



● **management style** (management styles)

N-COUNT

management ability (management abilities)

N-COUNT

A person's **management style** or **management ability** is the way they behave as a manager or the qualities they have as a manager.

Ware became increasingly unhappy at the new management style and he left to join Dunlop.
The only hard questions directed at the group concerned its poor management ability.
At Courtaulds Textiles, Martin Taylor has demonstrated outstanding management abilities.

● **hierarchy** (hierarchies) N-VAR

A **hierarchy** is a system of organizing people into different ranks or levels of importance, for example in society or in a company.

Like most other American companies with a rigid hierarchy, workers and managers had strictly defined duties.
...those lower down the management hierarchy.

Common Collocations

corporate hierarchy a strict hierarchy
 a rigid hierarchy

● **collective** ADJ

Collective actions, situations, or feelings involve or are shared by every member of a group of people.

It was a collective decision.
...a more collective style of leadership.

● **decision-making** N-UNCOUNT

Decision-making is the process of reaching decisions, especially in a large organization or in government.

Much of the pioneering work was based on decision-making models borrowed from the social sciences.
She wants to see more women involved in decision making.

● **crisis management** N-UNCOUNT

People use **crisis management** to refer to a management style that concentrates on solving the immediate problems occurring in a business rather than looking for long-term solutions.

Today's NSC is overcome, through no fault of its own, by day-to-day crisis management.
...a crisis-management team.

● **change management** N-UNCOUNT

Change management is a style of management that aims to encourage organizations and individuals to deal effectively with the changes taking place in their work.

She is hoping to go into change management or IT management when she graduates.

A key part of change management is making sure the right information is available for people to make informed choices.

● **leader** (leaders) N-COUNT

The **leader** of a group of people or an organization is the person who is in control of it or in charge of it.

...the leader of a great marketing team.
But he never won much praise as a manager, nor as a team leader.

● **autocratic** ADJ

democratic ADJ

· **laissez-faire** ADJ

An **autocratic** person or organization has complete power and makes decisions without asking anyone else's advice. Something that is **democratic** is based on the idea that everyone should have equal rights and should be involved in making important decisions. A **laissez-faire** style or approach is based on the idea that people should be allowed to make decisions themselves, without interference from those in authority.

Weston's autocratic style at the family firm had its critics.
NBBJ also prides itself on an open and democratic management culture.
He's quite democratic in that he'll listen to ideas from anybody really.
"Technically, we have laissez-faire management," says Droege.
"We all talk a lot over the Internet about what we might do."

● **subordinate** (subordinates) N-COUNT

If someone is your **subordinate**, they have a less important position than you in the organization that you both work for.

Haig tended not to seek guidance from subordinates.
Nearly all her subordinates adored her.

● **delegate** (delegates, delegating, delegated) VERB

delegation N-UNCOUNT

If you **delegate** duties, responsibilities, or power to someone, you give them those duties, those responsibilities, or that power so that they can act on your behalf. The **delegation** of responsibility is the act of giving the responsibility for something to another person.

He talks of travelling less, and delegating more authority to his deputies in Britain and Australia.
Many employers find it hard to delegate.
A key factor in running a business is the delegation of responsibility.

● **staff:** Topic 13.4; **entrepreneur:** Topic 13.5;
entrepreneurial: Topic 13.5



PRACTISE YOUR VOCABULARY

1 Put these four terms into the correct place in the table:

- a laissez-faire b democratic c autocratic

management style	method
i	Leader makes decisions. Others are informed and carry them out.
ii	Leader discusses with others before the decision is made. The group can influence the decision that is made.
iii	There is no formal structure to make decisions. The leader does not force his or her views on others.

2 Choose the correct answer to each question.

- a If management delegate responsibility, to whom is it given?
 i superiors ii subordinates iii no one
- b Which of the following is least likely to delegate responsibility?
 i an autocratic leader ii a democratic leader iii a laissez-faire leader
- c Which of these leaders is most likely to develop a strong hierarchy?
 i an autocratic leader ii a democratic leader iii a laissez-faire leader
- d Which of these leaders is most likely to involve staff in collective decision-making?
 i an autocratic leader ii a democratic leader iii a laissez-faire leader
- e Which of these leaders is most likely to leave decision-making to individual members of staff?
 i an autocratic leader ii a democratic leader iii a laissez-faire leader

3 Which book would be useful for each of these people?

a **Democratic Management: You Can Reap the Rewards** b **Delegate: The Way to Clear Your Desk and Your Head** c **Crisis Management Systems: Planning to Cope** d **Change Management: The Manager's Handbook for Interesting Times**



Bob

'There are lots of new developments in our field. We need to be prepared to cope with their effect on our firm.'



Ian

'My boss finds it very hard to accept ideas. I need to convince her that this can be good for the firm.'



Sally

'I'm always worrying that something might go wrong at the factory, or with our delivery system. What would happen if it did?'



Geoff

'I'm simply overloaded. I spend all day making decisions and meeting all kinds of people so I never have any time to actually manage the firm.'

4 Read the text about management ability and answer the questions.

In a competitive environment being able to cope with change is very important. A good leader needs to know what direction the company should be going in and be able to lead it through change. They need to plan how to achieve their goals and be able to persuade others that their decisions are the right ones. A person with management ability will be able to do all of these things and be able to motivate their staff.

- a The text lists five management abilities. What are they?
 b Can you add any other management abilities that you think are important?