

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

**OVERVIEW****VOCABULARY**

Character  
adjectives

**LISTENING**

Qualities of  
leadership

**READING**

Leading L'Oréal

**LANGUAGE REVIEW**

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**CASE STUDY**

Lina Sports

**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

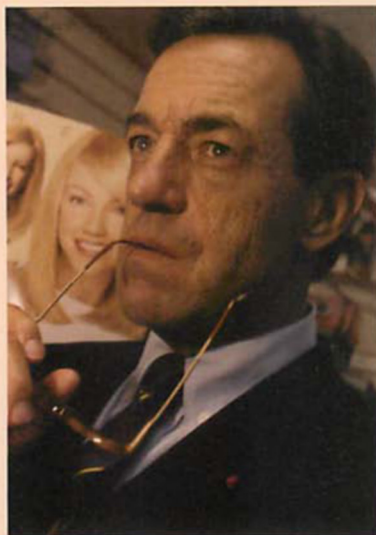
Sir Lindsay Owen-Jones does not like being photographed. 'Do I have to smile?' he says gruffly. He exudes the air of a man who has done this many, many times before.

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.

2 runs L'Oréal.

3 is Chairman of L'Oréal.

4 was attracted to L'Oréal before it became very successful.

5 relaxes by sailing and skiing.

6 was attracted by the lifestyle of the rich and famous.

7 ran the company on his own.

8 likes going to concerts and reading.

9 climbed the career ladder at L'Oréal.

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.**

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

**F Discuss the questions.**

- 1 Would you like to work for Sir Lindsay? Why? / Why not?
- 2 What kind of leader would you like to work for?
- 3 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.**

**B** Complete the quotations below with the relative pronouns in the box.

who	which	that	where
-----	-------	------	-------

- 1 'The job for big companies, the challenge ..... we all face as bureaucrats, is to create an environment ..... people can reach their dreams.' *Jack Welch (US business leader)*
- 2 'He ..... has never learned to obey cannot be a good commander.' *Aristotle (Greek philosopher)*
- 3 'A leader shapes and shares a vision, ..... gives point to the work of others.' *Charles Handy (British writer)*
- 4 'A leader should be humble. A leader should be able to communicate with his people. A leader is someone ..... walks out in front of his people, but he doesn't get too far out in front, to where he can't hear their footsteps.' *Tommy Lasorda (US sports personality)*
- 5 'A leader is someone ..... knows what they want to achieve and can communicate that.' *Margaret Thatcher (British politician)*

**C** In this article, the relative pronouns are missing. Add the pronouns where appropriate.

FT

## America will find opportunity in scarcity

by Eric Schmidt

We now need to encourage investment in new high-technology industries such as clean energy and environmental technology. These are sectors we have lacked political leadership not just recently, but for decades.

- The Internet, enables the open and free exchange of information, is critical to our future economic growth. It has already proved to be vital to entrepreneurs and America's small businesses, generate up to 80 per cent of new jobs in the US. But continuing this record will require a

strong federal commitment to keeping the Internet open.

- Technologies such as the Internet can also help make our government more open and responsive to citizens. But even those of us are technology's biggest enthusiasts must recognise its limitations. In the end, it is people have to make the decisions.

More than ever, we need a leader will look beyond the old thinking and orthodoxies and understands the importance of investment in ideas and technology for our future.



This article expresses the personal opinion of Eric Schmidt, is the Chief Executive of Google.

## SKILLS

## Presenting


**A** Comment on the following statements. In your opinion are they:

- a) essential?    b) helpful?    c) unhelpful for a successful presentation?

- 1 Tell a joke at the beginning to relax the atmosphere.
- 2 Speak more slowly than you normally do.
- 3 Smile a lot.
- 4 Involve the audience.
- 5 Invite questions during the presentation.
- 6 Always keep to your plan.
- 7 Move around during your presentation.
- 8 Use gestures to emphasise important points.
- 9 Read out your presentation from a script.
- 10 Stand up when giving your presentation.



**B** What other useful techniques do you know for giving a presentation?

**C**  CD2.35 Listen to a presentation addressed to a company's sales team about the launch of a new range of tennis rackets, under the Excel brand. Tick the expressions in the Useful language box that you hear.

### USEFUL LANGUAGE

#### ASKING FOR OPINIONS

Good morning, everyone.  
Hello, everyone, welcome to ...

#### STRUCTURING THE PRESENTATION

I'm going to divide my talk into four parts.  
First, I'll give you ...  
After that, ... Next, ...  
Finally, ...

#### INVITING QUESTIONS

If you have any questions, don't hesitate to ask.  
I'll be glad to answer any questions (at the end of my talk).

#### GIVING BACKGROUND INFORMATION

I'll give you some background.  
Let's start with the background.

#### REFERRING TO THE AUDIENCE'S KNOWLEDGE

As you know, ...  
As you are aware, ...

#### REFERRING TO VISUALS

If you look at the graph ...  
Could I draw your attention to the chart?

#### CONCLUDING

To sum up, ...  
To summarise, ...

#### ENDING

Thanks very much. Any questions?  
Well, that's all I have to say.  
Thank you for listening.

**D** Prepare a short presentation of three to five minutes. Choose one of these topics.

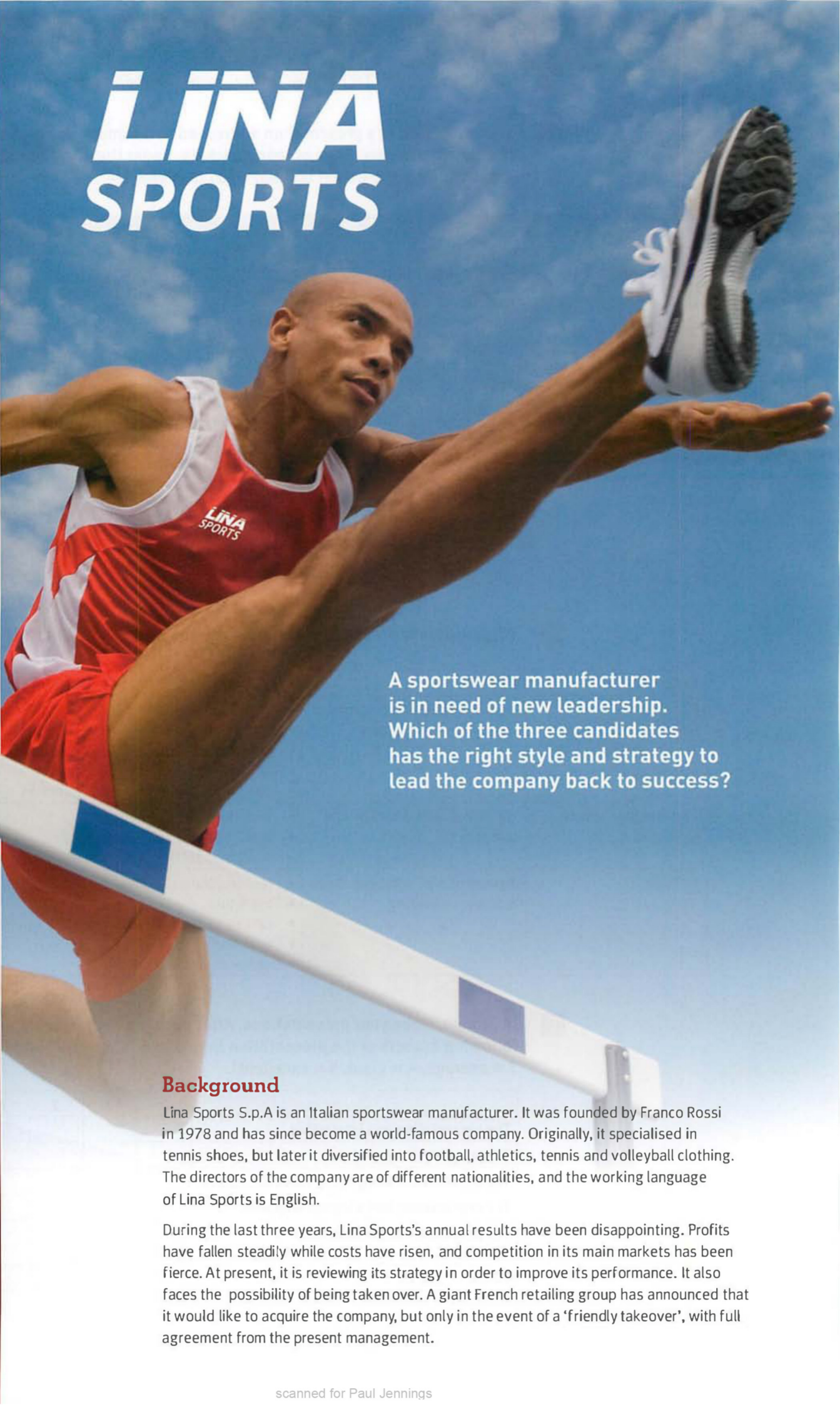
Topic	Audience	Suggestions
A country you have visited on holiday or done business in	A group of people who will shortly be working there	<ul style="list-style-type: none"> <li>way of life</li> <li>accommodation</li> <li>standard of living</li> <li>weather</li> <li>people</li> <li>transport</li> <li>food and drink</li> <li>customs and traditions</li> <li>language</li> <li>entertainment</li> </ul>
Your company's main competitors	The Board of Directors of your company	<ul style="list-style-type: none"> <li>identifying the competition</li> <li>their strengths and weaknesses</li> <li>how powerful they are in the market</li> </ul>
Your job	A group of high-school students at a careers evening	<ul style="list-style-type: none"> <li>responsibilities and tasks</li> <li>the future</li> <li>perks and special advantages, e.g. foreign travel</li> <li>qualifications</li> <li>career structure</li> </ul>

**E** In groups, make your presentations. After each presentation, rate the following aspects of the presentation from 1 to 5 (1 = unacceptable, 2 = fair, 3 = average, 4 = good, 5 = excellent).

	1	2	3	4	5
The presentation was interesting.					
The presentation was clear.					
The presentation's beginning made an impact.					
The presentation had a logical structure.					
The presentation had a summary or conclusion.					
TOTAL: ____ / 25					



# LINA SPORTS



A sportswear manufacturer is in need of new leadership. Which of the three candidates has the right style and strategy to lead the company back to success?

## Background

Lina Sports S.p.A is an Italian sportswear manufacturer. It was founded by Franco Rossi in 1978 and has since become a world-famous company. Originally, it specialised in tennis shoes, but later it diversified into football, athletics, tennis and volleyball clothing. The directors of the company are of different nationalities, and the working language of Lina Sports is English.

During the last three years, Lina Sports's annual results have been disappointing. Profits have fallen steadily while costs have risen, and competition in its main markets has been fierce. At present, it is reviewing its strategy in order to improve its performance. It also faces the possibility of being taken over. A giant French retailing group has announced that it would like to acquire the company, but only in the event of a 'friendly takeover', with full agreement from the present management.



Franco Rossi is now 58 years old. He would like to become Chairman of the company in the near future and to appoint one of the present directors as CEO to run Lina Sports. There are three possible candidates for this position. Each candidate will present his/her ideas for the company's future strategy to the board of directors. The director who makes the most persuasive presentation will replace Franco Rossi as CEO of the company.

### Problems faced by Lina Sports

A report by JPS Consultants identified four reasons for Lina Sports's poor results in recent years. The company had:

- launched too many product lines in a wide range of sports
- invested in too many expensive endorsements with top sports people
- suffered from fierce competition from stronger rivals
- lost its reputation for being innovative.

### Strategies for turning round the company

The leadership candidates will present three alternative strategies for the Board to consider. Consider which, in your opinion, appears to be the best one for the company. Do not discuss your choice at this stage.



#### Strategy 1

Lina Sports must give up its independence and merge with, or be taken over by, a larger, financially stronger company.

#### Strategy 2

Lina Sports should acquire a number of smaller companies and focus more on making sports accessories.

#### Strategy 3

Lina Sports should grow organically by revising its organisation, product ranges and marketing strategy.

## Task

### 1 Divide into two groups:

Group A: The three directors, each presenting a different strategy to the board

Group B: Members of the board.

### 2 Look at your role card and prepare for the meeting.

Director 1: Turn to page 139.

Director 3: Turn to page 139.

Director 2: Turn to page 143.

Group B: Turn to page 145.

### 3 Each director presents his/her ideas for the company's future strategy and answers any questions the other board members wish to ask.

### 4 The other board members discuss the three presentations and decide which director has given the most convincing presentation.

### 5 All board directors discuss the future strategy of Lina Sports and add any comments they wish.

## Writing

As Chairman of Lina Sports, write an e-mail to the Head of JPS Consultants summarising the three business strategies and indicating which one has been chosen, giving reasons for your choice. Ask the Head of JPS to comment on your decision.

➡ Writing file page 127

Watch the Case study commentary on the DVD-ROM.

