

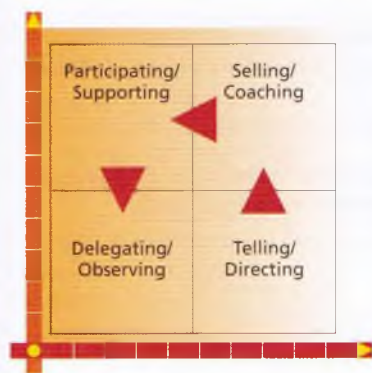
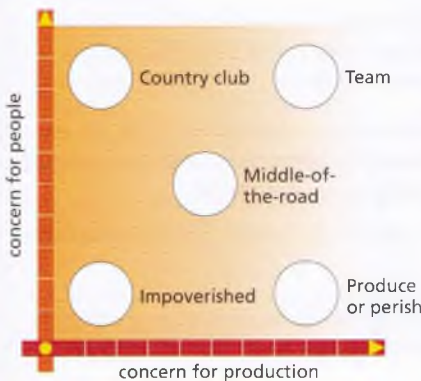
Listening

4 🎧 1:68–1:71 Listen to Eliana's interviews with the four members of staff, and take notes.

Discussion

5 In small groups, discuss the questions.

- 1 How are the employees' stories different from their managers' versions? Who should you believe?
- 2 What are Carla Hartmann, Vitor Martins, Isabel Correia and Antony Middleton's management styles?
- 3 What strategies do you feel would be most effective in managing Wilson Holden, Susan Shipley, Luigi Tarantini and Natasha Gomes in future?
- 4 How should Eliana manage the managers?



Presentation

6 In your groups, draw up an action plan covering all the issues. Present your plan to the class and take questions.

NAME: Wilson Holden

AGE: 26

POSITION: Moulding Engineer

MANAGER: Carla Hartmann

MANAGER'S COMMENTS: Young graduate engineer.

No problems in first year, but uncommunicative.

Three months ago he started suggesting changes to

procedures. I explained it was not his job to make

changes; if changes are needed I will make them. Since

then he has consistently disregarded procedures and encouraged other colleagues

to do the same. He refuses to follow instructions; last week he refused to work on

Saturday, even though all the engineers agreed to do one Saturday per month. He

is insolent, arrogant, frequently uses foul language and cannot accept criticism.



NAME: Susan Shipley

AGE: 38

POSITION: Project Manager

MANAGER: Vitor Martins

MANAGER'S COMMENTS: Susan is very experienced

and autonomous (13 years with Olvea), but she seems

unhappy. No obvious problems – her work is satisfactory,

but people in the department say she's miserable and

demotivated. Isabel Correia, my boss, said she asked

to speak to her, so I thought I'd better bring it to

your attention.



NAME: Luigi Tarantini

AGE: 48

POSITION: Head of R&D

MANAGER: Isabel Correia

MANAGER'S COMMENTS: Luigi does a great job for us,

we've always worked well together. But just recently

he's become colder, not his normal friendly self. With my

engineering background, I enjoy working with Luigi in

the lab, but he has become almost secretive about his

work – when I offer to look at the latest test results with

him he keeps suggesting I have more important things to do.

No complaints about the quality of his work, everything is fine – he just doesn't

seem to want to share with me the way we used to.



NAME: Natasha Gomes

AGE: 23

POSITION: Administrative Assistant

MANAGER: Antony Middleton

MANAGER'S COMMENTS: Natasha is pleasant and

compliant. However, she lacks initiative and seems

frightened of making mistakes. She seems unable to

make decisions herself; she phones me several times a

day to ask for instructions when a little common sense

is all that is necessary. Her work is acceptable but never

excellent. Although she is much more willing than the rest of my department, I am

not sure that she possesses the qualities we expect in an administrative assistant.

