

LESSON 10

TEAMS

KEY POINT REWARDING YOUR EMPLOYEES

Does your company have a board?
What kind of management styles do the board members have?
Do they lead the company well?
What are the characteristics you bring to your company?
What is the last book you have read?

Knowing the personality of your management can help build good teams. When companies are experiencing challenges and problems are springing up everywhere it is important to be able to bring a solid proposal to the table. Building a good management team means mixing a good formula of personalities. Look at the following company to see how the personality of the executive blend together.



Objectives To learn about team work.

Time 60 Minutes

Vocabulary Team building and management.

Key Points Team Power

Grammar Contractions

Review Previous Chapter

VOCABULARY AND EXPRESSION BUILDERS

Appearing on the horizon Coming soon.

The solution seems to be appearing on the horizon.

Challenges Obstacles.

They have a lot of challenges at the office.

Location The physical place.

The location is excellent.

AGM Annual General Meeting.

At the AGM they announced the results.

Springing up To appear quickly.

Problems were springing up all the time.

Motto A sentence that defines the spirit of an idea.

“Just do it” is Nike's motto.

Bumper year A productive year.

They had a bumper year.

Nothing to write home about Uninteresting

The show was nothing to write home about.

Brings to the table To offer in a negotiation. What do you have?

The lawyer brought a good solution to the table.

Six Sigma A modern management technique developed by Motorola and General Electric.

They use Six Sigma at the company.



VOCABULARY AND EXPRESSION BUILDERS

Meticulous Perfection to fine detail.

He is a meticulous manager.

Populist A person liked by many people.

He is more a populist than an elitist leader.

Regimented Very disciplined.

The program has a very regimented style.

Problems started to appear on the horizon.

They thought they had a bumper year but it was nothing to write home about.

Their motto was 'bring powerful solutions to the table'.

Problems kept springing up.

He was fond of the Six Sigma management style.



COMPREHENSION BUILDERS

Meet the executive staff.

Pharmatec International Pharmaceuticals Ltd.

The following is a presentation of the executive staff of the multi-national Swiss based company called Pharmatec. The company experienced a record year last year but there are some challenges appearing on the horizon. Notably the biggest challenge is to repeat the performance of last year in a very aggressive business environment.

This will prove to be a big test for the management because it is always easier to expand from a difficult year than a bumper year. Preceding the strong results from last year, Pharmatec had had a few transition years where results were nothing to write home about.

Company statistics.

The turnover for last year was \$2.5 billion USD.

The main profitable products were Zaratox, Melatex, and Zelafor.

The six major locations worldwide are in the US in Charlotte North Carolina and Berkley California, and in Europe in Lausanne Switzerland, and Gutag Germany, and finally in Singapore, and in Melbourne Australia.

There are 5,000 employees.

There has been talk about the new chair being the four-year director from the California office Ms. Pamela Jackson. The question is if she has the right personality to take over.

COMPREHENSION BUILDERS

She has great number of years experience in pharmaceuticals and she is a powerhouse leader when it comes to management. They call her the Margaret Thatcher of management. Iron handed with a velvet glove.

She has been considered one of the best candidates because she will bring a new style to the company and prepare it for the upcoming challenges. She wants to reduce costs by implementing a spending reduction program and to shake up the executive. She wants to consider the management style as criteria for the plan. Let's meet the executive.

The executives being presented were elected last year at the AGM for fiscal year ending July 31st. The board consisted of a 5-member team which was 6 prior to the record performance. There has been some concern about management in the next few years and the AGM is coming up.

The question is how can the management keep up their performance in a changing market and if it would begin to make changes for the next stretch of market expansion. Some would rather they keep with the status quo. Don't fix it if it isn't broken. Others prefer a better strategy. In any case the AGM will decide on the new board.

QUESTIONS

- 1 Pharmatic is a _____.
 - a multi-billion dollar global pharmaceutical company
 - b public company with a global challenge
 - c company in trouble

- 2 According to the article it is easier _____.
 - a to have an aggressive chair than a passive one
 - b to change a board than to keep the status quo
 - c to grow from a poor year than a big year

- 3 Pamela Jackson is the best candidate because _____.
 - a she can be tough
 - b she can direct the company into the changing business climate
 - c she has many years experience

- 4 There have been questions whether the Board of Directors _____.
 - a needs a change
 - b is suitable for the challenges coming up
 - c is best left as is

PART TWO

Here is the Pharmatec board as it is presently constituted.

Name Jurgen Frank Chair
Salary 250 000 USD plus bonuses
Education MBA Insead France
Nationality German
Years with company 14
Last book read: Entrepreneurship (Peter Drucker)
Perceived management style Tough but fair.

Jurgen had worked for the major competitor Gentec for 6 years before joining the board at Pharmatec. He is known to be a tough manager using the Six Sigma approach to management. He is a firm believer in performance. Two unsatisfactory performance reviews and you're out. Including himself. He subjects himself to the same rigorous tests as his teams.

Secrets to success

Insight into management and Six Sigma. Eliminate the lower 10 percent slow performers and promote the good employee. This has always been his motto. It has served the company well. His staff is well aware of his style so they usually have strong performance results.

Name Dr. Robert Gonzales Vice Chair
Salary 200 000 USD plus bonuses
Education Doctor of Economics Paris La Sorbonne
Nationality: Spanish
Years with company 8
Last book read: Good to Great (Frank Melvin)
Perceived management style Strategic and well planned.

Dr. Gonzales is a very methodical and strategic planner. He is meticulous in his tactics and is the brains behind the organization. He has been known to retreat from his work so he can develop an overall perspective and solutions for his tactics. Before beginning at Pharmatec Dr. Gonzales had worked for the Airbus Company in Toulouse France.

Secrets to success

The most significant characteristic he brings to the table is insight into the business climate and economy along with a solid marketing and sales strategy which is one of the most effective tools in this business climate.

Name Suzanne LeMaitre Director
Salary 150 000 USD plus bonuses
Education MBA HEC Paris
Nationality French
Years with company 6
Last book read: Leadership (by former Mayor Giuliani of New York)
Perceived management style Populist

Suzanne is very good with people. She has a charisma that makes her very well liked and is able to motivate groups. With an influential address book, she is able to bring a lot to the company. Preceding this position, she had worked for Lilly for several years in the management team.

PART TWO

Agreements and disagreements with remarks.

Yes so of course + affirmative auxiliary

He works too much. Yes, he does.

He will be CEO soon. Of course.

Disagreements with negative remarks.

My boss isn't gone. Oh yes, he is

They aren't going on a trip next week. Oh yes, they are.

Work won't get easier. Oh yes it will.

Agreements with negative remarks.

You haven't finished the work. No, I haven't.

They couldn't have understood. No, they could not have.

Disagreements with affirmative remarks.

Mike works too hard. No, he doesn't.

They ought to find the situation difficult. No, they ought not.

Using but.

You think I am lucky. But I don't. / But don't I? / But might I?

Exercises

Answer the following questions using agreement or disagreement.

1. They work too hard.

a) No, they might. b) Yes, they do. c) Yes, they don't.

2. My trip to work isn't long.

a) Yes, it isn't. b) No, it isn't. c) Yes, it mightn't be.

3. It ought not to have been difficult.

a) Yes, it ought to. b) No, it ought to. c) No, it ought not to have.

4. He must know what he is talking about.

a) No he mustn't. b) Yes, he must not. c) Yes, he mustn't.

5. The board disagreed on the course of action.

a) Yes, they did. b) No, they did. c) Yes, they haven't.

6. The reaction of the shareholders wasn't very good.

a) No, it couldn't. b) Yes, it wasn't. c) No, it wasn't.

7. They might not have made it.

a) Yes, they mightn't have. b) Yes, they could not have. c) No, they mightn't have.

8. They have just not to go on the trip.

Yes, they have to. / No, they do have. / No, they don't.

9. The company must not see the real problem.

a) No, they mustn't. b) Yes, they must not. c) No, they can't

10. The presentation had sought the proper solution.

a) Yes, it had. b) No, it had c) Yes, it hadn't

PART TWO

Secrets to success

Team work is essential for strong results. A populist approach means that all of the players are working together. This is in contrast with Jürgen's approach but they complement each other well.

Name Luciano Votare Director

Salary 100 000 USD plus bonuses

Education MBA Stanford University Business School

Nationality American

Years with company 5

Last book read: In Search of Excellence by Tom Peters

Perceived management style Top down management.

Insight

Sometimes it is necessary to make difficult decisions and it is easier if the person making them has the freedom to make mistakes. There are limitations but it is important to try.

Secrets to success Getting things done.

Luciano believes that management is best executed in a regimented fashion. His style permits for strong results and he manages his activity in a top down decision process. He is the boss. He makes the decisions but encourages input from all of his team.

1. Pharmatec is a _____ based company.
 - a. Swiss
 - b. German
 - c. US
2. The CEO, Jurgen Frank, has _____ but fair management style.
 - a. a cool
 - b. a stable
 - c. an aggressive
3. A populist style of management is _____.
 - a. interesting
 - b. charismatic
 - c. necessary
4. There are _____ management styles in Pharmatec.
 - a. diverse
 - b. similar
 - c. complimentary

GRAMMAR UNIT 10 CONTRACTIONS

Intro

Explanation In English there are abbreviations that can be confusing sometimes. Consider the following; He's --- He is / has --- He's on the phone now. OR He's been playing tennis since 10 this morning.