


## 8.4 Management skills Leading the team

 2:35–2:40

1

Chris, I know you've already done some research on possible distributors in Vietnam. I think you should go ahead and follow up on those contacts, don't you? Just keep me in the loop on what you decide, would you?

2

Paula, do you remember the Japanese market study we did together last year? I wonder if you could get Jack and Ella to do something along the same lines for China? I'm pretty tied up with the partnering discussions at the moment, but I'm sure you can handle it. We'll see how far you've got, say, at the end of the month? Is that OK?

3

You did a great job on the Hong Kong project, Soo-Hyang. I never thought we'd finish it in time, but you really came through! I really appreciate being able to rely on you to get things past the finishing post. This time round, I'd like you to take ownership of the whole logistics side of things – do you feel ready for the challenge?

4

Listen, Henry, you really shouldn't worry about it. I was extremely happy with 99% of your report, and I think you can feel very satisfied with a job well done too. Not picking up on just that one ratio was of no real significance, and it wouldn't have changed our decision in any way. You're a really valuable asset to the team – I don't know where we'd be without you! You've made huge strides in the last six months, so let's just keep up the good work, all right?

5

Just one other thing, Karen; I know you're brilliant at coming up with new ways to improve processes, and I really do appreciate your input – but don't you think that keeping on top of foreign exchange is really Phil's baby? Clearly he doesn't have your creativity, but he does have a lot of experience in his specialist area, so perhaps we should just let him get on with it, what do you think?

6

The thing is Max, until Ling gets back from maternity leave, the team's a bit short on negotiating skills: so if you were able to help us out, I'd really appreciate being able to call on your skills, especially as you've got first-hand experience of working with the Chinese.

**J:** A full and frank discussion of mutual interests is the phrase, I believe.

**T:** You mean fixing prices and production levels, that sort of thing? But that's illegal, isn't it?

**J:** Now let's not go jumping to conclusions! Yes, cartels are illegal in most countries, but this meeting is to set up an industry trade group, it's completely above board.

**T:** Hm. So they won't be fixing prices, then?

**J:** I expect they'll share their ideas on what retail prices should be recommended in different markets: obviously you can't sell at the same price in India or Africa as in the US, so it helps to know what the other side are thinking ...

**T:** Huh! Price-fixing in other words. And I expect they'll be carving up territories between them, sharing out the major markets, or even agreeing to share profits

...

**J:** Toby, I think we're going to have to keep our voices down: it's a very sensitive matter.

**T:** Sorry. But it just seems very dodgy. Anyway, I don't understand why a company would want to take that kind of risk!

**J:** Toby, use your loaf! At the moment we can sell everything we can produce, and at a very good price. So can ThreeD. But that won't last: very soon we'll be competing directly for the same customers, and there'll be a price war. Unless there's a, well, let's call it a gentlemen's agreement; it's in everybody's interest – including yours!

**T:** Hm.

## 8.6 Case study The cartel

 2:41

**Toby:** Oh, sorry, did you want to use the copier?

**Jasmin:** It's OK, you go ahead and finish, I'm in no hurry – my boss is off gallivanting in Paris, the lucky devil!

**T:** Oh, yeah, he's at the meeting with ThreeD-Vision, isn't he?

**J:** You're not supposed to know about that, young Toby! Don't even think about mentioning it to anyone else, or we can both kiss our careers goodbye!

**T:** Don't worry, my lips are sealed. But I don't understand why they're meeting our only competitor.