A background image showing a group of business professionals in an office setting. A man in a suit and tie is on the left, gesturing with his hands. A woman in a grey blazer is in the center, looking down at a tablet. Another person is partially visible on the right. There are coffee cups and a tablet with a document on the table.

Unit 2 Leadership

Week 3 lesson 1

Jie Huang
2024-10-21



Warming up

Watch the video and answer the following questions.

1. Which *types* of leaders were described in this video?

2. List the *features* of a transformational leader (变革型领导).

**TRANSFORMATIONAL
LEADERS**

**POOR
LEADERS**

vs.

**TRANSACTIONAL
LEADERS**

vs.

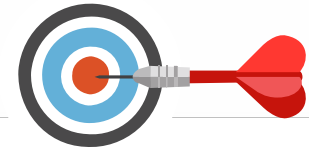
**TRANSFORMATIONAL
LEADERS**

交易型领导

变革型领导

TRANSFORMATIONAL LEADERS

Work towards a noble **vision**
Act with **authenticity** & honesty
Adopt a **growth mindset**
Promote **creativity** and new ideas



Today's key points

✓ Pay attention to all the **VERB+NOUN** phrases in today's class!

学会搭配，
英语不累



Warming up

1

Opinions differ about what is the best way to manage and motivate employees. Which of the following statements do you agree with? Discuss your views with your partner.

A Employees cannot be trusted and must therefore be closely supervised.

B Staff should be allowed to organize their own work.

C The best motivation is money and recognition for meeting targets.

Warming up

2

On the left column are three main leadership models. Read the ways of motivations on the right column and match them with the three models.

Leadership models

A Close supervision

B Freedom and flexibility

C Material and spiritual rewards



Ways of motivations

1 Give bonus to employees when they get job done on time.

2 Allow employees to work at home.

3 Check the job done by each employee.

4 Do performance appraisal every month.

5 Give employees a few days off after finishing a project

绩效评估

Have/take a day off 休息一天

Paid day off (PDO) 带薪假

Warming up

3

Make comparisons among the three leadership models and discuss your views with your partner.



close
supervision



freedom and
flexibility

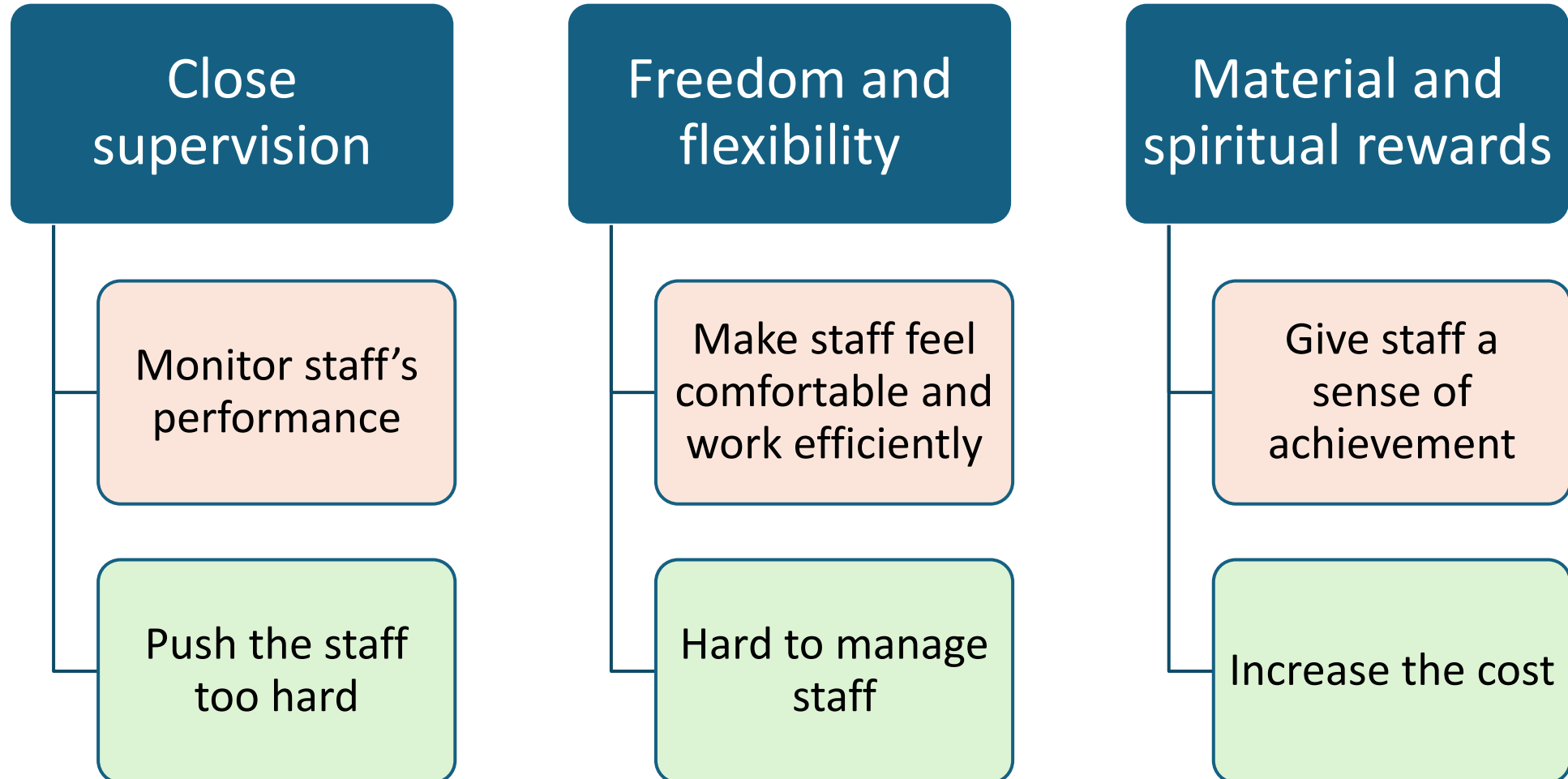


material and
spiritual rewards

Warming up

3

Make comparisons among the three leadership models and discuss your views with your partner.



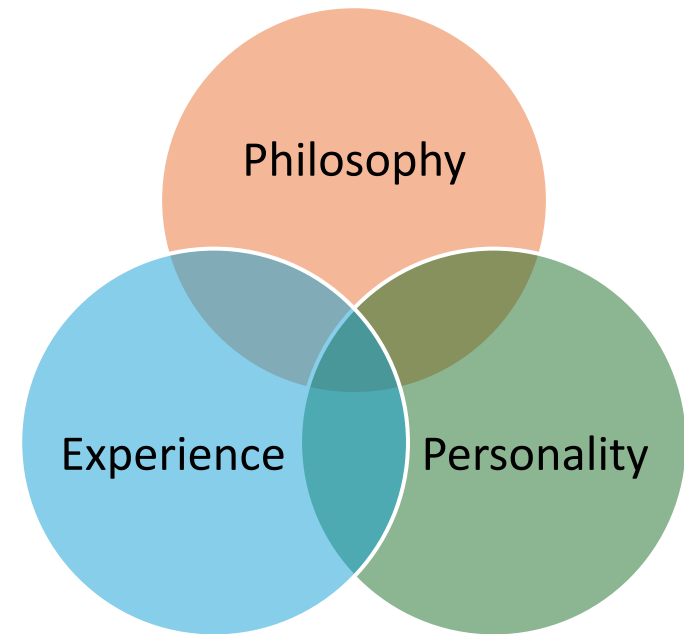
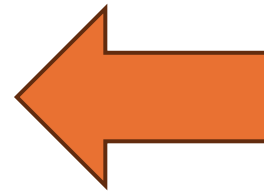


Business knowledge

Leadership styles

A leadership style is a leader's style of providing direction, implementing plans, and motivating people. It is the result of the philosophy, personality, and experience of the leader.

providing direction
implementing plans
motivating people



What leadership styles have you experienced?



What is the leadership style of **Huang Xiaoming** in the variety show?

What is the leadership style of **He Jiong** in the variety show?



Leadership styles

Different situations call for different leadership styles.

In an emergency when there is little time to converge on an agreement and where a designated authority has significantly more experience or expertise than the rest of the team, an **autocratic leadership** style may be the most effective;

however, in a highly motivated and aligned team with a homogeneous level of expertise, a more **democratic or laissez-faire style** may be more effective.

Call for 需要

Converge on an agreement
达成共识

Designated authority
任命的/指定的权威

Autocratic (adj.) 独裁的

Motivated (adj.) 上进的, 积极的

Aligned (adj.) 同步的, 对齐的
align... with... 与...合作/对齐

Homogeneous (adj.) 同类的
all the same or similar kind

Democratic (adj.) 民主的

Laissez-faire (n. & adj.) 放任的

句子
结构
分析

What types of leadership are they?



Autocratic leadership
独裁型领导

Democratic leadership
民主型领导



I. Autocratic or authoritarian 独裁型、专制型

n. 独裁者

Topic sentence 主旨句

Under the autocratic leadership style, all decision-making powers are **centralized** in the leader, as with dictators.

决策权集中

Autocratic leaders do not entertain any suggestions or initiatives from subordinates.

n. 倡议、措施

n. 下属

v. 采纳建议
v. 招待、娱乐

The autocratic management has been successful **as** it provides strong motivation to the manager.

as 表原因, 引导原因状语从句

It permits quick decision-making, **as** only one person decides for the whole group and keeps each decision to himself or herself until he or she feels it needs to be shared with the rest of the group.



2. Participative or democratic 参与型、民主型的

The democratic leadership style consists of **the leader *sharing*** the decision-making abilities ***with*** group members ***by*** promoting the interests of the group members **and *by*** practicing social equality.



2. Participative or democratic 参与型、民主型的

The democratic leadership style consists of **the leader** **主句: 主谓宾**
sharing the decision-making abilities **宾语补足语**

方式状语 { **with** group members **维护群体利益**
by promoting the interests of the group members
and by practicing social equality. **践行社会公平**

决策权共享



2. Participative or democratic 参与型、民主型的

使用Practice 组词：

锻炼耐心 Practice patience

践行节约 Practice economy

实行早起 Practice early rising

守中庸之道（节制） Practice moderation

3. Laissez-faire or free-rein 放任型、自由型

决策权在下属

In laissez-faire or free-rein leadership, decision-making is *passed on to the subordinates*.

The subordinates are given complete ***right and power*** to make decisions to establish goals and work out the problems or hurdles.

Right 权利
Power 权力

Hurdle

(n.) 障碍、跨栏

(v.) 克服、跳过

e.g. 跨栏赛跑 hurdle race

表示“障碍”的同类词

Obstacle -> overcome/surmount

Barrier -> overcome/remove

Challenge -> meet/address

Setback -> meet/overcome

Difficulty -> face/overcome



4.Task-oriented 任务导向型

Task-oriented leadership is a style
in which the leader is focused on the **tasks**
that need to be **performed**
in order to meet a certain production goal.

Task-oriented leaders are generally more concerned
with producing a step-by-step solution
for given problem or goal,
strictly making sure these deadlines are met.

以目标为导向



5. Relationship-oriented 关系导向型

Relationship-oriented leadership is a contrasting style

in which the leader is more focused on the relationships amongst the group

定语从句

and is generally more concerned with the overall well-being and satisfaction of group members.

Relationship-oriented leaders

并列
结构

emphasize communication within the group,
show trust and confidence in group members,
and show appreciation for work done.



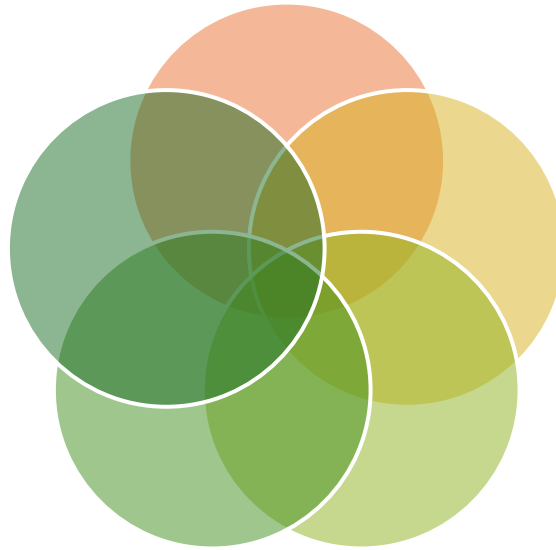
Summary of leadership styles



Relationship-oriented



Autocratic or authoritarian



Participative or democratic



Task-oriented

Laissez-faire or free-rein



Translation task

- 聪明的学生能够克服时间管理的障碍，以确保他们在整个学期保持高度积极性。
Smart students can work out the hurdles of time management to ensure they remain highly motivated throughout the semester.
- 学生会成员们统一了意见，给即将到来的文化节制定了目标。
Student council members converged on an agreement about the goals to be established for the cultural festival.
- 在小组项目中，指定的团队领导有权利和能力给其他成员分配任务。
In group projects, the designated team leader has the right and power to assign tasks to other members.

Video: how to be a great leader?

Question:
What are the **traits** of
great leaders?

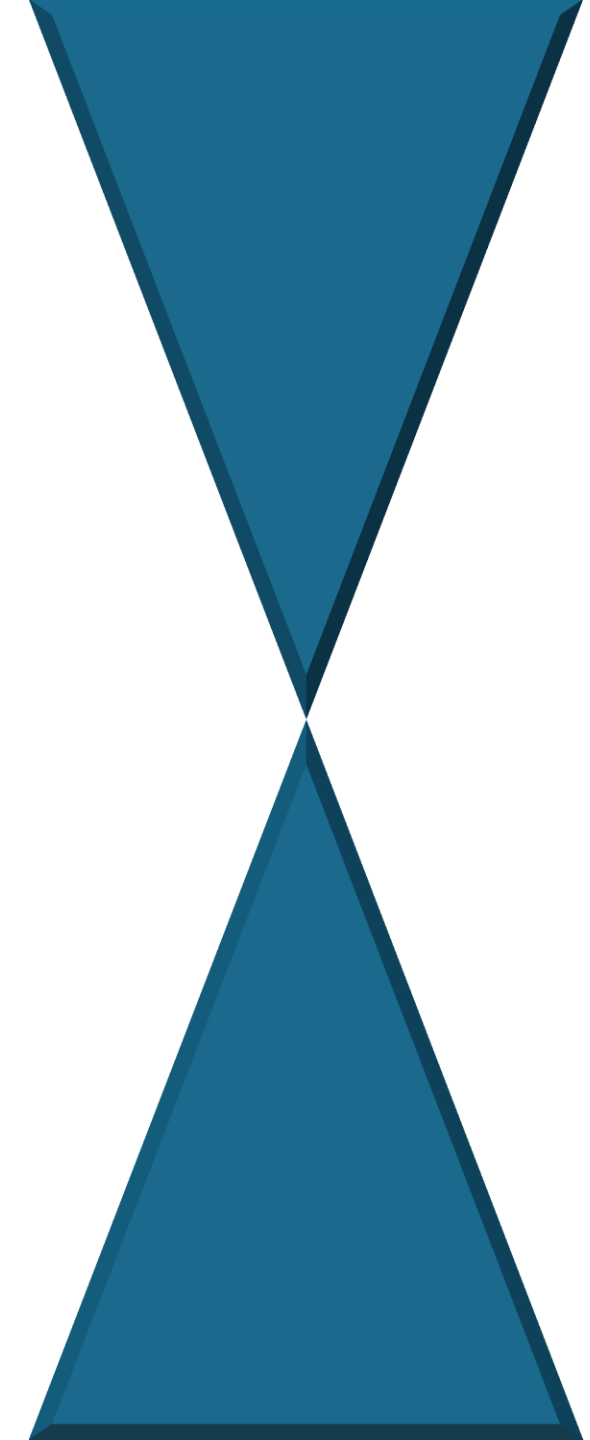




7 Traits ALL Great Leaders Possess

1. They Radiate Positive Energy
2. They Have A Proactive Attitude
3. They Delegate Tasks, Completely
4. They Are Approachable
5. They Do What They Expect Of Others
6. They Are Accountable
7. They Are Decisive

Reading



“Different situations call for different leadership styles.”

Can you name some great leaders from areas of ...

- *Politics?*
- *Education?*
- *Sport?*
- *Armed forces?*
- *Business?*



Lang Ping



Liu Guoliang



What key qualities do coaches aim to inspire in their athletes?

Courage
勇气

Fear
恐惧

Perseverance
坚韧不拔

*What key qualities do coaches aim to
inspire in their athletes?*

Confidence
自信

Discipline
纪律性

Unity and cooperation
团队协作

Fear
恐惧

一种管理方式：
激发恐惧



The
Economist

Menu

Weekly edition

The world in brief

Search

Business | Fear and management

When to terrorise the talent

The spats over Derek Jeter and David Beckham raise questions about leadership

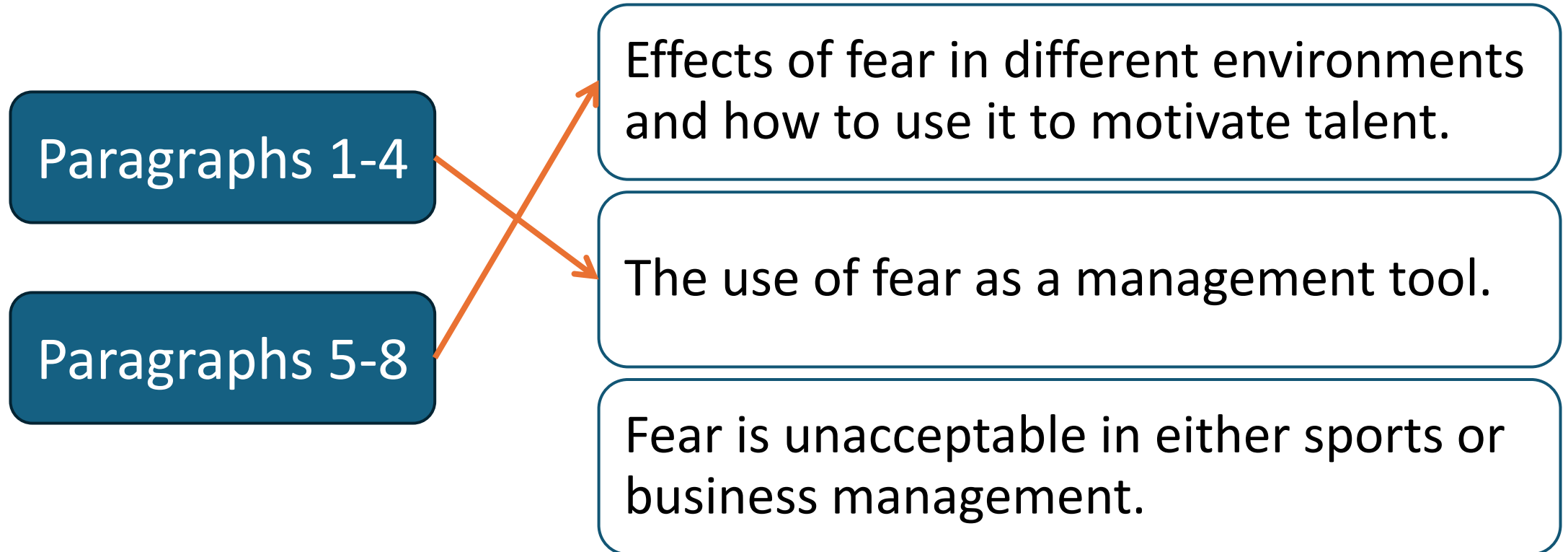
Feb 20th 2003

Share

THE nation recoiled in shock. David Beckham (above right), Britain's most beautiful (and skilful) soccer player and the husband of Posh Spice, a pop diva, emerged from his house on Monday morning with a headband restraining his luscious locks to allow the world to photograph a wound above his left eye. Sir Alex Ferguson, manager of his team Manchester United, had lost his temper after a big defeat and kicked a football boot, which collided with the Beckham eyebrow.

In sports, more than in most businesses, the management tactics are out in the open for all to see. Sir Alex uses the "hairdryer" treatment on his players: he stands so close when he bawls at them that his angry breath blows their hair. In the past week, America has harrumphed over a similar approach to player management. George Steinbrenner, main owner of the Yankees, had a dig at the partying habits of Derek Jeter (above left), his baseball team's star and as glamorous as (though less married than) Mr Beckham. Mr Steinbrenner prefers verbal volleys to flying boots: he once called Hideki Irabu, a pitcher, a "fat pussy toad". Mr Jeter, like Mr Beckham, met his boss's jibes with restraint: "I'm in no way here to say anything bad about Mr Steinbrenner," he told the press. "I know he's trying to motivate me to improve."

Scan the text and match the main ideas to their corresponding paragraph groups. (one extra option)



Part I: The use of fear as a management tool.

The story: Beckham and Ferguson (Event simulation)



Read Paragraph 1 and decide whether the following statements are true (T) or false (F).

- (**F**) 1 A photographer witnessed the manager kicking David Beckham.
- (**T**) 2 The manager lost his temper because the team lost the match.

Words and phrases (Paragraph 1)

- **Emerge (v.)**

- 出现,产生,脱颖而出
- (from, out of)
 - e.g. From our investigations a new fact has **emerged**.
经调查我们发现了一个新的事实
 - e.g. an officer who **emerged** from the ranks
出身行伍的军官

- **Lose one's temper**

- 发脾气、动怒
- In a **temper** 发怒着
- Recover one's **temper**
恢复平静、息怒

- **Defeat (n. & v.) 失败**

- 成功:
 - Victory
 - Triumph

Paragraph 2-3: True or False

(**F**) 3 Management tactics are easier to identify in business than in sport.

(**F**) 4 Patterson encouraged his employees to make themselves indispensable.

Words and phrases (Paragraph 2)

- **Tactics (n.) 策略、手法**

- e.g. The president's tactics could backfire. 总统的策略可能会事与愿违。
- **tactic [单数] 战术** a delaying ~ 拖延的战术
- **tactical (adj.)** ~ offensive (defensive)
战术攻势 (防御)

- **Strangle (v.)**

- 勒死, 把...(议案等)压下
- ~ free speech 压制言论自由



- **Inspire (v.)**

- 激励, 鼓舞, 使...产生 (to, with)
 - The failure ~d him to greater efforts.
失败激发他作更大的努力。

- **Essential (adj.)**

- 不可缺的, 必要的 (to, for)
 - Sleep and good food are ~ to health.
睡眠与良好食物对健康是必要的。
- **(n.) essentials 本质, 要点**

Idiomatic expressions for writing and speaking

Be in shock

Allow sb. to do sth.

More than...

Be out in the open

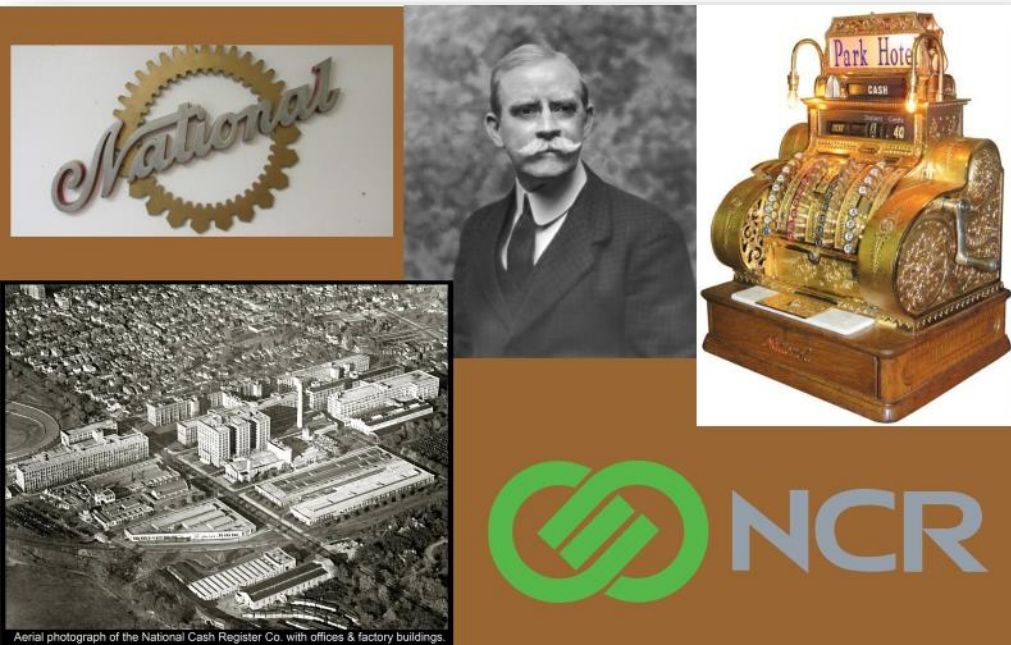
For all to see

Not many...

Once did

Paragraph 3:

John Patterson – father of modern sales



*John H. Patterson built the National Cash Register Company with a flair for salesmanship, a gift for organization and **an absolute genius for firing people**. Some of his firings were truly spectacular: one executive returned to headquarters to find his desk and chair gloriously ablaze on the company lawn. He could fire repeatedly. Charles Kettering, an NCR inventor later turned wizard of the auto world (SMITHSONIAN, July 1988), was recurrently hired and fired, once because he nearly slipped from a horse during an equestrian event Patterson had organized to build executive character. He could fire en masse. Displeased with his cost accounting department, he once marched its members, ledgers under their arms, to the boiler room.*

Words and phrases (Paragraph 3)

- **Chief executive**
 - 总裁, 首席执行官
 - CEO = chief executive officer
- **Rule (v.)**
 - 统治, 管理 -> **govern** (同义)
 - learn to **rule** your emotions 学会控制情绪
 - (n.) 规则, 规定, 管理, 统治
 - **Rules** and regulations 规章制度
 - the **rule** of force 武力统治
- **Indispensable (adj.)**
 - 不可或缺的 (to, for)
 - *E.g.* Health is indispensable to everyone.
健康是人人所必要的
 - an **indispensable** duty
不可推卸的义务

Words and phrases (Paragraph 3)

- **Apparently (adv.)**

- 看上去、明显地
- *E.g.* **Apparently** the company is losing a lot of money. 这个公司显然正在亏损。
- *E.g.* There was no **apparent** change. 没有显著的变化

- **Dismissal (n.) 解雇、开除**

- *E.g.* No **dismissals** have been announced yet. 解雇消息还未发布。

- 表示“被解雇”：

- Be discharged
- Be fired
- Be laid off
- Be sacked
- Be made redundant

- **Harassment (n.) 骚扰**

- Sexual **harassment** 性骚扰
- Police **harassment** 警察滥用职权

Constructive dismissal

“推定解雇”

“变相解雇”



Constructive Discharge Claim

[kən-'strək-tiv dis-'chärj 'klām]

A lawsuit filed by an employee who has quit a job due to intolerable working conditions.

 Investopedia

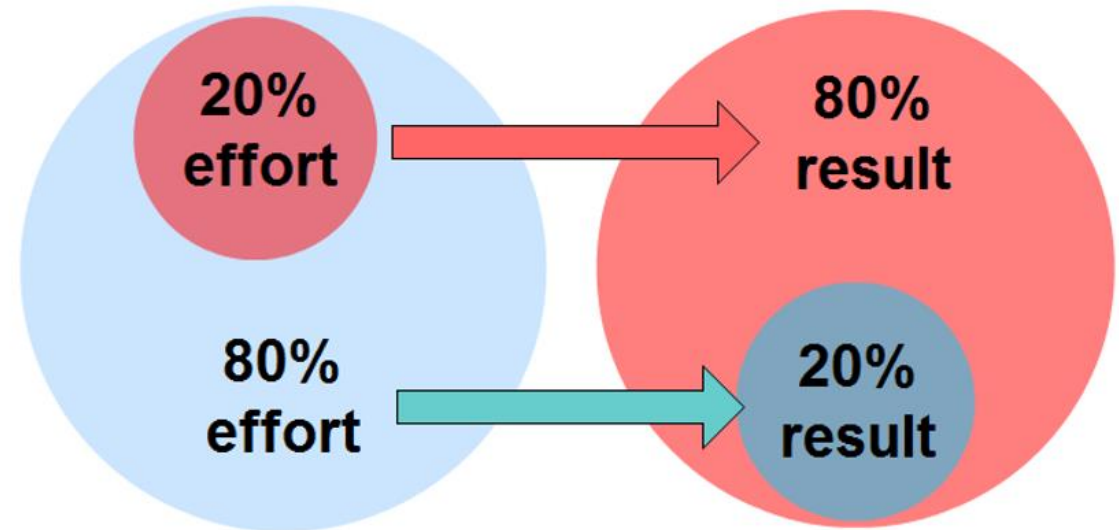
Paragraph 4:

What did the chairman of Goldman Sachs say in his speech?

“in almost every one of our businesses, there are **15-20%** of the people that really add **80%** of the value.” In other words, 80- 85% are largely redundant—and had better shape up fast.

Shape up 好好干

e.g. Shape up or get out. 好好干，不然出去。



Words and phrases (Paragraph 4)

- **Make a comeback**
卷土重来、东山再起
 - e.g. Tight fitting T-shirts are making a comeback. 紧身短袖圆领T恤衫再度流行起来。
- **Upswing (n.)** 上升、改善
 - an ~ in votes 投票数的显著增加
 - be on the ~ 上升 [上扬] 著
- **Scarce (adj.)** 稀有的、罕见的
 - E.g. Oil will become ~. 石油将会短缺
 - E.g. ~ Chinese calligraphy 稀有的中国墨宝
- **Redundant (adj.)**
多余的、被解雇的
 - the removal of redundant information 多余信息的删除



Swing 秋千

A large, stylized blue 'X' graphic that spans the right side of the slide, formed by two overlapping triangles.

Reading (paragraph 5-8)

Part II: Effects of fear in different environments and how to use it to motivate talent.

Paragraph 5

Does fear really motivate? In sport...

Paragraph 6

Yet used in the boardroom, fear can be disastrous.

Paragraph 7

Jim Collins... found that the approach to fear was a key distinction among firms that he surveyed.

Paragraph 8

The driving fear of failure... is not unique to corporate life.

Paragraph 5: In sport, FEAR is...

In sport



Fear can ..., **yet** can provide the essential emotional kick needed to meet a challenge.

必需的情绪刺激

Paragraph 5.

In sport says Scott Snook, who teaches ..., “fear can become....”

- Scott Snook **says** “fear can become a barrier to taking risks, yet can provide the essential emotional kick needed to meet a challenge” in sport.
- Scott Snook **teaches** organizational behavior at Harvard Business School.

In sport 状语前置，表强调

Who teaches... 定语从句，提供额外信息

Paragraph 5. expressions

- ❑ **Become a barrier to** 成为阻碍
- ❑ **Take risks** 承担风险
- ❑ **Provide the emotional kick** 提供情绪刺激
- ❑ **Need the essential + (n.)** 需要重要的...
- ❑ **Meet a challenge** 应对挑战
- ❑ **Strike the balance** 找到平衡
- ❑ **Develop talent** 培养人才

Paragraph 5.

kick *n.* [口语] 刺激 an emotional kick

1. something that you enjoy because it is exciting 极大的乐趣

e.g. It gives her a kick to get you into trouble.

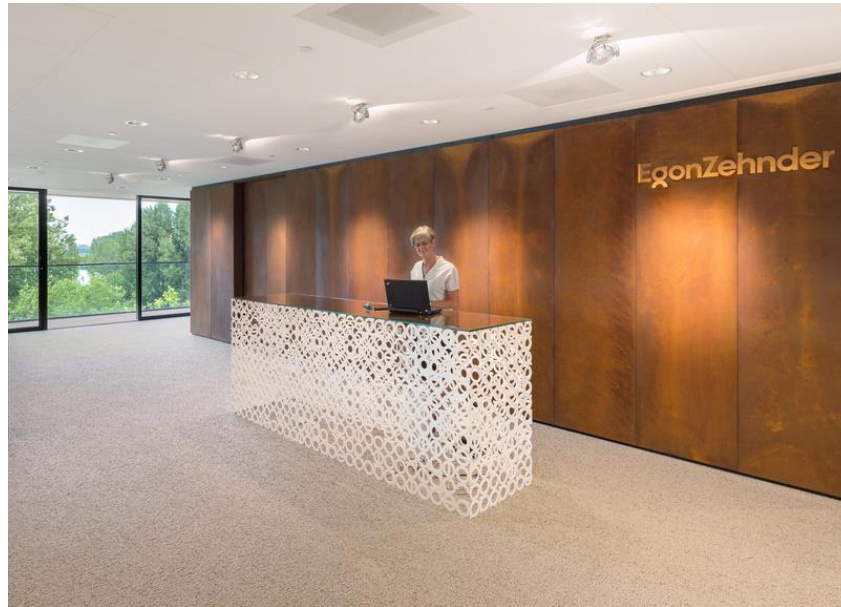
让你麻烦缠身给她带来了极大的乐趣。

2. a movement of your foot or leg, usually to hit something with your foot 踢, 蹬

e.g. If the door won't open just give it a good kick.

如果门打不开的话, 就使劲踢一脚。

Paragraph 6:
Egon Zehnder –
chief executive dominating
the directors?



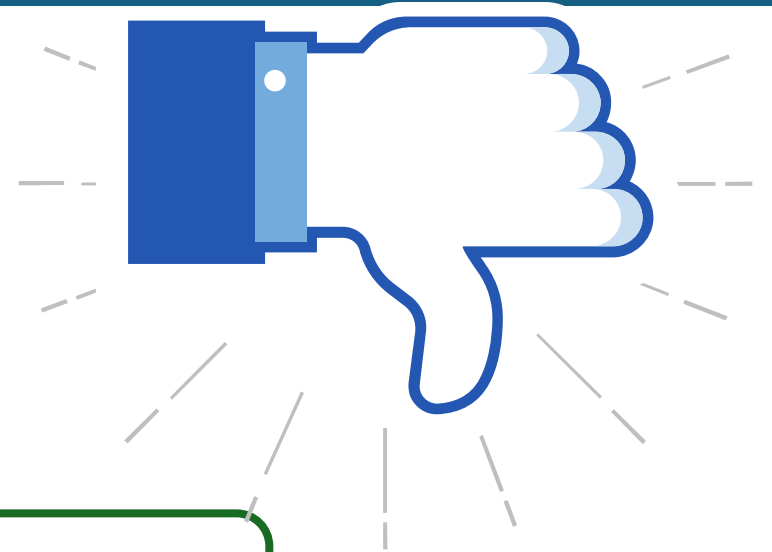
Egon Zehnder is a global executive search firm (猎头公司).

The firm offers services and expertise in the fields of executive search, board consulting, and leadership strategy services.

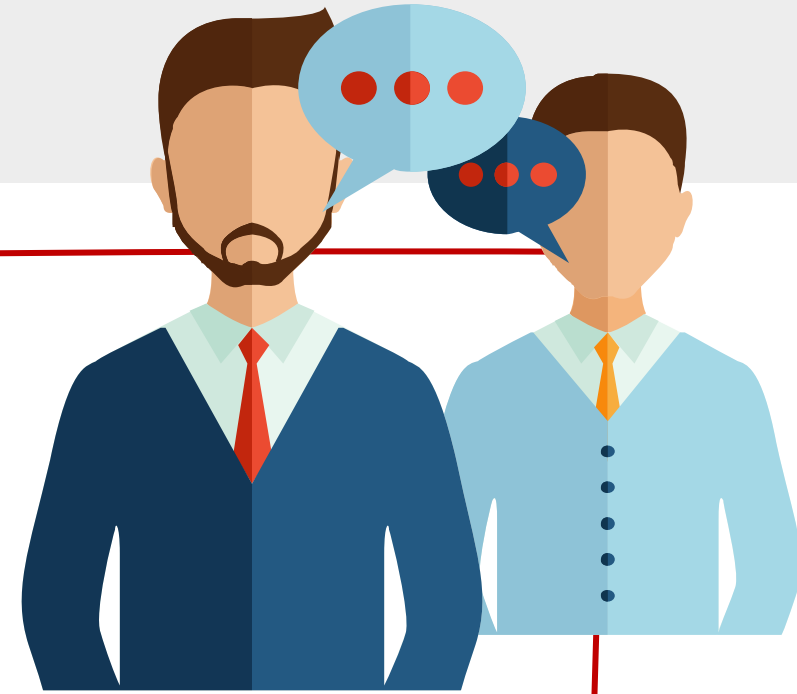
Paragraph 6: In business, FEAR is...

In the boardroom
(business)

Fear can be **disastrous**.



Paragraph 6: Concepts



Board 董事会、委员会、理事会

- Board of directors 董事会

Boardroom (董事会) 办公室-> 文中代指董事会

- Beijing -> 代指中国政府
- Washington -> 代指美国政府
- 10 Downing Street -> 代指英国政府

Headhunter 猎头公司、“高级管理人员代理招募机构”

- Executive search 高管搜寻、猎头服务

Paragraph 6: Words

Recall (v.) 回想起[较文雅]、召回

- **recall** old faces 想起老面孔
- The head office **recalled** him to Shanghai.

总公司把他召回上海。(from, to)

联想词:

- **remember** 记得
- **memorize** (下意识地)记住
- **recollect** 想起
- **remind** 使人想起 (of, about)

Dominate (v.) 控制、支配 | 耸立

- e.g. His heart was **dominated** by ambition.
他的心受制于野心,他雄心 [野心] 勃勃
- e.g. The old castle **dominates** the whole city.
那座古堡俯瞰整个城市。

Paragraph 6: Words

Disastrous (adj.) 极糟糕的、灾难性的 (to)

- a disastrous fire/earthquake 大火灾、大地震
- disaster (n.) 灾难、灾祸

e.g. The climate was disastrous to his health.
那种气候对他的健康极为有害。

Paragraph 6: Words

Question (v.) 质疑、询问

- 联想词:
- Challenge
- Ask
- Criticize
- Condemn
- Complain
- Accuse (of)
- Denounce

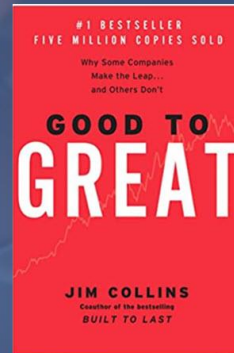
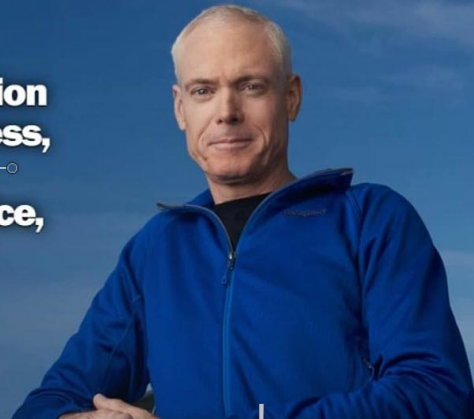
Rarely (adv.) 极少地、难得地

- 联想词:
- seldom 很少, 不常
- hardly 几乎不
- infrequently 罕见地
- occasionally 偶尔, 间或

Paragraph 7: Jim Collins – Fear is ?

“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

Jim Collins



The approach to fear was a **key distinction** among firms.

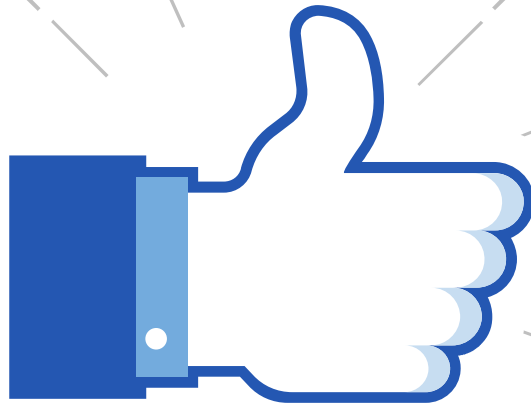


Truly successful firms?



Productively neurotic

Fear



Paragraph 7. Words

Neurotic (adj.)
神经质的、神经过敏的

- e.g. He seemed a neurotic and self-obsessed man. 他似乎是个神经过敏而又自恋的人。

the prospect of
期待、预期

- e.g. Prospect is often better than possession.
- [谚]期待 (拥有) 往往胜过实际的拥有

idiot (n.)
白痴、笨蛋

- e.g. It was all your fault, you idiot.
- 全是你的错，你这笨蛋。

Paragraph 8: Fear of failure is not uncommon.

I'm self-employed, and I live with constant fear.

Corporate life

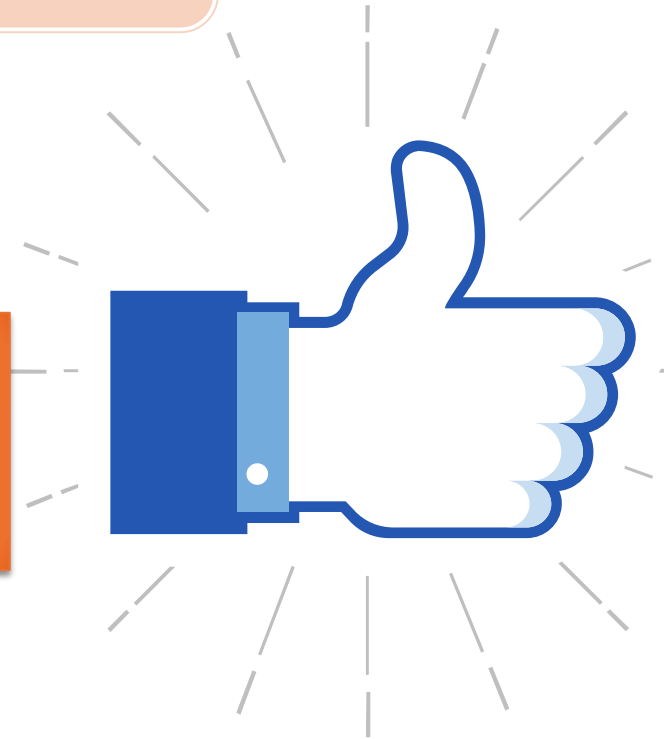
Self-employed people

Creative artists

Professional services



Fear



Paragraph 8: Words

Fragile (adj.) 脆弱的、虚弱的、短暂的

- Crystal is fragile. 水晶易碎
- fragile health 虚弱的体质
- this fragile life 这个短暂的人生

Ego (n.) 自我意识、自尊心

- absolute ego 纯粹的自我
- satisfy one's ego 满足某人的自尊心

Read Paragraph 5-8 and decide whether the following statements are true (T) or false (F).

(**T**) 6 Fear may help some people to reach their targets.

(**T**) 7 Both company employees and artists share the same fear of failure.

Summary on Parenthetical expressions (插入语) and Appositives (同位语)

插入语:

- At Microsoft, **for example**, employees...
- The driving fear of failure, **points out Mr. Collins**, is not unique...

同位语:

- Tony Couchman, **a headhunter** at ..., recalls...
- Jim Collins, **author** of a book that..., found that...

插入语和同位语的特征和作用

通常用逗号隔开

- 插入语：The project, as you know, is due next week.
- 同位语：My brother, a skilled guitarist, will perform tonight.

用于补充信息、简化信息

起到增加权威性（引用观点）、提供背景信息的作用

同时保持简洁和清晰



Language work

Practices on words (1-4)

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

1 Match the words from the text with their 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 |

Word formation

Inspire – inspiration – inspirational

Motivate – motivation – motivational

Fear (v. & n.) – fearful (adj.)

Terror (n.) – terrorise (v.) – terrify (v.) – terrifying (adj.)

Tactic (n.) – tactical (adj.)

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

2

Complete the sentences with the words or phrases in the box. Change the form when necessary.

manager subordinates coach chief executive
workers staff director employee

- 1 The new manager improved morale in the department.
- 2 The coach praised his team upon reaching the Cup Final.
- 3 Our board of directors meets every three months to discuss strategy.
- 4 The factory workers went on strike because of low pay.
- 5 The share price went up when the new chief executive was appointed.
- 6 I have to do the appraisals for the six subordinates who report to me.
- 7 An aggressive management style led to an increase in staff turnover.
- 8 Every employee in the company gets health and safety training.

3 Complete the article with words from Task 1 and Task 2. Sometimes more than one answer is possible.

The art of delegation

inspire fire fear defeat upset subordinate tactic terror motivate
employee sack failure hurt manager subordinates coach chief
executive workers staff director

Getting something done is only half the job. Keeping staff happy at the same time is every bit as important.

Many 1 managers believe that getting work done through others requires a free flow of information and open, productive relationships with 2 staff / workers / employees . Rather than creating a climate of 3 fear / terror , they give clear instructions and realistic deadlines and take care to give only constructive criticism and not 4 upset / hurt employees. They work toward creating a positive working environment where 5 employees / staff / workers feel valued and trusted. Some specialists say that it is essential not to criticize, as this rarely 6 motivates / inspires and often causes stress and loss of confidence among the 7 staff / employees / workers .

Managers who successfully maintain the balance of power will not lose their authority even when certain 8 subordinate members take control of projects. This style of management is particularly important during an economic upswing when employees can easily find work with another company.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

4 Complete the sentences with *on, in, by, into, to, with* or *of*

1 Janice is very good at dealing with problems in the workplace.

2 The manager needs to take control of the situation immediately.

3 If the managements aren't careful, staff will go on strike.

4 A friend of mine recently asked me to go into business with him.

5 Today's management session will focus on marketing strategies.

6 Managers need to make company information more accessible to staff.

7 I don't think a good leader is someone who rules by/with terror.

8 A good leader should be open to new ideas.

9 What do you think is needed to succeed in business?

10 I'd say your way of managing staff is similar to mine.

Practices on sentences (5-7)

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

5 Paraphrase the following sentences from the text.

1 In sports, more than in most businesses, the management tactics are out in the open for all to see.

Compared with management tactics in most businesses, management tactics in sports **are more public**.

2 None, it must be said, reaches the standard set by John Patterson, who built NCR early in the 20th century.

John Patterson is a man who built NCR early in the 20th century and **nobody** reaches the standard set by him.

3 However, terror in the workplace is making a comeback these days.

Terror in the workplace **appears again** these days.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

5 Paraphrase the following sentences from the text.

4 Tony Couchman, a headhunter at Egon Zehnder in London, recalls the board of a large firm with a chief executive who so dominated his directors that they rarely questioned or challenged him.

Tony Couchman recalls the board of the firm with a chief executive and the chief executive is rarely questioned or challenged by his directors **because** he is so dominated.

5 The driving fear of failure, points out Mr. Collins, is not unique to corporate life.

Mr. Collins points out that people **who are not employed by companies also fear failure**.

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

6 Translate the following sentences from the text into Chinese.

1 The football dressing room remains the last refuge of old-style management techniques.

足球更衣室是老式管理模式最后的容身之处了。

2 Modern laws on constructive dismissal and employee harassment have put an end to such fun.

现代法律对变相解雇和员工骚扰的相关规定终结了这种情况。

3 In an economic upswing, fear goes underground.

经济增长时期，畏惧的心理被隐藏了。

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

6 Translate the following sentences from the text into Chinese.

4 ... “fear can become a barrier to taking risks, yet can provide the essential emotional kick needed to meet a challenge.” Coaches need to strike the right balance (...) in order to develop talent.

..... “畏惧心理可能会阻止人们冒险，但也能刺激人们迎接挑战”。教练们需要找到恰当的平衡，才能培养出人才。

5 That kind of fear is common among creative artists and also in professional services where the person is the product and lots of fragile egos have to be managed.

这种畏惧的心理对于具有创造性的艺术家很常见。对于员工即产品的专业服务机构，他们需要管理众多脆弱的心灵，这种畏惧心理也很常见。

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

7

Translate the following sentences into English. Use the words or phrases in the brackets.

1 如果再出现这种事，不管是你，还是其他人，都必须立即开除。 (dismissal)

*If such a thing **should** happen again with you, or any of the others, it means instant dismissal..*

2 猎头的工作就是对这些候选人进行评估，并让他们对为客户公司工作产生兴趣。
(headhunter)

The headhunter's job is to identify these candidates and get them interested in working for the client company..

3 经历一系列的失败后，他正试图卷土重来。 (make a comeback)

After a series of failures, he decided to make a comeback..

Reading

Business Knowledge

Understanding the text

Language Work

Grammar in Use

7

Translate the following sentences into English. Use the words or phrases in the brackets.

4 我丈夫去年被裁员了。 (*redundant*)

My husband was made redundant last year.

5 另一个调查发现, 51%的女性在工作中曾遭遇过某种形式的性骚扰。 (*harassment*)

Another survey found that 51 percent of women had experienced some form of sexual harassment in their working lives.

Dilemma & Decision



Dilemma: Mission: Impossible?

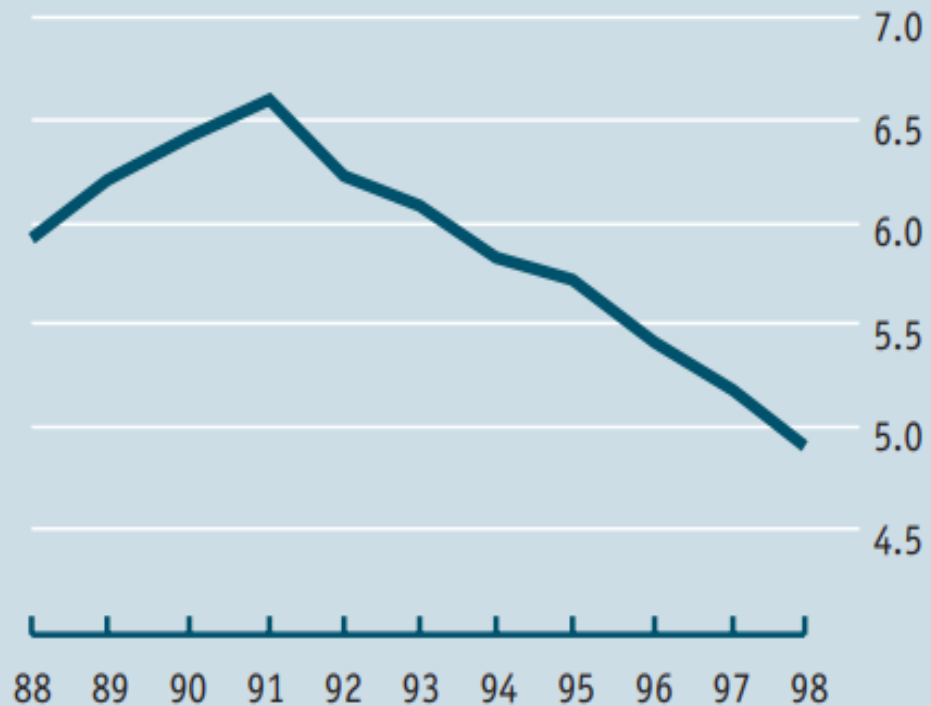
Brief

Louis Schweitzer, the 59-year-old CEO of the Renault group, has just received the latest results for Nissan, the Japanese car manufacturer in which Renault has a 37 percent stake. The situation looks bad. Nissan has lost money for the sixth consecutive year, the company's debts have now soared to a record \$19 billion and they are now losing \$1,000 dollars on every new car they produce. Clearly something needs to be done to return Nissan to profit and quickly. The time has come to appoint a new CEO. There is only one name that comes to Schweitzer's mind: Carlos Ghosn, the tough results-oriented director of Renault's engineering division. He would be just the person for the job. But how to convince him to accept what looks like an impossible mission?

Dilemma: Mission: Impossible?

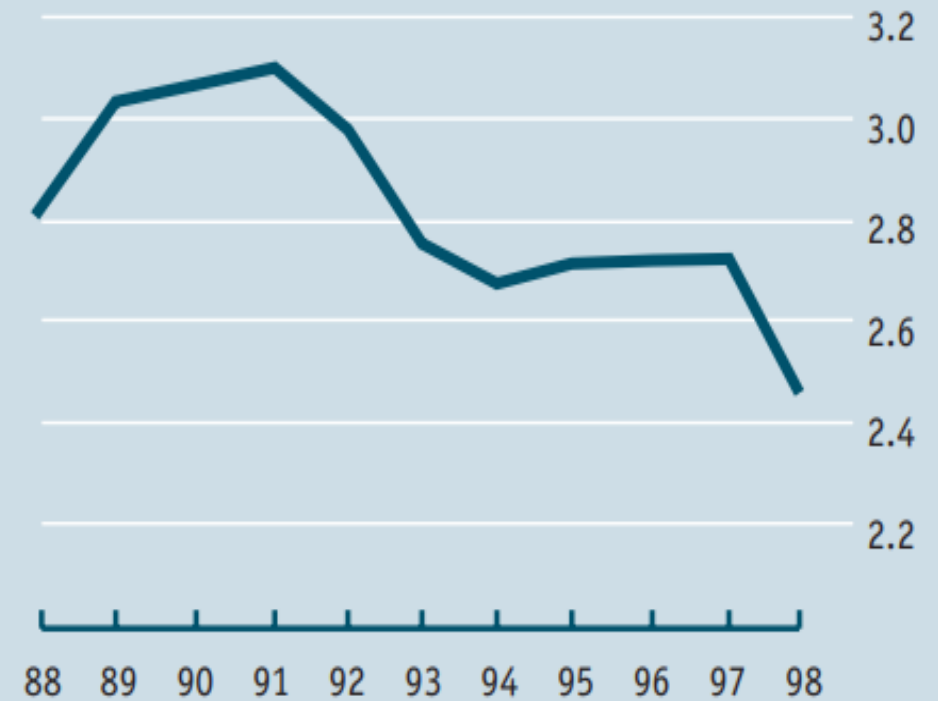
Global Market Share

Percent of global market share, 1988–1998



Global Production

Million units, 1988–1998



How to describe a graph

UPWARD TREND VERBS

increase

rise

go up

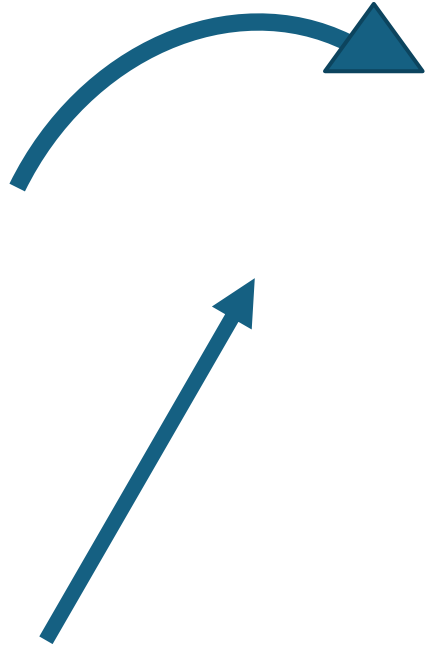
climb

ascend

shoot up

rocket

soar



DOWNWARD TREND VERBS

- decrease
- fall
- go down
- decline
- drop
- descend
- plunge
- plummet



How to describe a graph

How to describe no change

remain the same

remain constant

stabilize

level off



How to describe a graph

Adverbs to describe small changes

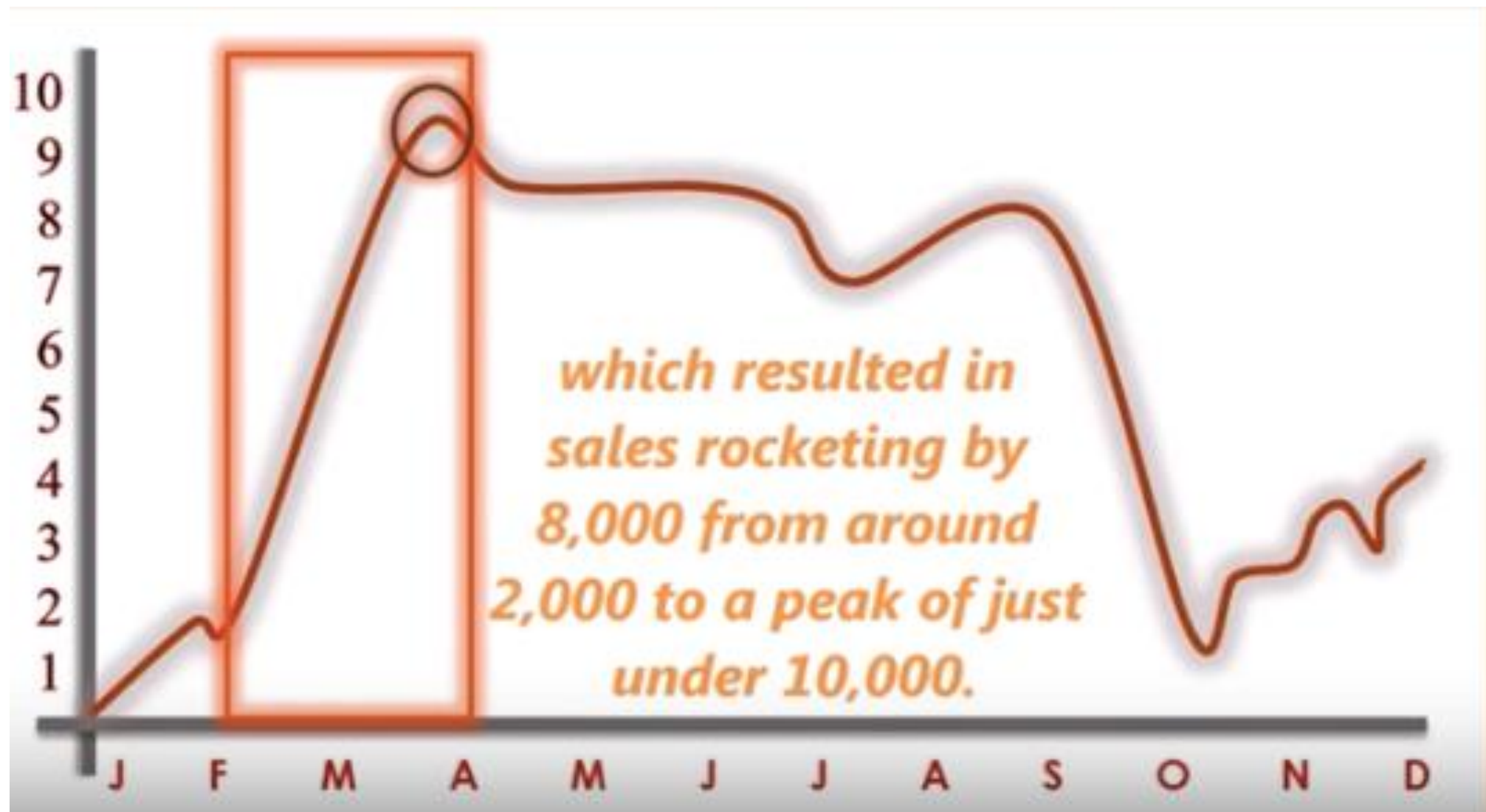
- gradually
- slightly
- steadily
- gently
- moderately
- little by little
- step by step

Adverbs to describe big changes

- dramatically
- sharply
- suddenly
- significantly
- drastically
- noticeably
- steeply

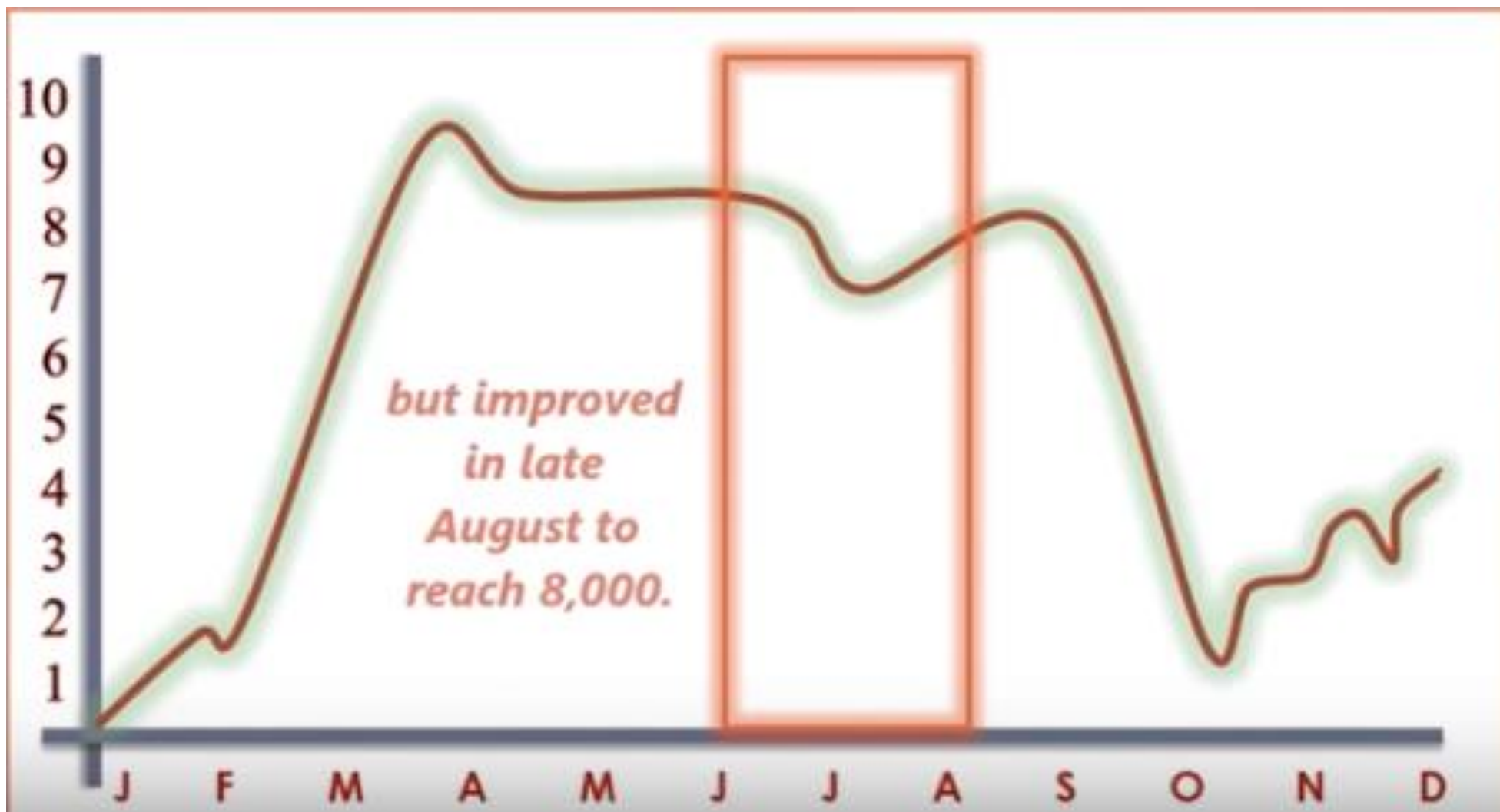


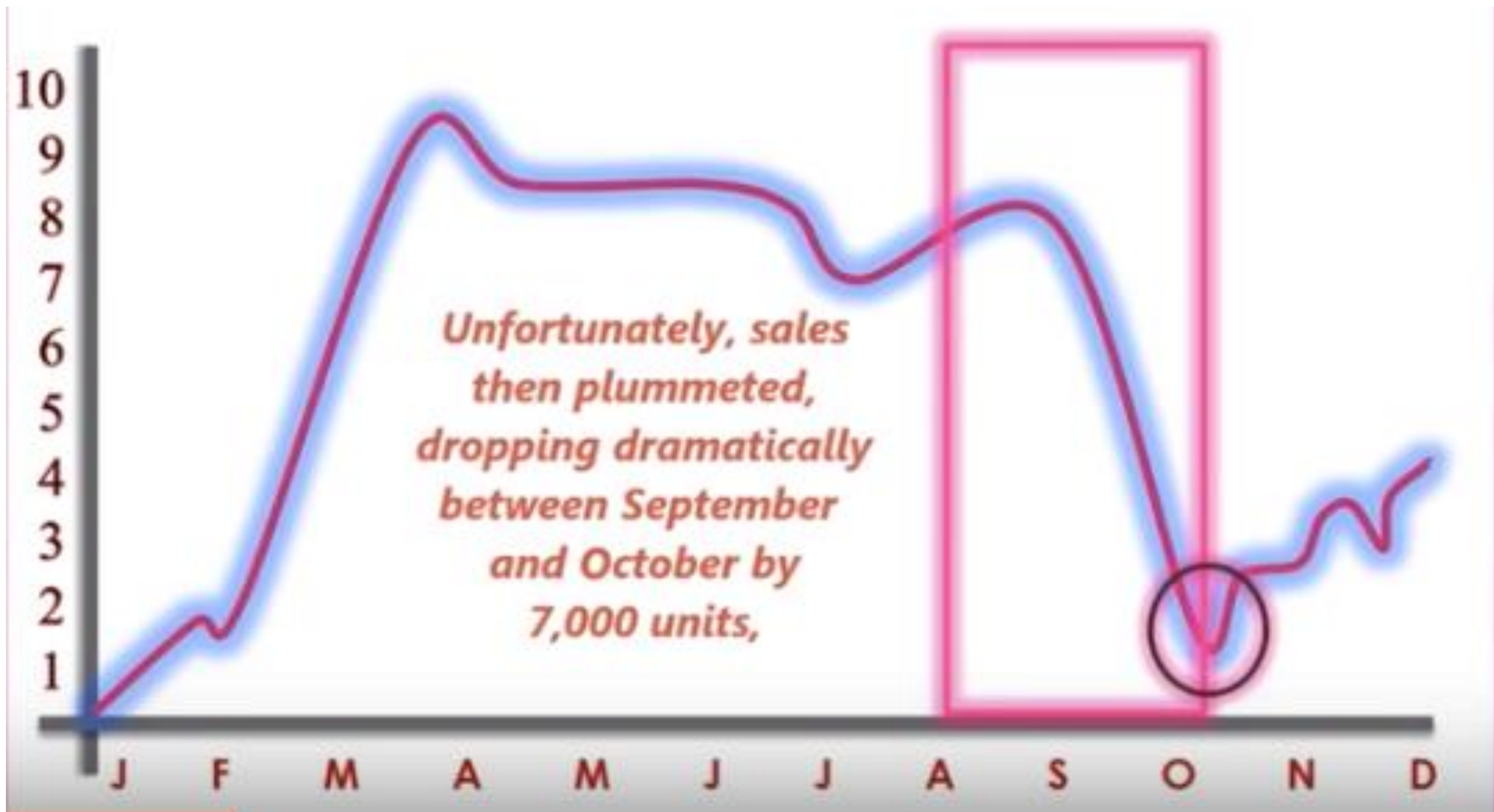


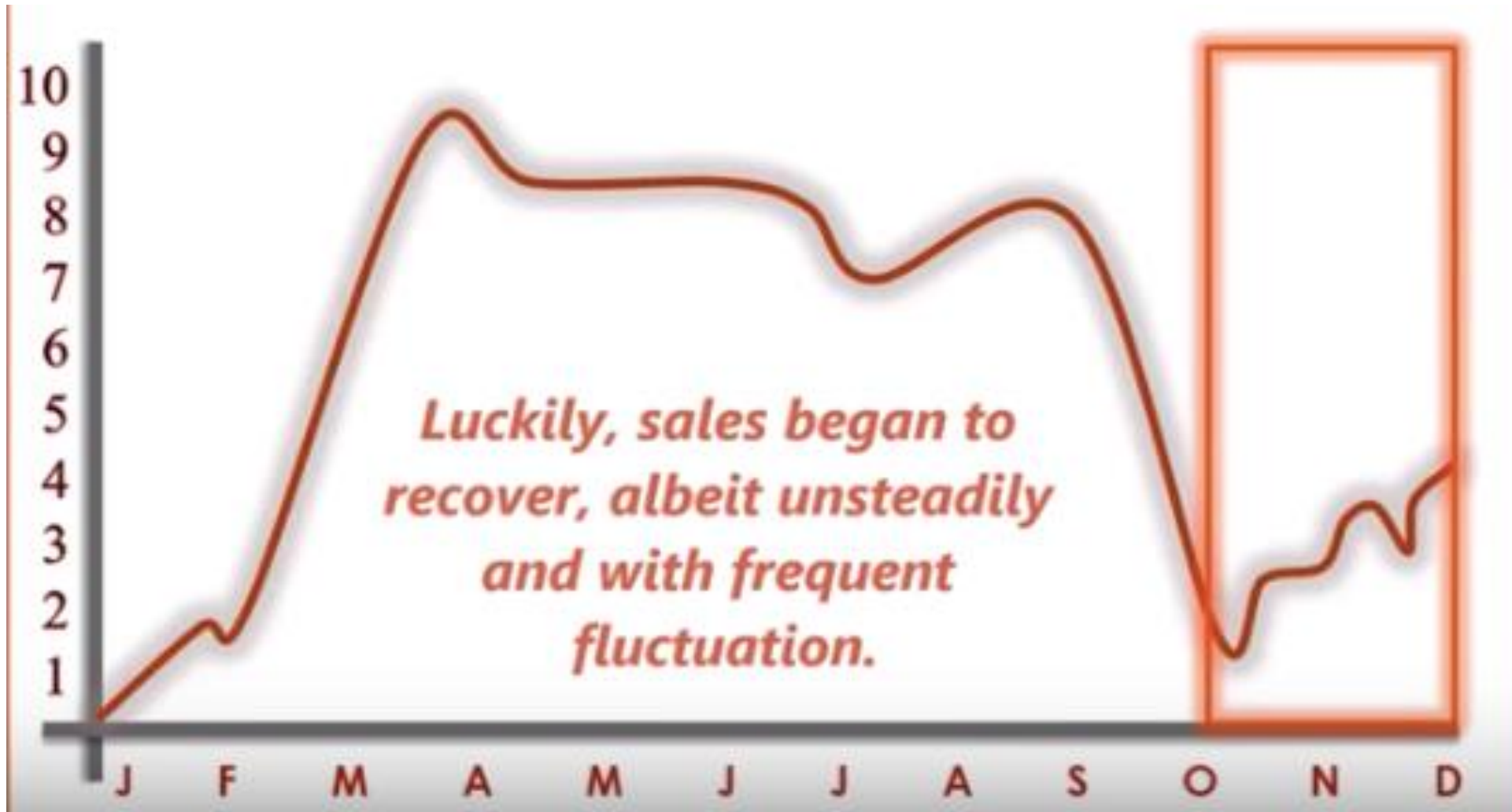












Dilemma and Decision

Dilemma: Mission: Impossible?

Louis Schweitzer:

You are the CEO of the **Renault** group and the partnership with **Nissan** was largely your idea as you considered it to be a key element of your strategy to make Renault a truly international company. If the alliance fails, it will be disaster for the company. Your career is now coming to an end and you plan to hand over control of the group within the next five years. Anyone who can turn Nissan back to profit within a relatively short time might be just the right person to take your place. **Carlos Ghosn** might just be that person. You know that he has a reputation as a man of action who takes quick decisions and who likes to do things in his own way. Make a list of the arguments that you will use to persuade him to accept the position.

- If he is successful, he could become the next director of the group.
- If he succeeded, it would mean world recognition.
- If he failed, it could be interpreted as a cultural issue rather than a personal failure.

Dilemma and Decision

Dilemma: Mission: Impossible?

Carlos Ghosn:

You are the manager of Renault's engineering division where you have worked for the last three years following an international career in the US and Latin America with the Michelin tire company. You know that Louis Schweitzer is considering you for the position of CEO at **Nissan** but you have certain reservations about accepting the assignment.

- You have no experience of working with the Japanese.
- Is your direct style of management compatible with the Japanese style of doing business?
- You would need to cut costs by eliminating jobs and factories—would this be politically acceptable to the Japanese employees and authorities?
- Failure in this mission could damage your long-term career prospects.

How will you respond if Mr. Schweitzer offers you the position? Make a list of the things that you would like Mr. Schweitzer to do if you are to accept the position.

Dilemma and Decision

Dilemma: Mission: Impossible?



The **Japanese** have a strong sense of belonging to “**the group**.” In the context of work, the Japanese are loyal to their organizations and will usually accept management decisions which have been made to preserve or enhance the profitability of the organization as a whole. Foreigners may have difficulty being accepted by the Japanese especially if they do not understand the subtleties of the Japanese language and the sometimes vague way that things are expressed. Negotiating and decision making often take place outside any formal meeting context and action is only taken after thorough consultation with the people concerned.

Tasks

1. Group discussion: make a list

- Make a list of arguments that **Louis** should use to persuade Carlos to accept the position.
- Should Carlos take the job? Make a list of reasons why **Carlos** should/shouldn't take the position.

2. Pair discussion: make a conversation

- Find a partner. One of you is Louis, and the other is Carlos.
- Suppose you are in a meeting with each other, what you will say/respond to each other? Make a conversation.

Optional task

3. Write an email

- ❑ Based on what you've discussed, suppose you are **Louis/Carlos**, please write **an email** of 120 words or so to Carlos/Louis to explain your position.
- ❑ Pay attention to the format of email.

Dilemma and Decision

Suggested answer

Dilemma: Mission: Impossible?

From: Louis Schweitzer

To: Carlos Ghosn

Date:

Re:

Action points from our meeting yesterday

Carlos,

I really appreciated meeting up with you yesterday and having such a challenging and constructive discussion.

This email summarises my understanding of the points raised at our meeting and outlines some action points going forward.

I opened up a discussion regarding the role of CEO at Nissan, and asked whether you would be interested in taking on this role. You expressed some strong concerns regarding:

- a possible conflict of management styles
- whether you would be sufficiently empowered to make the organisational and contractual changes that you consider essential in order to turn Nissan around

Dilemma and Decision

Suggested answer

Dilemma: Mission: Impossible?

- the support that you would receive in taking on this challenging role
- the recognition that would be given for taking on this role.

After some very constructive debate, the action points that we agreed are that I (LS) will ask the Renault Board to confirm the following by next Friday:

- their full support for you (CG) as Nissan CEO candidate
- their view that this role is a stepping stone to CEO of Renault Group on my departure in five years' time
- the details of the financial package offered for the Nissan CEO role, including any 'golden parachute'

You (CG) are to take the following action by next Friday:

- arrange coaching in cross-cultural business styles from a world class expert in this field, and explore the benefits that could be generated by such a cross-cultural venture
- decide in principle whether you are interested in taking discussions on this role forward.

We will meet again next Friday for lunch. Once again, I valued our discussion yesterday, and look forward to seeing you on Friday.

Kind regards,
Louis

END