**Leadership**

**1. What is the difference between a manager and a leader? Do you think leaders are born or made? Read the text and compare your ideas with the ones expressed in it.**

Business managers can tell their subordinates what work to do and how to do it because they are given that authority by their companies. A subordinate, in theory, agrees to take orders from his or her superiors as one of the conditions of employment. In addition to authority, a manager must also use leadership to create a truly effective organisation. *Leadership* can be defined as the ability to influence the attitudes and behaviour of others through personal relation skills and without the use of force. Many believe that leaders must be born with these skills, but modern practice views leadership as resulting from a combination of talent, training, and experience.

To be an effective leader, a manager must use complex intellectual and social skills to deal with different types of people in a variety of situations. An effective manager must be able to adapt his or her style and approach to many different situations. In addition, certain personal traits are often found in good leaders:

– Being a leader requires dealing with other people. A leader must be sensitive to the needs and feelings of others and must genuinely respect those feelings. Effective leaders know how to communicate and how to encourage others to communicate.

– Leaders must have emotional and social maturity. They must accept their own feelings and control their own behaviour. They must remain rational when angry and not be defeated by frustration and stress. They must be able to accept diversity and disagreement in others.

– Good leaders must be intelligent. They must be able to analyse complex situations and discover relationships, causes, effects, and solutions.

– Good leaders need self-motivation. In leader positions, men and women will be subjected to stress and anxiety, and rewards may be intangible or delayed. Only a strong inner determination to succeed enables people to perform this role well.

– Leaders must have an instinctive understanding of what it takes to make others respond willingly to their directions. Many who have desirable leadership traits do not succeed in it. Many others, who have no outward signs of leadership, have proven to be effective leaders.

Managers need great flexibility to be good leaders. They must be able to alter their leadership behaviour to suit different situations, despite what certain theories say about one management style being more effective than others.

Management styles range from autocratic to participative. The *autocratic* manager makes decisions and imposes them on subordinates. Employees are required to obey. If they do this, they will be rewarded, usually with money; if they don’t do this, they will be punished. *Participative* managers invite employees to take part in the decision-making process. They encourage initiative and self-management in others. They try to provide their subordinates with positive motivators, such as opportunities to satisfy their need for achievement.

In practice, the best managers must be flexible enough to shift from the autocratic to the participative role as required in specific situations. In emergency situations, where much is at stake and quick decisions are needed, as on a battlefield or when fighting a fire, autocratic leadership may be most appropriate. In ordinary management situations, where long-term relationships arise and individuals must continually develop new skills, participative management seems to be most effective.

**2. Answer the questions:** 1. What is leadership? 2. According to the text, are leaders born or made? 3. Which factors make a good leader? 4. Which personal traits are essential for an effective leader? 5. What does it mean "to have social and emotional maturity"? 6. Which styles of leadership are mentioned in the text? 7. Which style is the best one? 8. Different business situations call for different management styles. Which kinds of situations need to be tightly managed and which loosely managed?

**3. Put an appropriate preposition in the following gaps if necessary.**

1. One of our secretaries deals exclusively \_\_\_ customers' complaints. 2. This simply shifts the cost of medical insurance \_\_ employer \_\_ employee. 3. Their present-day problems are resulting \_\_\_ past errors. 4. The government has responded \_\_\_ public pressure by abolishing the new tax. 5. The campaign has certainly succeeded \_\_\_ raising public awareness of the issue. 6. There were 120 students whose ages ranged \_\_\_ 10 \_\_ 18. 7. We have decided to impose sanctions \_\_\_ countries that break the agreement. 8. Our new project was designed to provide young people \_\_\_ work. 9. There's a growing need \_\_\_ new housing in many rural areas. 10. Under these new arrangements, the emphasis has shifted \_\_ state provision \_\_ personal responsibility. 11. Don't let me influence \_\_\_ your decision.