**BE76: Managing People: Listening and Reading**

**A: Listening: 2.43** Laurie Mullins is the author of Management and organisational behaviour. Listen to the first part of the interview and answer these questions.

1 Who was the first manager that impressed Laurie? 2 How do you spell his name?

3 What was his job? 4 What three things did he emphasise?

**B: Listening: 2.44** Listen to the second part and complete these notes.

**Richard Branson**

• founded the \_\_\_\_\_\_\_\_\_\_\_\_\_ brand in \_\_\_\_\_\_\_\_\_\_\_\_\_

• over \_\_\_\_\_\_\_\_\_\_\_\_\_companies

• famous for combining a true \_\_\_\_\_\_\_\_\_\_\_\_\_ spirit with a genuine \_\_\_\_\_\_\_\_\_\_\_\_\_ for people

**Anita Roddick**

• founded The Body Shop in \_\_\_\_\_\_\_\_\_\_\_\_\_

• displayed a genuine \_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_ towards staff

• strong belief in:

- environmental and \_\_\_\_\_\_\_\_\_\_\_\_\_ issues

- feminist principles

- practical \_\_\_\_\_\_\_\_\_\_\_\_\_ to Third World countries

• not possible to provide \_\_\_\_\_\_\_\_\_\_\_\_\_and social support without making a profit

• was in business to make a \_\_\_\_\_\_\_\_\_\_\_\_\_

**C: Listening: 2.45 Listen** to the final part and complete this summary.

All three managers had or have a genuine belief in effective \_\_\_\_\_\_\_\_\_\_\_\_\_; involvement and \_\_\_\_\_\_\_\_\_\_\_\_\_ for their staff; \_\_\_\_\_\_\_\_\_\_\_\_\_ so that staff can see them, \_\_\_\_\_\_\_\_\_\_\_\_\_ them; and they were able to have immediate \_\_\_\_\_\_\_\_\_\_\_\_\_ with them.

All either did or do engender a genuine \_\_\_\_\_\_\_\_\_\_\_\_\_ from members of their staff. All three had or have a genuine belief in creating a climate of mutual consideration, \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_ with their staff.

**D:** Which manager you would like to work for? Why?

**A: Reading:** What would you do if you were a director of your company or school and had the power to change anything?

**B:** Douglas McGregor, a US psychologist, argued that managers hold one of two theories about the people they have to deal with. Read this extract about the two theories and say which you prefer, and why.

*Theory X is based on a fairly negative view of human nature. II says that people are essentially lazy and uncomfortable with the idea of having too much responsibility for anything. They only turn up to work for the pay. Employees have to be managed in a strict way, otherwise nothing will get done.*

*Theory Y, on the other hand, suggests people may be capable of something more positive – that they will seek out responsibility and try to get better at their jobs, from which they can get significant personal satisfaction . Theory Y managers have high expect at ions of their people. They are also much more likely to develop a truly motivated workforce.*

**C: Read the article**. Say which theory is probably supported by the management of Ruby's company, and which by the management of Geraldine's company.

**D: Read the article** again and say if these statements are true (T), false (F) or the article doesn't say (DS).

1 Ruby and Geraldine were both invited to a meeting.

2 Ruby felt part of the decision-making process.

3 Ruby and Geraldine both left their meetings in shock.

4 The companies that Ruby and Geraldine work for are both having problems.

5 Geraldine enjoyed her meeting more than Ruby.

6 Communication was better in Geraldine's company than Ruby's.

7 After the meeting, Ruby was invited to a staff party.

8 Geraldine's company focused on reduction.

9 Geraldine is looking for another job.

**E: Discuss:**

1 when you have felt most engaged and most valued at work, or in a sports team, or in your daily life;

2 the best way to communicate bad news;

3 any other theories of managing people that you know.