

Lesson 09 Management

Text 1

Retaining good people is the biggest challenge. Turnover rates at the Big Four have historically been high — roughly 15-20% leave each year. How to solve such a problem?

1. Mobility is seen as a useful way to retain and help employees develop. International assignments can be critical in attracting new graduates.
2. Driving talent-management practices deeper into the organisation is the bigger priority. The Big Four want partners to view the raw recruits as future assets.
3. Give the junior a clear idea of how their career might shape up. Staff will soon be able to realise a profile of their skills and the capabilities they need to move up.
4. More room at the top. If someone is good enough, the number of partners can be expanded to accommodate them. The principles of joint ownership help to encourage co-operative behavior.

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Note-Taking

Vocabulary

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Text 2

Q: Grow organically or make acquisition?

A: We want to grow organically, unless the target company has very solid management principles and a corporate culture that matches ours.

Q: What have you learnt from your previous experiences?

A: If we were to grow organically overseas, origin is quite important. We go to the world and global market as a representative of Japanese culture.

Q: You are sometimes criticised for being too hands-on. How do you respond to this?

A: Delegating everything to subordinates, and having the top managers just stay in the back office — no good business managers are like that. The full commitment of a top manager is essential.

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Vocabulary

Say It like a Professional**spread someone too thin**

Melyssa works two jobs, goes to school full-time and _____ to help the homeless. She is really _____.

Meaning**a pain in the neck**

I want to run and hide every time I see that woman come into my restaurant. _____. She's always complaining about the food and service and trying to get some compensation from us.

Meaning