LEADING OURSELVES



EAE Learning objectives for this lesson

Learn and practice new expressions for agreeing and disagreeing. Learn and practice reflexive pronouns. Test your oral comprehension. Learn new vocabulary about leadership. Discuss, debate and give your opinion about leadership.

Activity One - ***Discussion***.



1. In your opinion, what does the word 'leadership' mean?
2. Do you lead other people?
3. Do you lead yourself?
4. Do you lead projects?
5. What defines successful leadership in your experience?

Activity Two - ***Comprehension activity.***

Watch the first 8 minutes of this video (or listen) and answer the questions.
https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe?language=en
Simon Sinek 'Why good leaders make you feel safe'. (Ted Talks).

1. What's was the Captain recognised for in the anecdote the video starts with?
2. What was remarkable about the day?
3. What did the speaker think when he saw the video?
4. What two concepts does he identify as essential?
5. What was the world filled with in the Palaeolithic era?
6. What did we evolve into?
7. What is the natural reaction to feeling safe?
8. Which threats does he list as relevant to business?
9. When do remarkable things happen?
10. What incident did he describe from his trip?
11. What did he conclude about that?
12. Why is it important to feel safe in an organisation?
13. Why does he compare a leader to a parent?
14. What does a great leader want?
15. Why do people feel angry about bankers?



Activity Three - ***Word association.***

Which **WORDS** do you **associate** with the concept of **LEADERSHIP** and why?

Interdependent, Directive, Sense of purpose,Dynamic, Connected, Network, Safety, Dialogue, Follow, Unquestioning, Inspiring, Diverse, Collective, Learning, Teaching, Eating, Cannibalism, Authoritative, Mutual, Committed, Satisfied, Ruler, Connected, Collaborative, Truth, Honesty, Value, Fragile, Effective, Sharing,

Activity Four - Read the sentence below and say if you **agree** or **disagree** with it using the expressions below: **"We don't have to follow a leader we have to lead ourselves and each other."**

Expressions for agreeing

- ***Yes indeed,***
- ***Absolutely,***
- ***Exactly,***
- ***I couldn't agree more,***
- ***I agree entirely***

Expressions for disagreeing

- ***I'm afraid I don't agree,***
- ***I don't see it that way,***
- ***That's not entirely true,***
- ***I'm not sure I agree,***
- ***I have to say I disagree with that,***

Activity Five - Look at the diagram below and, again using the expressions from activity four, **give your opinion** on it. Then sketch your own diagram and tell your teacher what is in it. *(Please prepare at home before the lesson.)*

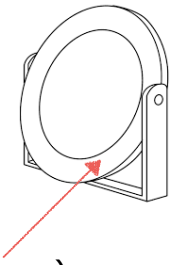


***Compare* - what's the difference between your diagram and this one?**

(Source - findjobs.vn)

Activity Six: Reflexive Pronouns.

Here is a list of ***reflexive pronouns*.**



Singular: myself; yourself; himself; herself; itself
Plural: ourselves; yourselves; themselves

We use a reflexive pronoun when we want to reflect back on (like a mirror) or refer back to the subject of the sentence or clause. The person carrying out the action is the subject of the sentence.

For example if the person carrying out the action (teaching) is not the same as the subject of the sentence:

- ***John is teaching Mary to play the piano*** - we do not need a reflexive pronoun.

But in this sentences the subject is also the person carrying out the action:

- ***I am teaching myself to play the piano.***

Here's another **example**:

- ***I cut John with the knife by accident.***
- ***I cut myself with the knife by accident.***

(So we don't say ~~I cut me with the knife~~.)

These are the verbs most often found with reflexive pronouns:

cut	**hurt**	**prepare**
dry	**introduce**	**teach**
enjoy	**kill**	

Some verbs change their meaning slightly when they have a reflexive pronoun as direct object:

amuse	**content**	**distance**	**help**
apply	**behave**	**express**	**see**
busy	**blame**	**find**	

- Would you like to help yourself to another drink? = *Would you like to take another drink?*
- I wish the children would behave themselves. = *I wish the children would behave well.*
- He found himself lying by the side of the road. = *He was surprised when he realised that he was at the side of the road.*
- I saw myself as a famous actor. = *I imagined that I was a famous actor.*
- She applied herself to the job of mending the lights. = *She worked very hard to mend the lights.*
- He busied himself in the kitchen. = *He worked busily in the kitchen.*
- I had to content myself with a few Euros. = *I had to be satisfied with a few Euros.*

(Source British Council).

NOTE 2: The verb enjoy always has an object:



- We all enjoyed the party.
- I really enjoyed my lunch.

If enjoy has no other object, we use a reflexive pronoun:

~~They all enjoyed~~ They all enjoyed themselves.
~~I really enjoyed~~ I really enjoyed myself.

NOTE 2: We do not use a reflexive pronoun after verbs which describe things people usually do for themselves:

- He washed in cold water.
- He always shaved before going out in the evening.
- Michael got dressed and ready for the party.

We only use reflexives with these verbs for **emphasis**:

- He dressed himself in spite of his injuries.
- She's old enough to wash herself.

Now read the paragraph below and **fill the gaps** with the correct reflexive pronouns. Then **say if you agree or disagree** with the statements made in this short text. (**ourselves yourself themselves)**

Leading Ourselves..

Leadership is not just about how you manage other people. It's also about how we manage …….…… If you content **……** with always following others then you will not develop **……** to your full potential. You have to learn how to help **……**, not just expect other people to help you. You must express **…… ……** and apply **……** to learning about how to be the best you can be. You can teach **……** anything if you are determined enough. If we distance **…… ……** from traditional ideas of hierarchy then we can find **……** on a new path to self fulfilment. Leading others around you towards the results you want to achieve as a group means collaborating and feeling responsible for your own contribution. It's really important to have a sense of purpose in life, and at work. People traditionally look to their managers or leaders to give them this. However they can find it **……** if they think about what they have to contribute to a project or objective. If managers and employers give meaning to tasks and objectives, then employees can find a sense of purpose in contributing to the success of a project or action. If employees feel empowered to lead **……** then they are motivated and constructive in their work. Leadership is a mind set.

J.Franklin

Activity Seven - **Interview with a *leader*. (Source -** https://www.boyden.com/media.php?ID=6754&WPID=28**)**

Read the **interview transcript,** paying attention to your intonation and stress.Then resume the main points about Roberto Monti's management style. Please prepare your resumé at home before the lesson. (Note your teacher can read the Boyden questions while you read the Monti answers).

INTERVIEW WITH ROBERTO MONTI

Boyden: How would you describe your leadership style?

Monti: I believe that I am very committed, passionate, with a lot of people-orientation, and engaged as a person and as a leader. I truly feel engaged when I am out visiting, listening and talking to people in different situations, regardless of whether it is the factory, the retail environment or out in the market.

I am also rather focused on what I have in front of me today while simultaneously thinking about how that connects with the longer-term results I want to create. I have a natural and dynamic style and am engaged in a way that is easy for me to connect to big or small issues.

While I am quite self-driven, I do need a product or a topic that I can really burn around. Then, I become very result-oriented.

Boyden: What are your views on the quality of a good leader?

Monti: In all industries, you need leaders to be independent and visionary and, at the same time, result-oriented. There has to be some kind of natural talent at the centre. I think one needs to be able to engage on many levels to be, in a natural way, a role model while "walking the talk".

Leaders that are creating some kind of value surround themselves with talented people. They also have the courage to go towards the unknown and think outside the box. If you are not open to go towards the unknown it will be very difficult to lead people into something new. Then, to some degree, a leader needs to be a strong communicator. This may manifest itself in different ways based upon the kind of organisation you work in, but some kind of strong communication skills are important.

Boyden: Leaders have different communication styles. What are you best at?

Monti: When I say a leader should be a strong communicator, that doesn't necessarily mean that you are the one being the best on stage. Rather, it means finding a way of communicating and interacting with a large number and wide variety of people. That might mean that you need a communication mix which uses different channels and tools at your disposal. You might be stronger in your use of one or the other, but your awareness of communication and ability to actually connect is crucial.

In an organisation like ours, half my time is dedicated to my line countries and the other half across group management. If I look into other countries where I am working with some 40,000 or 45,000 people, it is very difficult to have face-to-face interaction with everyone. My communication tools include everything from video to written communication to in-person visits. In my case it is very much the complementary channels that make the total sum, but I prefer face-to-face communications.

Boyden: The current market obsession with short-term results sometimes makes it is easy for companies to lose their connection to employees' essential psychological and spiritual motivations – how to you manage to stay in tune with your teams?

Monti: At IKEA, we are working quite a bit to try and delegate as much responsibility as possible out to the front line so that people truly feel that they are responsible and accountable for what they're creating. Here the purposing becomes crucial -- that is, the reason why they are doing something, how they connect to the bigger picture and what they want to obtain and achieve on a group level must be crystal clear. Then, of course, trying to make sure that the managers and leaders we have on the front lines, along with their coworkers can, with their different roles, all feel that they are contributing to the bigger picture.

I dedicate a lot of my time to the purposing and try to be out there listening to people so I can connect these two. I also expect and count a lot on the middle management and country management, to take their very important role of motivating their people seriously.

Boyden: What's the greatest lesson you learnt as a leader and manager?

Monti: I think you have to believe in your talent and continue to nurture it all the time. Otherwise, it will be a much longer stretch to be able to be successful as a leader and a manager. There are also pitfalls to this. If your particular talent is in some areas, you could easily focus your efforts there or overdo it. Having self-awareness is a good support to you as a leader. But also believe in your talent.

The other thing is to secure a mix of complementary people around you. If your strengths are of a certain kind, make sure that you have others covering up for your weaker areas and that you have strong people around you from a function or competence perspective.

You should never be afraid of having people be better than yourself. Rather, it should be the other way around. You will actually create personal growth and development by having good and more talented people around.

Activity Eight - **Dialogues** - Lead others to lead themselves… Act out the following dialogues about leadership.

- You are a department manager in an IKEA store in the Paris region and you are interviewing a candidate for a job in your team. You want to make a good impression and inspire this young person right from the start so that they go on to develop their own leadership according to your values.

- You are an HR manager in a store and you are talking with a senior member of staff who is feeling de-motivated about his career path. You want to inspire them and encourage them to take their own leadership in hand.

