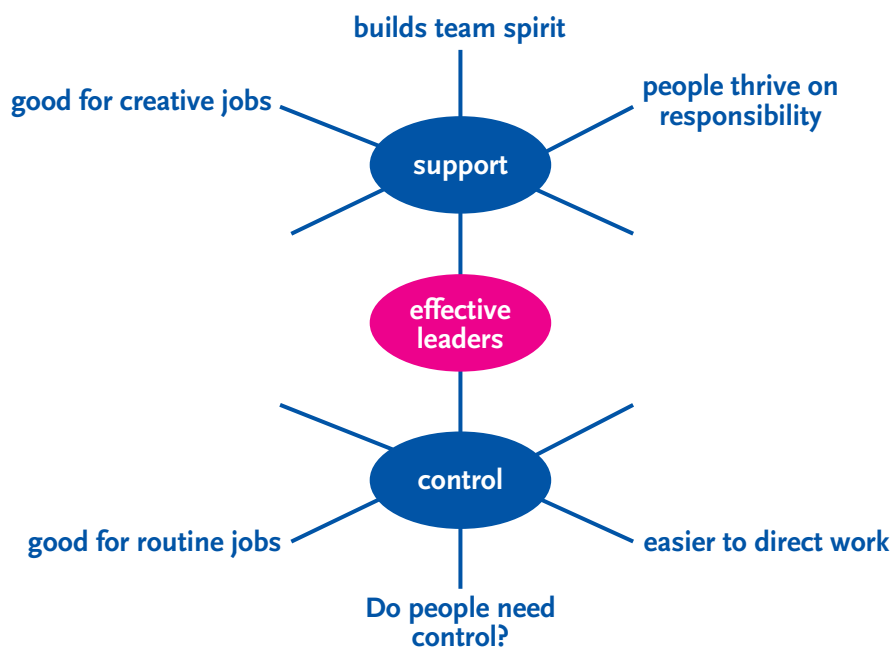
- 1 Look at this essay question and think about the questions below.

Effective leaders support rather than control employees. Discuss.

- 1 Is it better to have a controlling leader for certain jobs?
- 2 When might a leader need to be controlling?
- 3 In what ways can a manager support their employees?
- 4 When might support be more effective than leadership?

- 2 Using the essay question and discussion questions from Exercise 1, write down all your ideas related to the topic.

- 3 a Add your own ideas and any from the Unit 2 text to this mind map, which shows how ideas on this topic could be connected.



- b Think of possible research questions for this essay.

Example: *Does control have a negative effect on employees?*

**Using sources: writing definitions**

- 4 a Look at the essay question in Exercise 1 again and underline any words you think might need defining.

- b Write a definition of *leader*.

**5 a Look at these definitions. Which one includes a relative clause?**

- 1 A leader is someone who influences and motivates people to perform well in their work.
- 2 Leadership refers to the process of influencing others to achieve organizational goals (Bartol and Martin, 1998).

**b Look again at the second definition above and answer these questions.**

- 1 What is the main noun being defined?
- 2 What general noun follows it?
- 3 What prepositional phrase describes it?

**6 Look at these two definitions. The first one has the key parts labelled and underlined. Do the same with the second one.**

*term                  general noun      specific feature*

- 1 Controlling is the process of regulating organizational activities to ensure standards are met.
- 2 A goal is a desired future state for an activity.

**7 Complete the sentences below using the words and phrases in the box.**

the ability      combine      monitoring  
the process      someone      things done

- 1 Control is ..... for ..... activities.
- 2 Creativity is ..... to ..... ideas in a unique way.
- 3 A manager is ..... who gets ..... with the aid of people or resources.

**Evaluating writing:  
editing grammar**

**8 Look at this paragraph and correct the underlined mistakes.**

The role of managers in the past is much more of a controlling one than it is today. Managers today is referred to more as leaders, people who motivate rather than control others. Leaders provide employees a reason to work that is not related to the traditional carrot-and-stick approach. Google is the example of a company that allows employees more freedom to thrive and be creative. The successful of such companies should be an example to others to adopt such methods.

**Extension** Write an essay answering this question. You can use information from the Unit 2 text, as well as any of the texts in Unit 2 of the Student's Book. Focus on organizing your ideas and defining any key terms.

The world of work has changed to such an extent that the traditional role of a manager is no longer effective. Discuss.