

Language Section

I. Read the article.

Four styles of corporate leadership

What does it take to be a good chairman? CCG, the London-based headhunters, has attempted to find out. It interviewed 48 chairs - 28 of whom were from the 100 biggest UK companies listed on the London Stock Exchange -and 12 chief executives. It then sent questionnaires to more than 400 main board members of 151 large Stock Exchange-listed UK companies and analyzed replies from 117 individuals, including 36 of those interviewed.

Four distinct, preferred styles of corporate leadership emerged: **Facilitators** are hands-off, working with and through a chief executive. They have warm and open personal relationships with all board members. Their style is trusting, supportive, sensitive, aware and purposeful. There is a balance between head and heart, between deliberately standing back to see the wider perspective and involvement with people, issues and vision. This style was the most popular, favored by 32 per cent of respondents.

Thinkers work through a chief executive but have no doubt about their own power and are likely to get their own way on the big issues. They can be a formidable combination with a chief executive, provided both agree on fundamentals. Although they are trusted, relationships will be more distant and based on respect, with a recognition of private agendas. Penetrating understanding of the issues and the people is likely to be accompanied by strongly held (but not always disclosed) views. Favored by 25 per cent.

Drivers are likely to dominate by force of personality. There is variety in the importance, closeness and style of their relationships, which are not always consistent but are not difficult to read. There is less emphasis on sophisticated analysis, or on the communication of a vision, and more on strategy, action and results. They require total loyalty and commitment, both to themselves and the company. They are unquestionably the boss; anyone carrying the title of chief executive will be at best a number two or a chief operating officer. Favored by 23 per cent of respondents, though not much liked by chief executives.

Integrators are talented at winning both hearts and minds, and intellectually brilliant, with a flair for communication and relationships. Their style is open, trusting, empathic and empowering. They have strong strategic and analytical skills, and are able to see the big picture. They are immersed in the business. They are more interested in strategy than operations and would work best sharing leadership with a chief executive who complements their qualities. Preferred by 20 per cent of respondents, but most popular among non-executive directors.

From the Financial Times

1. Each of the statements a-d was made by someone with one of the four management styles in the article. Match each statement with the management style of the person who said it.

- a) I believe in delegating responsibility as much as possible. I try to be open and trusting towards the people I work with. I leave detail to my managers and focus on longer-term strategy, rather than day-to-day operations. I get on really well with non-executive directors.
- b) I'm really interested in what motivates people and I try to balance emotional issues with intellectual ones. I think it's really important to get on with other people and understand their concerns. I try and support the people I work with as much as possible.
- c) I work very closely with the CEO and we make a great team. I have very clear and strong views about what needs to be done, but I don't always tell people what they are! I have respect for the people I work with, and I expect them to respect me.
- d) I need people who think about the company 25 hours a day. I'm the boss round here. All this stuff about the chair and the CEO being equals is nonsense! I believe in having a clear strategy and carrying it through. Once a strategy is decided, continual analysis of what we're doing is not helpful.

2. True or false?

- a) CCG has its headquarters in London.
- b) All the board members to whom a questionnaire was sent replied.
- c) All the people who were interviewed completed a questionnaire.
- d) The board members all come from companies whose shares are listed on the London stock market.
- e) More chief executives than chairs were interviewed.

3. Make nouns from the adjectives that are used to describe Facilitators.

aware _ _ _ _ _
open _ _ _ _ _
purposeful _ _ _ _ _
sensitive _ _ _ _ _
supportive _ _ _ _ _

4. Match the expressions 1-6 with their meanings a-f, relating to Thinkers.

- 1. They are likely to get their way on the big issues.
- 2. They can be a formidable combination with a chief executive, provided both agree on fundamentals.
- 3. Relationships will be more distant and based on respect.
- 4. penetrating understanding of the issues
- 5. strongly held (but not always disclosed) views
- 6. a recognition of private agendas

- a) very good knowledge of the subjects
- b) The chair and chief executive will work very well together, as long as they agree about basic policy.
- c) Directors will understand each other's worth, without necessarily liking each other.
- d) On important questions, what he wants to happen will happen.
- e) opinions you really believe in, but don't always discuss with other people
- f) an understanding that other people have their own priorities

5 Find expressions that mean

- a) when you support your organisation and do nothing to harm it (7 letters)
- b) when you spend a lot of time understanding figures, facts, etc. (13,8)
- c) when you put all your energy into the company you work for (10)
- d) when you have a clear idea of what the future will be like (6)

II. Directions: *Items in this part are incomplete sentences. Following each of these sentences, (here are four words or phrases. You should select the one word or phrase – (A), (B), (C), or (D) - that best completes the sentence.*

1. _____ dancer Isadora Duncan played a major role in the revolution in dance that took place in the early twentieth century.
 - (A) Because the
 - (B) The
 - (C) She was a
 - (D) Being a

2. Water pressure _____ cracks open small rocks but also breaks great slabs of stone from the faces of cliffs.
 - (A) either
 - (B) not only
 - (C) and so
 - (D) moreover

3. _____ types of guitars: acoustic and electric.
 - (A) Basically, there are two
 - (B) Two of the basic
 - (C) Basically, two
 - (D) They are two basic

4. Both longitude and latitude _____ in degrees, minutes, and seconds.
 - (A) measuring
 - (B) measured
 - (C) are measured
 - (D) being measured

5. New words are constantly being invented _____ new objects and concepts.
 - (A) to describe
 - (B) a description of
 - (C) they describe
 - (D) describe

III. Directions: The items in this part have four underlined words or phrases. You must identify the one underlined expression – (A), (B), (C), or (D) - that must be changed for the sentence to be correct.

1. In an essay writing in 1779, Judith Sargeant Murray promoted the cause of women's education
A B C D
2. A metallic object that is in contact with a magnet becomes a magnet themselves.
A B C D
3. The change from summer to winter occurs very abrupt in the tundra regions of North America.
A B C D
4. In outer space, spacecraft can be maneuvered by means small steering rockets.
A B C D
5. Echoes occur when sound waves strike a smooth surface and bounces backwards.
A B C D

V Join the halves:

- | | |
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| <ol style="list-style-type: none"> 1. Widespread rumors of a hostile take-over bid are certain 2. The Account's Department's very slow payment of invoices 3. The long-term contracts, which will run for the next five years, 4. The excellent relations the company enjoys with the local community 5. As a result of the government's imposition of currency control, 6. It's been a lot of hard work, but she 7. If anything goes smoothly, we 8. At long last their hard work and investment 9. What we are looking for is a candidate who 10). Nobody thought we'd clinch the deal but we | <ol style="list-style-type: none"> a) are a credit to its highly effective PR department b) have commented relations between the two companies. c) its close relations with several major foreign investors have been jeopardized. d) is insuring stormy relations with some of the company's suppliers. e) to strain relations between the two leading French software companies. f) beginning to bear fruit g) came up trumps in the end. h) can get results and work well under pressure i) seems to be really making a go of her dry-cleaning business. j) Should be in New-York in plenty of time for the start of negotiation. |
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