

# Bringing management training into the Business English classroom

Steve Flinders, York Associates

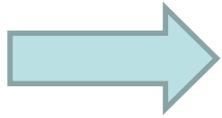
Annual IATEFL BESIG Conference

Stuttgart, Germany

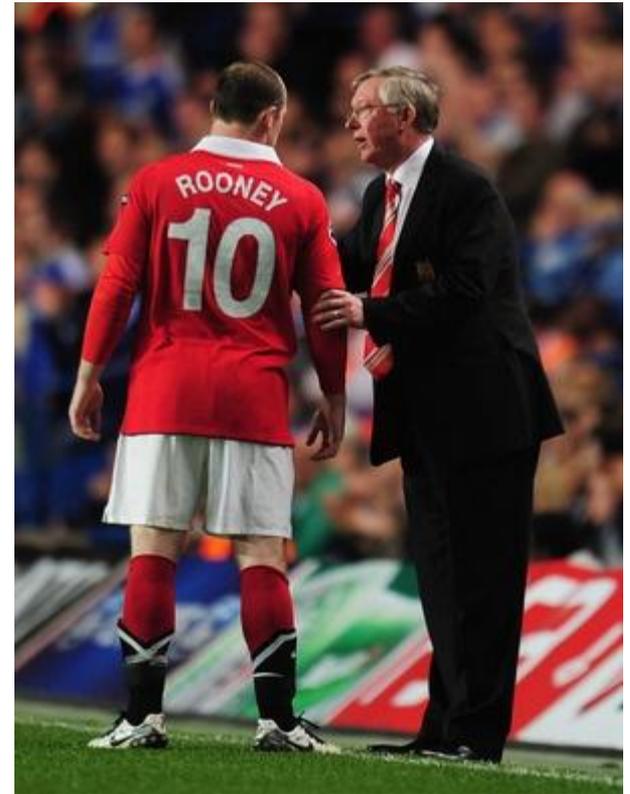
16 - 18 November 2012

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What  
makes  
a good  
manager?



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# Agenda

1. The skills they need
2. The skills we have
3. The skills we need
4. Developing skills – activities
5. *Leading People*



# Refocusing Business English

Developing people internationally

(Who works internationally?)

(Who communicates internationally?)

Focus on results

Results through relationships



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# The skills they need



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# Professional communication skills

Presenting  
Meeting  
Telephoning  
Negotiating  
Writing  
Socialising  
and virtual



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# Intercultural skills (The International Profiler)

## **Openness**

New thinking

Welcoming strangers

Acceptance

## **Flexibility**

Flexible behaviour

Flexible judgement

Learning languages

## **Personal autonomy**

Inner purpose

Focus on goals

## **Emotional strength**

Resilience

Coping

Spirit of adventure

## **Perceptiveness**

Attuned

Reflected awareness

## **Listening orientation**

Active listening

## **Transparency**

Clarity of communication

Exposing intentions

## **Cultural knowledge**

Information gathering

Valuing differences

## **Influencing**

Rapport

Range of styles

Sensitivity to context

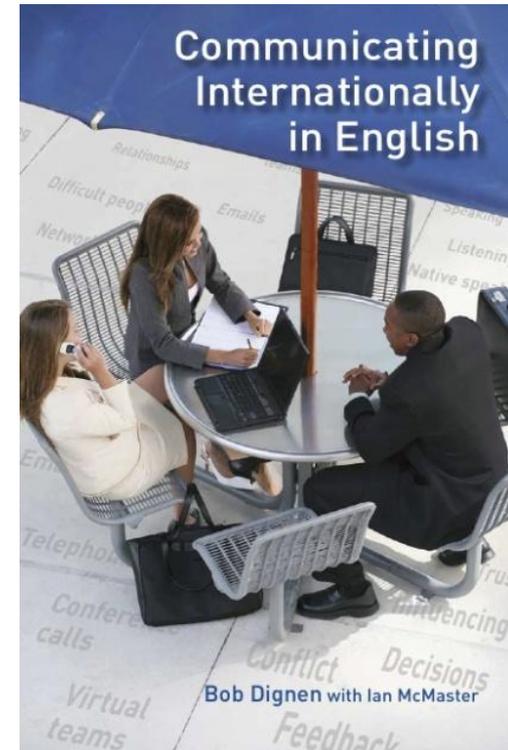
## **Synergy**

Creating new alternatives



# Interpersonal skills

Relationships  
Networking  
Trust  
Influencing  
Decisions  
Conflict  
Feedback



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# The skills we have

*Communication, not language, is  
at the heart of what we do ...*

- Understanding the processes involved in successful communication
- Helping other people to communicate successfully ...
- ... and to know what they do
- ... and to say what they do

**+ intercultural awareness**



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# The role of the teacher

Trainer

Language specialist

Communications specialist

Coach

Facilitator



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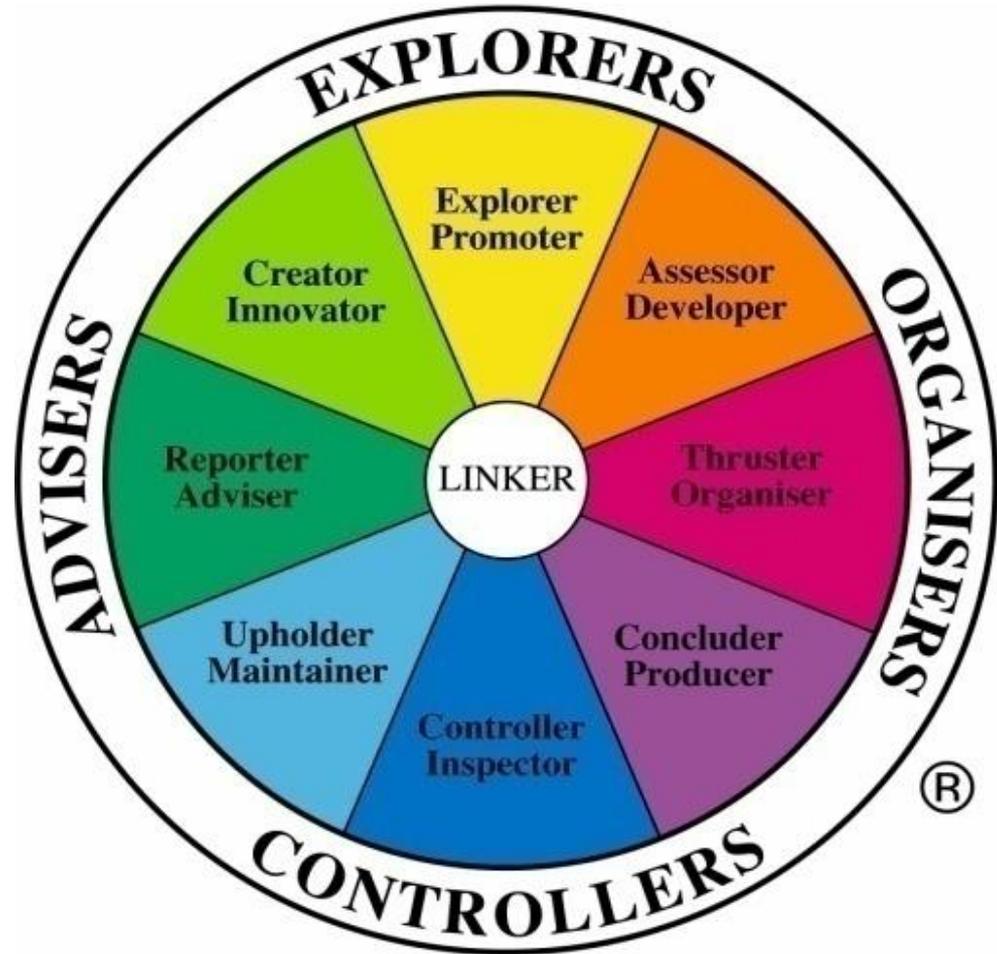
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# The skills we can build through ...

- Accreditation
- Coaching (and mentoring)
- Practising training
- Practising managing
- Using strong materials as a support

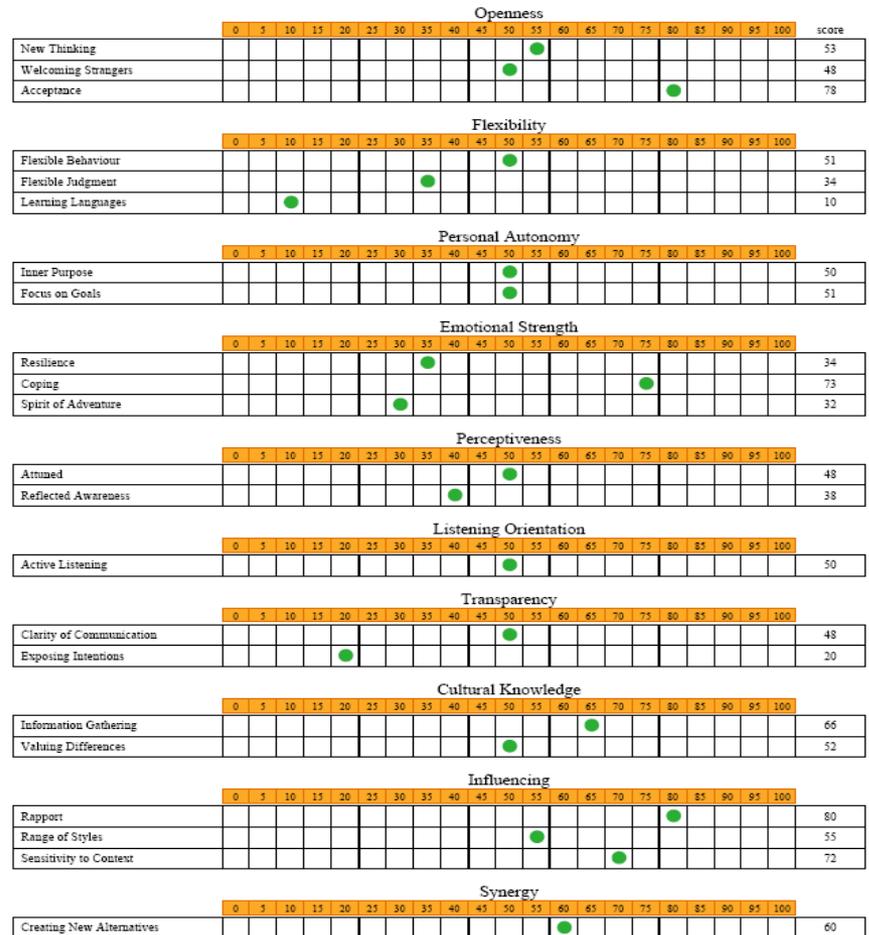


# TMP – Team Management Profile



# TIP - The International Profiler ©

- Openness
- Flexibility
- Personal Autonomy
- Emotional Strength
- Perceptiveness
- Listening Orientation
- Transparency
- Cultural Knowledge
- Influencing
- Synergy



# Developing their skills and ours - activities

Your best resource - your learners:

- “What makes a good ... ?”
- Your management history
- Good and bad managers
- Your management style in six words
- Anecdotes of success and failure
- Celebrating success ...
- Your work preferences
- Notions of leadership



# Leadership skills: what makes ... ?

Describe your best boss



Describe your worst boss

Describe yourself as a manager in six words



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What  
makes  
a good  
listener?



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# Notions of leadership

“For the last few decades, in which chief executives of large US companies became the focus of study, heroic models of leadership have dominated leadership thinking; that is, notions of larger-than-life, charismatic individuals who excite others to follow them. ‘Followers’ are relegated to the role of passive recipients of these charms, who rely on the leader as ‘the saviour’!

In general, research has found that women are more likely to adopt an approach to leadership which is based on genuine empowerment – as a partnership, in which the views of the staff are taken seriously.”

*Beverly Alimo-Metcalfe, Professor of Leadership, University of Bradford School of Management, extract from ‘Why staff rate female leaders highly, but male bosses score them lower than men’ in Leading People unit 4 Organising Teams*



# Roles and responsibilities

How do you currently spend your time?

How would you like to spend your time?

- **Advising**  
Obtaining and disseminating information
- **Innovating**  
Creating and experimenting with new ideas
- **Promoting**  
Searching for and persuading others of new opportunities
- **Developing**  
Assessing and testing applicability of new approaches
- **Organising**  
Establishing and implementing ways of making things work
- **Producing**  
Operating established systems and practices
- **Inspecting**  
Checking and auditing systems
- **Maintaining**  
Making sure standards and process are upheld



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# Developing their skills and ours - activities

- Ice breaker triads
- The troubleshooting meeting
- Golden rules for good communication
- The working environment
- Contentions ...



# The working environment

Interpolis



*Leading People unit 4 Organising teams section D Organisational culture*



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# Contentions

For example:

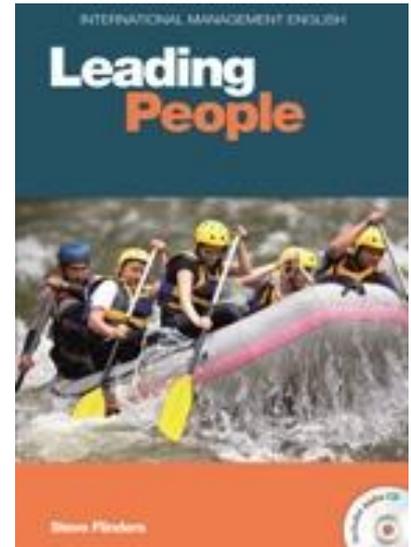
- The aim of feedback is to help the person do better next time. Always provide takeaway value when you give feedback.
- You shouldn't hear or say anything in an appraisal about an annual appraisal that you haven't heard or said already.

*Leading People unit 7 Giving and receiving feedback section F Tips*



# Leading People – eight units

1. Becoming a better manager
2. Building a team
3. Getting and giving direction
4. Organising teams
5. Defining roles
6. Providing support
7. Giving and receiving feedback
8. Representing a team

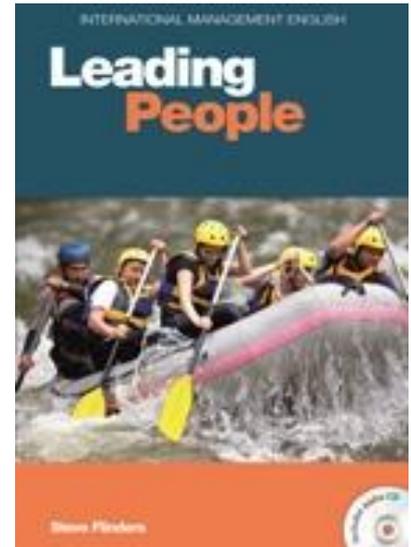


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# Leading People – unit structure

- A. Discussion and listening
- B. Communication skills
- C. Professional skills
- D. Intercultural competence
- E. Language reference
- F. Tips for ...



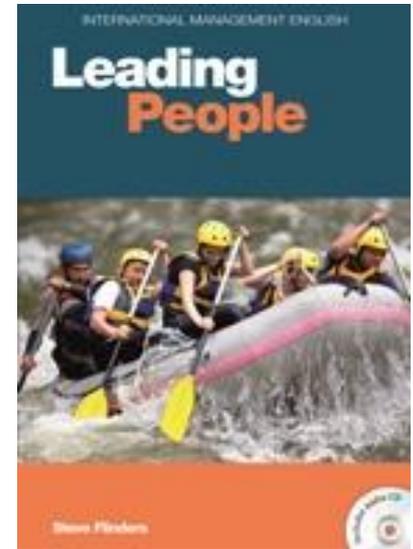
# International Management English

Leading People

Managing Projects

Managing Change

Working Virtually



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# Questions? Comments?

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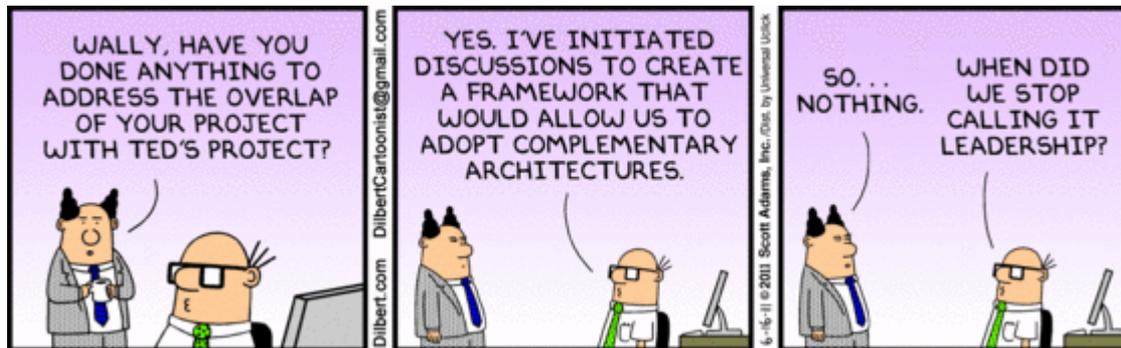
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# Thank you for your attention.



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