

HOW SHOULD MANAGEMENT BE STRUCTURED?



1

Warm up

In pairs, read the definitions and discuss the following questions.

hierarchy (n) - a system where people are organised in different levels of importance from highest to lowest

network (n) - a closely connected group of people who can share information and ideas

1. Does your company or department work as a network or a hierarchy? Why is that?
2. Do you think it is possible to change the structure of your management? Why/Why not?
3. Who makes the decisions that decide what work you do in your job?
4. If you need advice or you want to talk about a problem with your work, who do you discuss it with? Why?
5. Does the work you do require work in teams, or do you mostly work individually? Why?

Understanding the talk: Part 1



Watch the first part of the talk (00:00-03:00) on management structure and choose the best answer a-c for each of the questions.

1. When Gitte Frederiksen says some people think they need to 'lean back' what does she mean?
 - a. Some people need to be more relaxed about having a leader.
 - b. Those who aren't involved in leadership have to accept their role.
 - c. Leaders need to make their teams feel confident in their abilities.
2. She believes that current attitudes towards leadership...
 - a. aren't going to help us deal with the challenges of the future.
 - b. need to change to include people from different backgrounds.
 - c. haven't been very effective in solving problems in the past.
3. She believes that networked leadership can...
 - a. have improved outcomes for everyone involved when it does work.
 - b. work in a few cases where traditional management doesn't work.
 - c. replace traditional management in every situation.
4. What is Gitte Frederiksen's job?
 - a. Engineer
 - b. Physicist
 - c. Management consultant
5. What does she say she is most motivated by?
 - a. Being given good directions on what to do.
 - b. Having ownership of the idea she is working on.
 - c. Trying to prove her boss is incorrect.
6. What does she say is the key problem with a hierarchical structure of management?
 - a. Not everyone agrees with their manager's ideas on how to deal with a problem.
 - b. Difficult problems are too complicated to be solved by one person's direction.
 - c. Not everyone in the structure has the skill to deal with or understand difficult problems.

7. When she uses the word 'bottleneck' what is she referring to?
 - a. The structure of management being smaller at the top and larger at the bottom.
 - b. The speed at which problems can happen is similar to pouring liquid out of a bottle.
 - c. A traditional manager slowing down progress as they only rely on their own abilities and not a whole group's.
8. What does she see as the key benefit of the network model over a hierarchy?
 - a. It's a more structured and organised approach.
 - b. It's cost effective and more efficient.
 - c. It's more flexible and can be sustained.

3

Focus on vocabulary

Part A: Complete the following vocabulary with the missing vowels (a,e,i,o,u).

1. **c_p_b_l_ty** (n) - the ability to do something or to perform a particular function
2. **cr_wds__rc_ng** (n) - the act of getting information or help from a group of people
3. **emp_w_r** (v) - give someone the ability or the authority to do a particular task
4. **l_v_r_g_** (v) - use something to give you an advantage
5. **p_r_ll_l_s_** (v) - work on two or more tasks at the same time
6. **s_q__nt__lly** (adv.) - in a way that deals with one thing after another
7. **tr_nsp_r_nt** (adj.) - being easy to understand and clear without hiding anything
8. **v_ln_r_b_l_ty** (n) - the fact of being able to be damaged or hurt, either physically or emotionally
9. **w_thh_ld** (v) - not give something to someone, often when it is of value to them



Part B: Now complete gaps 1 - 9 in Part 2 of the audioscript with the correct form of one of the words. Then listen to Part 2 of the talk (03:00-07:28) to check your answers.

To _____¹ many more to lead, to move leadership from the few to the many, we each need to let go of a bit of power. Now that's uncomfortable. So let's talk about how. The first thing we can do is remove labels. Now, imagine your co-worker, Lin, says "We need creative input."

And Joe goes, "Let's ask accounting."

(Laughter)

Said no one, ever.

(Laughter)

But maybe we should. Labels take many forms and shapes like functions, titles, genders, nationalities, educational backgrounds. They are everywhere and help us recognise things. And sometimes we even work hard to get that label, so they are comfortable. But labels come with a high cost of boxing people in, not enabling us to grow outside those boxes. We need to think about diverse skill sets and perspectives as we set teams. But once we have, what if you for a second forgot who's from marketing, or who's the data scientist or who's the leader? I have at least been amazed by surprising _____² in our teams. You don't know what you don't know. Well, you also don't know what others know.

Accounting might actually have a great marketing idea. Now that we have gotten rid of those labels, I have another uncomfortable idea for you. Share everything. We've learned to share a lot of things like rides, scooters, even our homes. But when it comes to work, we so often end up sitting on information and resources for ourselves. And have you ever thought to yourself: "I can't ask that, it's too stupid?" Yeah? Or maybe you've tried _____³ information thinking it would give you an advantage?

(Laughter)

Or, you know, the feeling of, "Had I just known that, I would have done so much better." Let's imagine a team working together on a green transition strategy, and the following conversation is inspired by a team I was part of.

And Amine says he's working on a list of emission reduction levers. He's stuck, asking for help.

Isabelle goes, "Do you have this data set?"

Lisa: "Oh, started something similar. Shall we combine?"

Peter: "Another market worked on this - did you meet?"

This is leadership. Not in the hierarchical sense, but in the sense of taking lead for solving a problem by listing questions and involving people. Leadership is not about giving answers. It is asking the questions. It is daring to show _____.⁴ Information is power and information is everything, like questions, but also data, context, emerging insights, work in progress, even water cooler conversations. Sharing means less one-on-one communication, much more _____⁵ and co-creation in the open, _____⁶ space, real time. And with more upheaval than you might naturally think of. Wait. Doesn't that get really messy, even chaotic?

Well, we are used to information overload already. I'm guessing you don't read everything on social media, and you know quickly how to navigate your way to what's relevant to you.

And if you catch yourself thinking, "I can't share that," I want you to test again and ask, why? Because the upside of sharing everything is huge. We can _____⁷ the power of the crowd much better when we all have context. It's faster due to less waste and duplicate work and conflicting input in one-on-ones. But also because we can _____⁸ work and not just work _____⁹. It drives better quality when we capture ideas day and night and when we distribute quality assurance across the full team. But the best of it all, we get greater ownership through early involvement of people like customers and stakeholders, avoiding that classic show-and-tell, the one-way presentation.

TAKE- HOME TEST

- Listen to the talk again and answer the following sentences.



1. What does Gitte Frederiksen mean when she says 'Said no one, ever'?
2. What does she mean when she says 'boxing people in'?
3. Which are the two reasons she gives for people not sharing information?
4. What does she say is the key to leadership?
5. What does she mean by 'water cooler conversations'?
6. Why does she mention social media?
7. What are the five benefits of sharing information?
8. What does she mean by 'show-and-tell' at the end of Part 2?

* Submission Deadline: 30/11/2024