

Unit 11 Leadership



1. Starting up. Discuss these questions:
 - a. Which modern or historical leaders do you most admire? Which do you admire least? Why?
 - b. What makes a great leader? Write down a list of characteristics. Compare your list with other students.
 - c. Are there differences between men and women as leaders?
 - d. Are people who were leaders at school more likely to be leaders later in life?
 - e. What makes a bad boss? Draw up a profile of factors.
 - f. What is the difference between a manager and a leader?
2. Think of someone in position of power. List 3 positive and negative things about them. Then compare ideas with a partner.
3. Pre- reading exercise. Douglas Ivester is Chief Executive Officer of Coca-Cola. Before you read the article about him, discuss what qualities you expect him to have.
4. Read and translate the article.



Focus on Douglas Ivester, CEO of Coca- Cola

Ivester, a factory foreman's son and former accountant, stepped in smoothly to run Coca- Cola as CEO following the death of champion wealth creator Roberto Goizueta. Early in his job as Coke's chief, Goizueta had recognized Ivester's drive, commenting that he was the hardest- working man he had ever met.

Together the two changed the company's operations and capital structure to maximize shareholder value.

Both of Ivester's parents were factory workers from a tiny mill town in Georgia. His parents were children of the depression, he recalls, "strong savers, very religious values", and had very expectations for their only son. If he got an A, his father would say," they give A pluses, don't they?"

Doug Ivester is the guy who for nearly 2 years worked constantly to provide essential support to Roberto Goizueta as he not only turned Coca- Cola around but made it into a powerhouse. If you want to know just how driven Ivester is, know that more than a decade ago he set himself the goal of becoming the CEO and the chairman of Coca- Cola. Then he put on paper the dates by which he intended to do that.

By comparison with Goizueta, Ivester is an accountant by training, an introvert by nature. He worked systematically to obtain the breadth needed to be a modern chief executive- getting media coaching and spending three year's worth of Saturdays, six hours at a time, being tutored in marketing. He is a straight arrow, constantly encouraging his executives to "do the right thing" yet he is fascinated with Las Vegas, which he visits once a year, gambling and people- watching a lot.

He is big on discipline, which to him means: be where you're supposed to be. Dress the part (he is opposed to casual Fridays). Return phone calls promptly (employees know never to get too far away from their office voice- mail, even on week- ends). Still, when directing his troops, he asks them to set difficult targets.

Hierarchy is out – it slows everything down; he communicates freely with people at all levels. The conventional desk job is also out. Ivester prefers that employees think of themselves as knowledge workers – their office is the information they carry around with them, supported by technology that allows them to work anywhere. This really matters when your business is as large as Cokes', which gets 80% of it profit from overseas.

At Coke, business planning is no longer an annual ritual but a continual discussion – sometimes via voice-mail - among top executives. Technology is not just nice; it's crucial. Huge volumes of information do not frighten Ivester; he insists that they are necessary for real time decision making. With past- generation executives, their style was more "don't bring me your problems, bring me your solutions" says Tim Haas, Senior Vice President and Head of Latin America. "Doug thrives on finding the solutions". "In a world this complicated and fast-moving, a CEO can't afford to sit in the executive suite and guess", Ivester says. He believes that many of America's executives "are getting terribly isolated"

From Fortune Magazine

Vocabulary:

Accountant- a person whose job is to keep records of the money spent and earned by a person or company

Shareholder- someone who owns shares in a company

CEO- the manager with the most authority in the day to day management of a company. The job of CEO is sometimes combined with others, such as that of president.

Gambling- the practice of risking money or possessions on the result of something uncertain e.g. a card game, horse race

Voice- mail- a system for leaving messages for people by telephone, or the messages themselves

5. After- reading exercise. Fill up the table.

Douglas Ivester

Parents' background/values:	Personal qualities:
Present position:	Management style/beliefs:
Previous job:	Achievements at Coca- Cola:
Previous boss:	Hobbies:

6. Find words and phrases in the article which mean the following:

- Someone who has greatly increased the company's profits (1)
- A time of high unemployment and poverty (2)
- A very successful, profitable company (3)
- A very determined to succeed (3)
- Carefully, following a fixed plan (4)
- Organising people into different levels of importance (6)
- Gets a feeling of satisfaction from doing something (7)
- Something that happens regularly each year (7)

7. Discuss these questions:

- What do you think Douglas Ivester's main objectives should be as leader of Coca- Cola?
- What sort of problems do you think he has to deal with when running the company?

8. Find the words from the text.

P R O F I T C E O A C C O U N T A N T B U S I N E S S E X E C U T I V E C A P I T A L T E C N O L O G Y

9. Make an anagram from:

Danger visit

Tavern Gill

Dear Les Hip

Cut rule

(What is an Anagram? anagram (an-a-gram)

A word or phrase formed by rearranging the letters of another word or phrase.

From New Latin anagramma, from Greek anagrammatismos, ana- (up, again, back, new) + -gram (letter).

E.g. Clint Eastwood- Old West Action, Parliament- partial men

10. Useful language.

<p>Stating goals Our main objective is to... Our aims will be to...</p>	<p>Defining roles and delegating I'd like you to prepare a report Could you please liaise with Sales and Marketing?</p>
<p>Highlighting factors for success If we're going to be successful, we need to act quickly. To succeed, we'll have to take into account several factors</p>	<p>Motivating the team It's a challenge, but it's also an opportunity to develop the business We'll all benefit because new orders will follow</p>
<p>Indicating priorities Our first priority will be to contact our customers It's also essential that we brief our suppliers</p>	<p>Reporting back I'd like you to keep me up- to- date by e- mail I'd like to have your report by Tuesday</p>

11. Role play this situation. Take turns to be the team leader. Use expressions from ex.10.

You are senior managers at a computer graphics company. Your business has expanded rapidly: your workforce has doubled from 60 to 120 in two years. You urgently need to move from your small city- centre location to a new suburban development area with bigger offices.

Hold a meeting to discuss what needs to be done, and by whom. For example: drawing up a schedule, predicting problems, informing customers and suppliers. Then draw up an action plan to ensure that the move goes smoothly.