



## Forbes - Top Qualities that Make a Great Leader: Part 2

### A) Warm up

1. Do you believe that a person can be born with leadership qualities, or is this a skill which can be honed over time?
2. How do you maintain a positive attitude during difficult periods in your work?
3. Which leaders have inspired you most in your life? Have you been inspired by leaders that you have known personally?

### B) Adapted Text - Top Qualities that make a Great Leader: Part 2

## Forbes - Top Qualities that Make a Great Leader: Part 2

Adapted from an article published in 2016 in Forbes Magazine

### Positive Attitude

You want to keep your team motivated towards the continued success of the company, and keep the energy levels up. Whether that means providing snacks, coffee, relationship advice, or even just an occasional beer in the office, remember that everyone on your team is a person. **Strike a balance** between productivity and playfulness. If your team is feeling happy, then it is likely that they won't mind **going the extra mile** to finish a report.

### Creativity

Some decisions will not always be so clear. You may be forced at times to change your plans as you go. Your creativity will prove to be vital in situations where you need to play it by ear. It is during these critical situations that your team will look to you for guidance and you may be forced to make a quick decision. As a leader, it's important to learn to think outside the box and to choose which of two bad choices is the best option. Don't immediately choose the first or easiest possibility; sometimes it's best to **weigh up** these options, and even turn to your team for guidance. By exploring all possible options in depth, you can typically reach the end conclusion you were aiming for.

### Intuition

When leading a team through **uncharted waters**, there is no roadmap on what to do. Everything is uncertain, and the higher the risk, the higher the pressure. That is where your natural intuition has to come into play. Guiding your team through the process of your day-to-day tasks can be honed. But when something unexpected occurs, or you are

thrown into a new scenario, your team will look to you for guidance. **Drawing on** past experience is a good reflex, as is reaching out to your mentors for support. Eventually though, the tough decisions will be up to you to decide and you will need to depend on your instinct for answers. Learning to trust yourself is as important as your team learning to trust you.

### Inspire

Creating a business often involves a bit of forecasting. Especially in the beginning stages of a start-up, inspiring your team to see the vision of the successes to come is vital. Make your team feel invested in the accomplishments of the company. Whether everyone owns a piece of equity, or you operate on a bonus system, generating enthusiasm for the hard work you are all putting in is so important. Being able to inspire your team is great for focusing on the future goals, but it is also important for the current issues. When you are deep in work, **morale** is low, and energy levels are fading, recognize that everyone needs a break now and then. Acknowledge the work that everyone has carried out, and praise the team on each of their efforts. It is your job to keep morale up, and that begins with an appreciation for hard work.

### Approach

Not all human beings are the same. This is often **overlooked**. You have cultural perspectives, language barriers, different educational backgrounds, personality traits and varying value systems with which individuals come pre-conditioned that greatly affects how information is processed and interpreted. Some people work well under pressure, others don't. Some respond best to tough love, others take it personally and shut down. In order to optimize your effectiveness as a leader, you must have the ability to **tailor your approach** to the emotional needs of each individual in your team, and also tailor your approach according to the situation. This ability will play a huge role in **getting the best out of** your team along the journey.

## C) Key Words from Context

Based on the context of the article, can you match the words in the box to the definitions listed below? Then add the word into the example sentence. You may need to change the form of the word to fit the meaning of the sentence.

To strike a balance	to go the extra mile	to weigh up
to be in uncharted waters	to draw on (knowledge/experience)	
Morale	to overlook	to tailor
		to get the best out of someone

- To be in a situation that you have never been in before and could potentially be dangerous: \_\_\_\_\_

*"The world economy is entering into \_\_\_\_\_."*

2. To take the parts of two things in order to find a satisfactory path: \_\_\_\_\_  
*"In my life, I aim to \_\_\_\_\_ between my work life and free time."*
3. To adapt your products, services or your approach according to the needs of the client:  
\_\_\_\_\_  
*"I \_\_\_\_\_ my English lessons to the needs of each individual student."*
4. The confidence and enthusiasm of a person or group: \_\_\_\_\_  
*"Unfortunately, \_\_\_\_\_ is really low in the team at the moment because of the financial difficulties in the company."*
5. To assess your options carefully: \_\_\_\_\_  
*"We have \_\_\_\_\_ the pros and cons of the strategy, and we have decided to go ahead with our original plan."*
6. To use experience, talents or data as a resource: \_\_\_\_\_  
*"I have a lot of past experience that I can \_\_\_\_\_ in an emergency."*
7. To treat someone in a way that allows them to perform to the best of their ability:  
\_\_\_\_\_  
*"Sometimes I criticise him because I know that criticism \_\_\_\_\_ him."*
8. To make a special effort to achieve something; to do more than is expected of you:  
\_\_\_\_\_  
*"I always \_\_\_\_\_ in order to help my clients."*
9. To fail to notice something: \_\_\_\_\_  
*"Unfortunately, we \_\_\_\_\_ some of the potential risks of the merger, and now we have to deal with the financial consequences."*

#### **D) Comprehension**

**Can you answer the questions below about the text?**

1. What are some ways that you can achieve a positive attitude among your team, and what are the potential rewards of this?

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2. What are 3 potential resources that you can draw on if you find yourself in uncharted waters?  


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3. What are some ways that you can help your staff to feel invested in the development of the company?  


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4. What are some things that leaders often miss?  


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5. What are 2 ways that staff respond to criticism?  


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6. What are the two main ways that you need to adapt your approach in order to get the best out of your team?  


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### E) Key Words in a New Context

Below you can find a paragraph. Can you fill in the gaps in the paragraph with the words from the box below? You may need to change the form of some of the verbs in order for them to fit into the sentence.

To strike a balance	to go the extra mile	to weigh up
to be in uncharted waters	to draw on (knowledge/experience)	
Morale	to overlook	to tailor
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### Entering into a New Market

Moving into a new market can be an extremely daunting, yet extremely rewarding and exciting experience. There are so many factors that a company should consider if they want to be successful in the new market.

Firstly, it is important to carry out in-depth market research into the demand as well as the new potential challenges that the



company should face.

Cultural factors are extremely important, even if you are just expanding your business into a neighbouring country. Unfortunately, this is often one element which is \_\_\_\_\_ by companies because they often underestimate cultural differences and differences in the ways that people communicate in different parts of the world. If you are expanding into a different market, you need to \_\_\_\_\_ your communication to that of the culture which you are moving into. It is essential to hire advisers who have done business in that area, so that you can \_\_\_\_\_ their experience and knowledge.

Potentially, it is only after this point that a company should \_\_\_\_\_ whether it is feasible and worthwhile to enter into the new market.

When you eventually enter into the market, you need to make sure that you have a team full of people who are willing to \_\_\_\_\_ in order to make the move a success. Hard work is essential, and when you enter into \_\_\_\_\_, there will be so many problems which spring up unexpectedly and may need to be dealt with immediately. In order to maintain a positive, excited atmosphere and to keep \_\_\_\_\_ high, the staff need to be encouraged and rewarded constantly at the beginning. Offering them a feeling that they are invested in the project will really help to \_\_\_\_\_ them, they will help to make the transition smooth.