Bringing management training into the Business English classroom

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What makes a good manager?
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
The skills they need
Professional communication skills

Presenting
Meeting
Telephoning
Negotiating
Writing
Socialising
and virtual
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
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
The role of the teacher

Trainer
Language specialist
Communications specialist
Coach
Facilitator
The skills we can build through ...

- Accreditation
- Coaching (and mentoring)
- Practising training
- Practising managing
- Using strong materials as a support
TMP – Team Management Profile

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TIP - The International Profiler ©

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

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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
What makes a good listener?
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
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
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
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
Questions? Comments?

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Thank you for your attention.