

# UNIT 11

# Leadership

*'The key to successful leadership today is influence, not authority.'*  
 Kenneth Blanchard, American author and management expert

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## STARTING UP

### A Discuss the questions.

- 1 Which modern or historical leaders do you most admire? Which do you admire the least? Why?
- 2 What makes a great leader? Write down a list of characteristics. Compare your list with other groups.
- 3 Are there differences between men and women as leaders? Why have most great leaders been men?
- 4 Do you think great leaders are born or made?
- 5 Do you think first-born children make the best leaders?
- 6 What is the difference between a manager and a leader?

### B In groups, think of someone you know who is in a powerful position. List three positive qualities and three negative qualities about this person. Then compare your ideas.

## VOCABULARY

### Character adjectives

### A Match the adjectives in the box to make pairs of contrasting ideas.

EXAMPLE: *assertive/diffident*

|                      |        |            |                      |             |
|----------------------|--------|------------|----------------------|-------------|
| cautious             | casual | idealistic | <del>assertive</del> | encouraging |
| <del>diffident</del> | formal | critical   | decisive             | realistic   |

### B Do the same with the adjectives in this box.

dynamic radical ruthless distant conservative approachable principled laid-back

**C Complete the sentences with suitable adjectives from Exercises A and B. (For sentences 1–4, use Exercise A; for sentences 5–8, use Exercise B.)**

- 1 She doesn't like to rush into things. She's careful and .....
- 2 He's very good at pointing out problems with people and systems in the company. He's often ....., but this helps make improvements.
- 3 He's a serious, ..... person, both in the way he dresses and in his dealings with people. Everyone knows he's the boss.
- 4 She has a very clear vision for the long-term future of the company, but many people think she is too .....
- 5 He is a very ..... man. He sacked anyone who got in his way.
- 6 Our boss is friendly and ....., She's very easy to talk to.
- 7 He's very ..... He doesn't like to try anything new now he's running the company.
- 8 She's very ..... She would never approve any policies that were remotely unethical.

**D Match the phrasal verbs (1–6) to the nouns (a–f).**

- |                  |                                 |
|------------------|---------------------------------|
| 1 to take on     | a) a proposal/suggestion        |
| 2 to be up to    | b) the job                      |
| 3 to put forward | c) criticism                    |
| 4 to deal with   | d) your resignation             |
| 5 to hand in     | e) responsibility for something |
| 6 to come in for | f) a problem                    |

**E Which of the phrasal verbs in Exercise D mean the following:**

- |              |               |                      |
|--------------|---------------|----------------------|
| a) to manage | c) to receive | e) to be good enough |
| b) to give   | d) to accept  | f) to propose        |

**F Discuss the questions.**

- 1 Can you think of any leaders who were not up to the job?
- 2 When was the last time you took on responsibility for something?
- 3 What sort of problems do business leaders have to deal with? Give two examples.
- 4 Why do leaders hand in their resignations? Can you give any examples?
- 5 Has any leader (business, political or other) come in for criticism recently in your country? Why? What was your opinion?

See the DVD-ROM for the i-Glossary.



**LISTENING**  
**Qualities of leadership**



Elizabeth Jackson

Watch the interview on the DVD-ROM.



**A** CD2.32 Listen to Elizabeth Jackson, Managing Director of DirectorBank, an executive recruitment company. Which five areas does Elizabeth think are important for a good business leader?

**B** CD2.33 Listen to the second part and answer the questions.

- 1 What qualities do natural born leaders possess?
- 2 Can people who have acquired leadership skills beat natural born leaders?

**C** CD2.34 Listen to the final part and decide if these statements about Elizabeth Jackson's husband are true (T) or false (F).

- |                           |                             |                              |
|---------------------------|-----------------------------|------------------------------|
| 1 He is younger than her. | 3 He is a natural leader.   | 5 He is a strategic thinker. |
| 2 He used to be a boxer.  | 4 He is a creative thinker. |                              |

## READING

## Leading L'Oréal

**A** In groups, write down four things that you know about L'Oréal.

**B** Read the article quickly to check if any of your points were mentioned.

FT

# Father of the feel-good factory

by Jenny Wiggins

Sir Lindsay Owen-Jones does not like being photographed. 'Do I have to smile?' he says gruffly. He exudes the air of a man who has done this many, many times before.

Such expertise derives from the fact that Sir Lindsay is frequently photographed with models, girls far taller than he is, who wear lipstick, eyeshadow and nail polish made by L'Oréal, the company he has worked for since 1969. For nearly 20 years, he was Chief Executive of L'Oréal, the world's biggest beauty company and owner of brands such as Maybelline, Redken, Lancôme and Vichy.

Although he stepped back from the day-to-day running of the company two years ago, handing over the job to Jean-Paul Agon, he remains Chairman.

Sir Lindsay, who turns 62 this month, has spent the better part of his life trying to convince women and men that buying L'Oréal's lotions and shampoos will make them feel good.

L'Oréal is a curious destination for a man who had 'no intention' of taking a job in the consumer goods industry. Yet he was drawn to the beauty company. 'It was still quite a small company, but was thought to



be going places and was considered a great example of creative marketing and original advertising campaigns. Cosmetics is a business of intuition. Consumers don't tell you what they need; you've got to guess.'

He credits his predecessor, François Dalle, with teaching him basic business sense while he was working his way up the ranks of L'Oréal.

'He single-handedly ran this company and did every marketing job for every brand, all at the same time. But he was a genius. I think one of the reasons I got responsibility so young was that I could interpret the things he said, which often were the opposite of what he actually said literally. So when I got the job as Chief Executive, it came totally naturally to me that my priority was going to be to write L'Oréal in the sky of every country in the world.'

Under Sir Lindsay's leadership, L'Oréal did just that. Annual sales rose from a few million euros to more than €17bn as the company acquired foreign cosmetic groups such as Shu Uemura in Japan, Kiehl's in the US and the Body Shop in Britain.

Sir Lindsay harboured international ambitions even as a child. 'My mother dreamed of parties at Monte Carlo and the bright lights. She transmitted to me the idea that excitement and fun was being international and travelling and speaking languages. It was easy as a teenager in a slightly grim 1950s Britain to see the cars going into Monte Carlo and to say, "Wow, one day I'm going to be there."

**C** Read the article again and match the descriptions below (1–10) to these four people. Two of the descriptions are not mentioned in the article.

a) Lindsay Owen-Jones

b) Jean-Paul Agon

c) François Dalle

d) Lindsay's mother

- |  |  |
|--|--|
| 1 had international ambitions from a very young age.         | 6 was attracted by the lifestyle of the rich and famous. |
| 2 runs L'Oréal.  | 7 ran the company on his own.                            |
| 3 is Chairman of L'Oréal.                                    | 8 likes going to concerts and reading.                   |
| 4 was attracted to L'Oréal before it became very successful. | 9 climbed the career ladder at L'Oréal.                  |
| 5 relaxes by sailing and skiing.                             | 10 dreamed of parties at Monte Carlo.                    |

**D** Take three minutes to make some notes about L'Oréal. Use your notes to give a one-minute presentation to your partner. Your partner will then ask you a question about it.

**E** Without looking back at the article, complete the gaps with prepositions.

- Such expertise derives ..... the fact that Sir Lindsay is frequently photographed.
- Although he stepped ..... the day-to-day running of the company two years ago, handing ..... the job ..... Jean-Paul Agon, he remains Chairman.
- He credits his predecessor, François Dalle, ..... teaching him basic business sense.
- ... while he was working his way ..... the ranks of L'Oréal.
- My mother dreamed ..... parties at Monte Carlo.

**F** Discuss the questions.

- Would you like to work for Sir Lindsay? Why? / Why not?
- What kind of leader would you like to work for?
- Who is the worst leader you have come across?

## LANGUAGE REVIEW

## Relative clauses

Defining clauses provide essential information about the subject or object of a sentence. Without this information, the sentence often does not make sense or has a different meaning.

- Who* or *that* are used for people.  
*He exudes the air of a man **who** has done this many, many times before.*
- Which* or *that* are used for things.  
*Boldness and vision are qualities **that/which** all leaders should have.*

Non-defining clauses provide extra information about the subject or object of a sentence. The sentence still makes sense without this information. The extra information is separated by commas.

- Who* (not *that*) is used for people.  
*Sir Lindsay, **who** turns 62 this month, is now the chairman.*
- Which* (not *that*) is used for things.  
*I could interpret the things he said, **which** often were the opposite of what he actually said literally.*

➔ Grammar reference page 151

**A** Complete the sentences in the job advertisement with *who* or *which*.

# Élégance

Managing Director  
Paris-based, competitive salary



Élégance is a leading European beauty company .....<sup>1</sup> owns a number of famous brands. Founded in 1977, Élégance is an ambitious company .....<sup>2</sup> is looking for a first-class leader .....<sup>3</sup> can meet the challenge of international growth. We are seeking a highly motivated candidate .....<sup>4</sup> is creative, articulate and energetic. We need a Managing Director .....<sup>5</sup> understands the trends in the cosmetics market and .....<sup>6</sup> will provide strong, strategic leadership. The successful candidate will lead a winning team .....<sup>7</sup> achieved record sales last year.

**In the first instance and in complete confidence, please write with CV to Yvonne Roland at: Agence Richaud, 19 boulevard Gobelins, Paris 75005, France.**