

# Università di Cagliari



## Corso di Laurea in Economia e Gestione Aziendale Corso di Laurea in Economia e Finanza Lingua Inglese

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# Leadership



Brain storming...

What words come to your mind when thinking about **Leadership**?



# Leadership

managers      leaders **lead** charisma

power **responsibility**      responsible

liability      liable      **trust**      trustworthy

# Leadership

develop talent

inspire authority

management styles delegate

aggressive subordinates

types of leadership motivate

successful vs failing ruthless

change key people

complementary qualities skills

experience aggressive

# Leadership

ADJECTIVES /NOUNS	DEFINITIONS
<b>Ruthless</b>	a developed talent or ability
<b>Failing:</b>	having a favorable outcome
<b>Subordinates</b>	an act of loosing
<b>Skills</b>	people who have a key role
<b>key people</b>	cruel, with no compassion or pity
<b>Successful</b>	working under a more senior member of staff

# Leadership

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<b>Subordinates</b>	working under a more senior member of staff
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<b>key people</b>	people who have a key role
<b>Successful</b>	having a favorable outcome

# LEADERSHIP

## WHAT MAKES A GREAT LEADER?

Leaders and Managers: IS IT THE SAME?

Qualities, skills, experience

Great World leaders from different areas:

POLITICS, EDUCATION, SPORT, ARMED FORCES,  
BUSINESS....

Leadership by example, inspiring respect/affection,  
financial reward, non-financial reward

Terrorising the talent... Inspiring Fear/Terror



# Two questions that can change your life

<http://vimeo.com/8480171>

The surprising truth about what motivates us...

## Drive

- push, boost, force; provide the power to operate (a machine).
- urge or force to move in a specified direction.
- induce to act in a particular way: *he was driven by ambition, by motivation*

# Two questions that can change your life



<http://vimeo.com/8480171>

## **1- What's my sentence?**

**CREATE YOUR OWN SENTENCE AND USE IT TO  
NAVIGATE YOUR LIFE**

## **2- Was I better today than I was yesterday?**

# LEADERSHIP

- ◆ To inspire and motivate (staff, players, pupils, students, subordinates...) 
- ◆ To develop talent
- ◆ To delegate responsibilities 

HOW?




# LEADERSHIP STYLES

- ◆ By delegating responsibility
- ◆ By directly controlling all operations
- ◆ By giving example
- ◆ By inspiring respect/affection
- ◆ By inspiring fear/terror
- ◆ By providing financial reward
- ◆ By providing non-financial reward (status, respect, etc.)

# LEADERSHIP

Which adjectives below describe positive aspects of someone's character? Which describe negative aspects?

decisive open passionate energetic balanced  
charismatic ruthless impulsive straight careful  
motivating informal flexible accessible thoughtful  
adventurous uncaring lunatic moderate aggressive

A decorative graphic at the bottom right of the slide, consisting of a silhouette of a mountain range in a teal color.

# LEADERSHIP

POSITIVE	NEGATIVE
Decisive	Ruthless
Open	Impulsive
Passionate	Uncaring
Energetic	Lunatic
Balanced	Aggressive
Charismatic	
Straight	
Careful	
Motivating	
Informal	
Flexible	
Accessible	
Thoughtful	
Adventurous	
Moderate	

# LEADERSHIP

## PEOPLE AT WORK

### Management:

coach (v.+n.), CEO (chief executive),  
director, head, supervisor, chairman,  
president, boss, manager, faculty...

### Subordinates:

staff, workers, employee, clerk, secretary,  
janitor...

A decorative teal silhouette of a mountain range is located in the bottom right corner of the slide.

## Synonyms

**1** Match the words from the text with similar meanings.

- |               |             |
|---------------|-------------|
| 1 inspire     | a technique |
| 2 fire        | b terror    |
| 3 fear        | c motivate  |
| 4 defeat      | d employee  |
| 5 upset       | e sack      |
| 6 subordinate | f failure   |
| 7 tactic      | g hurt      |

## Synonyms

**1** Match the words from the text with similar meanings.

- |   |             |       |   |           |
|---|-------------|-------|---|-----------|
| 1 | inspire     | _____ | a | technique |
| 2 | fire        | _____ | b | terror    |
| 3 | fear        | _____ | c | motivate  |
| 4 | defeat      | _____ | d | employee  |
| 5 | upset       | _____ | e | sack      |
| 6 | subordinate | _____ | f | failure   |
| 7 | tactic      | _____ | g | hurt      |
-

# Reading Comprehension

## *When to terrorise talent (p. 17)*

### **PARA I:**

- "to allow" means....
- The antonym of "defeat" is ...
- The synonym of "lose one's temper" is..

### **PARA II:**

The expression "...are out in the open for all to see" means....

### **PARA III:**

- the word "successful" is ...? Write other similar words

(Morphological structures: suffixes, slide 9)



# Reading Comprehension

## *When to terrorise talent (p. 17)*

### PARA I:

- "to allow" means ***to let, permit, enable***
- The antonym of "defeat" is ***accomplishment, success, victory***
- The synonym of "lose one's temper" is ***get angry, lose control***

### PARA II:

The expression "...are out in the open for all to see" ***means exposed so that everybody can see them***

### PARA III:

- the word "successful" ***is an adjective***
- Write other similar words: ***useful, grateful, beautiful...***

# Reading Comprehension

## *When to terrorise talent (p. 17)*

### **PARA IV**

- If "workers are scarce".. they are
- The verb "to handle" comes from the noun..., therefore it means...

### **PARA V**

- Finite and non-finite verbs:  
"Fear can provide the emotional kick needed to meet a challenge"

### **PARA VI**

- What is the "board of a large firm"?

### **PARA VII**

- Find 2 verbs meaning the opposites: "win and lose"...

# Word formation: adjectives ending in –ing and –ed

Use the word given in brackets to form a word that fits in the space

- ◆ Scream was probably the most ..... (frighten) film I've ever seen.
- ◆ I get so ... (embarass) when my dad starts singing.
- ◆ As the day of the exam approached, Karen became ... (increase) nervous
- ◆ a. I think I'll go straight to bed. It was a very ... (tire) journey.  
b. Yes, you must be ... (exhaust)

# Word formation: adjectives ending in –ing and –ed

Use the word given in brackets to form a word that fits in the space

- ◆ Scream was probably the most **frightening** (frighten) film I've ever seen.
- ◆ I get so embarrassed (embarrass) when my dad starts singing.
- ◆ As the day of the exam approached, Karen became **increasingly** (increase) nervous
- ◆ a. I think I'll go straight to bed. It was a very **tiring** (tire) journey.  
b. Yes, you must be **exhausted** (exhaust)

- ◆ I didn't really enjoy the film. The special effects were OK but the plot was rather dull and ... (bore)
- ◆ Johnny Depp is not one of my favourite actors but he gave a ... (surprise) good performance in Sleepy Hollow
- ◆ You look a little ... (confuse). Don't you understand what you have to do in this exercise?
- ◆ It was quite ... (annoy) to read so many negative reviews of the film. Critics wrote that the main characters were ... (convince), but personally, I was very ... (impress) by the quality of the acting.

- ◆ I didn't really enjoy the film. The special effects were OK but the plot was rather dull and **boring** (bore)
- ◆ Johnny Depp is not one of my favourite actors but he gave a **surprisingly** (surprise) good performance in Sleepy Hollow
- ◆ You look a little **confused** (confuse). Don't you understand what you have to do in this exercise?
- ◆ It was quite **annoying** (annoy) to read so many negative reviews of the film. Critics wrote that the main characters were **unconvincing** (convince), but personally, I was very **impressed** (impress) by the quality of the acting.

## Unit 2 Leadership

**appraise** v [T] to assess the value of something. Staff are regularly appraised to see if they have met the objectives that they are given: *The department manager will appraise each employee individually.*

stimare – appraisal n [C] stima – appraisee n [C] ciò che viene stimato – appraiser n [C] perito

Collocations annual appraisal, performance appraisal

**authority 1** n [U] the power to impose decisions: *The managers in our company have a great deal of authority.* autorità – authorise v [T] autorizzare – authorisation n [U] autorizzazione – authoritative adj autorevole – authoritarian adj autoritario Collocations lines of authority **2** n [C] a public institution which is in charge of enforcing regulations or administering a government service: *The public health authority.*

**autonomy** n [U] the freedom to make your own decisions without having to request authorisation: *I've always believed that it's best to give staff as much autonomy as possible.* autonomia – autonomous adj autonomo

**coach 1** n [C] person who is responsible for training a team or an individual: *He's a very successful football coach.* formatore **2** v [T] formare to train people to help them to acquire particular skills: *I'm responsible for coaching two new people in the department.*

**delegate** v [T] to give responsibility to someone at a lower level in the hierarchy to enable them to take decisions: *Managers need to delegate more routine tasks to junior members of staff.* delegare – delegation n [U] delega



**motivate** v [T] make someone willing to work harder: *He's very good at motivating his sales team.* **motivare** – **motivation** n [U] **motivazione** – **motivational** adj **motivazionale** – **motivated** adj **motivato** **Synonym** **encourage** v [T] **incoraggiare** **Collocations** *highly-motivated, motivational skills, motivation techniques*

**objective** n [C] a goal that has been fixed for people to achieve: *I have a meeting with my line manager to fix my objectives every six months.* **obiettivo** **Synonyms** **goal** n [C] **scopo** **aim** n [C] **mira** **target** n [C] **traguardo** **Collocations** *set / fix / establish / achieve / meet objectives*

**staff 1** n [plural] the employees of an organisation: *The new manager will be joining the staff in November.*  
**staff 2** v [I] to provide workers for an organisation: *Each of our centres is staffed by expert personnel.*  
**Synonyms** **personnel** n [U] **personale** **employees** n [C] **dipendenti** **workers** n [C] **impiegati** **Collocations** *staff morale, staff turnover*

**subordinate** n [C] a person who works under a more senior member of staff: *I have six subordinates that report to me.* **subalterno** – **subordinate** v [T] **subordinare**

**supervise** v [T] to control the work of other people in order to make sure that it is properly done: *We need to supervise the trainees very closely.* **supervisionare** – **supervision** n [U] **supervisione** – **supervisory** adj **di** **supervisione** **Synonym** **manage** v [T] **dirigere**

**task** n [C] a piece of work that has to be done. Tasks are generally assigned to employees at the start of the week. **incarico** **Synonym** **duty** n [C] **dovere** **Collocations** *assign / delegate a task, task-based, task-driven, task force*



do / make / meet / take / set / have / lose

1. Managers inspire workers when they \_\_\_\_\_ a good example.
2. We can't \_\_\_\_\_ the deadline. It's unrealistic.
3. I think we'll \_\_\_\_\_ a profit this year.
4. Most managers \_\_\_\_\_ their tempers when their team loses.



do / make / meet / take / set / have / lose

1. Managers inspire workers when they **SET** a good example.
2. We can't **MEET** the deadline. It's unrealistic.
3. I think we'll **MAKE** a profit this year.
4. Most managers **LOSE** their tempers when their team loses.



do / make / meet / take / set / have / lose

5. Sorry, but I don't \_\_\_\_\_ time to help.

6. It's too risky. We can't \_\_\_\_\_ a chance like this.

7. Would you \_\_\_\_\_ me a favour?



do / make / meet / take / set / have / lose

5. Sorry, but I don't **HAVE** time to help.

6. It's too risky. We can't **TAKE** a chance like this.

7. Would you **DO** me a favour?



**Change the form of the word in brackets and complete these sentences. For example:**

He manages one of the biggest football clubs in the country. (manage)


The new manager improved moral in the department. (manage)

Increasing salaries is only one way to increase \_\_\_\_\_ . (motivate)

Fear of \_\_\_\_\_ is another way to inspire staff. (fail)

Many managers believe \_\_\_\_\_ cannot be trusted. (employ)

I have \_\_\_\_\_ with my six subordinates today. (appraise)



**Change the form of the word in brackets and complete these sentences. For example:**

He manages one of the biggest football clubs in the country. (manage)

The new manager improved moral in the department. (manage)

Increasing salaries is only one way to increase **MOTIVATION** (motivate)

Fear of **FAILURE** is another way to inspire staff. (fail)

Many managers believe **EMPLOYEES** cannot be trusted. (employ)

I have **APPRAISAL** with my six subordinates today. (appraise)



**Change the form of the word in brackets and complete these sentences.**

Did you hear about the basketball  
\_\_\_\_\_ who strangled a  
subordinate? (coach)

We're in danger of setting our  
\_\_\_\_\_ too high. (expect)

The board of \_\_\_\_\_ meets  
four times a year. (direct)



**Change the form of the word in brackets and complete these sentences.**

Did you hear about the basketball **COACH** who strangled a subordinate? (coach)

We're in danger of setting our **EXPECTATION** too high. (expect)

The board of **DIRECTORS** meets four times a year. (direct)

A decorative teal silhouette of a mountain range is located in the bottom right corner of the slide.

# Phonetics

Match column A with column B

A

- leadership
- director
- manager
- acquisition
- motivation
- enterprise
- delegate
- subordinate
- staff
- authority

B

- /ɔ:'θɒrəti/
- /di'rektə/
- /'delɪgət/
- /,mæʊti'veɪʃn/
- /sə'bɔ:dɪt/
- /'entəpraɪz/
- /'li:də(r)ʃɪp/
- /,ækwi'zɪʃn/
- /'mæniɪdʒə(r)/
- /stæf /stɑ:f/

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- /ɔ:'θɔrətɪ/