

of employees at the expense of productivity; and the 'impoverished' style with a 'one, one' score, where managers are interested in neither production nor people, but only in doing the minimum necessary to hang onto their jobs for as long as possible. In the middle of the grid, a score of 'five, five' represents the 'middle-of-the-road' style. This type of manager tries to find a compromise where they can keep people reasonably happy and at the same time achieve reasonable results. Finally, a score of 'nine, nine' is called the 'team' style: by encouraging teamwork and using coaching skills, managers provide high job satisfaction and meet production targets.

3 More recently, Hersey and Blanchard observed that, as an employee gains experience and skills, a manager needs to change styles and adapt to the employee's development stage, hence the arrows on the chart. They redefined 'nine, one' as 'Telling' or 'Directing'. This would be an appropriate style, for example, to manage a new recruit, who needs to be told exactly what to do, and to be carefully directed. 'Nine, nine' becomes 'Selling' or 'Coaching'; 'one, nine' is now 'Participating' or 'Supporting'. Finally, very experienced and autonomous members of staff who can take on complete projects with very little help from their manager, will react best to a 'Delegating' or 'Observing' style of management.

4 All right, let's move on now to models for conflict management. Take a look at this model which was devised by Robert and Dorothy Bolton. Here the x axis measures assertiveness, and the y axis shows responsiveness. Assertive people are considered to be forceful and demanding, whereas responsiveness is a measure of how much awareness of emotions and feelings a person shows. As you can see, the grid is divided into four quadrants: going anticlockwise from 'nine, one' to 'one, one', they are: the Drivers, who are very interested in getting what they want, and not very interested in how anyone else feels about it: the Expressives, who are prepared to be assertive about telling people how they feel: the Amiables, who are prepared to be unassertive in order to keep everyone happy; and finally, the Analyticals, who are quiet, shy and let everyone else get what they want.

5 Now, the last model I want to mention briefly is a conflict management model by Thomas Kilmann. This considers different behaviours in situations of conflict. Starting with the circle at 'nine, one', and going anticlockwise as before, first we have 'Competing', the behaviour of someone who is prepared to do whatever is needed to win. Then we have 'Collaborating', where a person will work hard to try to find a solution which satisfies everyone. Next we come to 'Accommodating'; this is where someone will prefer to sacrifice their own needs or goals in order to satisfy someone else. The circle in the bottom left corner represents 'Avoiding' – as the name suggests, this describes simply avoiding dealing with the problem by procrastinating or sidestepping; and finally, in the middle of the grid, we have 'Compromising' where a person

will look for concessions which will lead to an acceptable deal. OK. I'm sorry if I've covered quite a lot of ground rather quickly today – are there any questions?

#### 4.2 Vocabulary Managing conflict

1:56–1:63

- 1  
**Ed:** Things are a bit tense between Lin and Nisha, aren't they?  
**Jo:** Yeah – I heard them having words again this morning.  
**E:** They should never have been put in the same office, they're like chalk and cheese, those two.  
**J:** Hm. They certainly don't seem to have much in common.
- 2  
**Dave:** D'you hear about Pavel?  
**Jo:** No. What?  
**D:** Apparently he's in trouble again; he lost it with a customer.  
**J:** Really?  
**D:** Yeah, he'd just spent all morning installing a milling machine for Custom Labs and then the Production Manager told him it was in the wrong place – he went ballistic!  
**J:** I'm not surprised – they're a right pain at that company!
- 3  
**Lin:** I've had it up to here with Mr Jarlberg!  
**Dave:** Why, what's he done?  
**L:** Well, I've been expecting an important call all morning and he wouldn't let me take my mobile into our meeting.  
**D:** Well, you know how obsessive he is about going by the book.  
**L:** I know – he's so blinkered!
- 4  
**Ed:** Nisha's driving Dave up the wall, you know. She's so fussy.  
**Jo:** Poor Dave – I certainly wouldn't like to be her manager!  
**E:** Me neither – that sort of misplaced perfectionism really gets my goat!  
**J:** Yeah – how long d'you think it'll be before Dave hits the roof?
- 5  
**Dave:** Oh, for heaven's sake! Jo, look at this!  
**Jo:** What now?  
**D:** Tintex have got our order wrong again, and accounts have already paid the invoice! Those people get away with murder!  
**J:** Right – that's the last straw! Next time we'll take our business elsewhere!
- 6  
**Lin:** Has Dave told you about that student he's got shadowing him?  
**Ed:** No, why?  
**L:** Well, he's really rubbed Dave up the wrong way already! Keeps interrupting him – and you know how Dave loves the sound of his own voice!  
**E:** Yeah, right, I'm amazed the kid can get a word in!
- 7  
**Jo:** Hey Ed?  
**Ed:** Yeah?  
**J:** How's the inspection going with that bloke from Head Office?  
**E:** Oh, don't ask! He just doesn't listen, I'm at the end of my tether!  
**J:** Not interested in any of your new ideas then?

**E:** No. He's got his own agenda and doesn't want to know about anything else.

8

- Dave:** So, Jo, what did you think of the strategic thinking session with Katrina?  
**Jo:** It was OK, but she wasn't prepared to take on other people's opinions. It was supposed to be a workshop not a lecture.  
**D:** Really?  
**J:** Yeah. She always has to have the last word. People like that really make me sick!

#### 4.4 Management skills

##### Assertiveness

1:64–1:67

- 1  
**Marc:** Linda, I've got a bone to pick with you about my holiday dates. You promised I could have three weeks in June, but now I'm down to cover for Haley ...  
**Linda:** Sorry, Marc, can I get back to you later on? I'm just about to go into a conf call.  
**M:** But you don't understand, I've already booked my flights and everything! It's not good enough!  
**L:** Marc, I understand that you feel upset, but I'd much rather take time to talk this through properly. Can we work something out this afternoon? What time would suit you best?
- 2  
**Linda:** There was one other thing, Jerry.  
**Jerry:** Yes?  
**L:** Well, I hesitate to ask you this, but I was due for a raise after my last appraisal, and that was nearly six months ago.  
**J:** Oh, well, I don't know ... I'd have to find out – Finance are trying to keep costs down, you know.  
**L:** Well, I realize that this is maybe not the best time, but it was validated in the appraisal report.  
**J:** Yes, but it's not really my decision, you see. Um, I'll look into it, but I can't promise anything. OK?  
**L:** Not really, Jerry. The way I see it is like this: I met my objectives, so it's only fair the bank should respect its commitments.
- 3  
**Carmen:** Did you switch the TV off again, Linda?  
**Linda:** Yes, Carmen, I did. I'm writing an important proposal here, and I need to concentrate.  
**C:** Why can't you go someplace else?! I'm waiting for the market news.  
**L:** Why can't *you* ...  
**C:** What was that?  
**L:** Carmen, I appreciate that you have your own agenda, but there are eight of us in this office, and I feel strongly that we should respect each others' space. Now, what would be an acceptable compromise? Can we turn the sound off and just leave the picture until the market news comes on?  
**C:** All right, I suppose so.
- 4  
**Moritz:** Hi Linda!  
**Linda:** Oh, hi.  
**M:** So, what do you think about my idea?  
**L:** Sorry, Moritz, which idea would that be?  
**M:** Spending a weekend on my dad's boat, of course!