

tent. Inside, a box of games and toys can be found, and children's tents can be hired if required. All tents have a fridge, and if you want to spend the day on the beach, for example, ask for a specially designed PS Camping cool box, which will keep your food and drinks chilled. There are excellent washing facilities at all our sites, with washing machines and clothes lines in the central areas, along with mops and buckets in case your tent needs cleaning during your stay. All sites have a café and/or a shop for those who'd rather 'eat in' than dine at a local restaurant.

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### SECTION 3

- TUTOR: Well, you've both been looking at different styles of managing individuals in companies and the workplace. How's the research going, Philip?
- PHILIP: Well, I've been looking at why individualism, I mean individual differences, are such an important area of management studies. When you think about any organization, be it a family business or a multinational company, they are all fundamentally a group of people working together. But it's what these individuals contribute to their places of work that makes you realize how important they are. Of course they bring different ideas, but it's also their attitudes and their experiences of learning. Diversity is important in these areas too.
- TUTOR: So why do people behave so differently from one another at work?
- PHILIP: There are lots of reasons but research has shown a lot of it comes down to personality. And the other factor is gender. It's a well known fact that men and women do lots of things in different ways, and the workplace is no different.
- TUTOR: Did you look at the effects of this variation on companies?
- PHILIP: Yes, I did. On the positive side, exposure to such diversity helps encourage creativity which is generally an asset to a company. But unfortunately individual differences are also the root of conflict between staff and they can lead to difficulties for management, which can sometimes be serious.

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- TUTOR: Thanks, Philip. So now I guess the two main things to remember here are to identify individual talent and then to utilize it. So Janice, *you* were looking at identifying different talents in workers. Do you think this is easy for managers to do?
- JANICE: Well, currently teamwork is in fashion in the workplace and in my opinion the importance of the individual is generally neglected. What managers should be targeting is those employees who can take the lead in a situation and are not afraid to accept the idea of responsibility.
- TUTOR: That's true Janice but unfortunately many managers think the entire notion of encouraging individuality amongst their staff is far too hard.

Q24