

Listen to Sue talking to her line manager Bob about the way she and her team works.

Optional listening activity:

After listening, read these reports on Bob as a line manager. Which report best describes Bob?

Report A

Bob takes great interest in his team. He encourages them to attend training courses, in short he encourages his team members to be lifelong learners. He shares company strategy with employees and asks for their comments on this strategy. He has a wide vision across the organisation, again he shares this knowledge with his team members. Bob regularly holds full team meetings.

Report B

Bob is liked and respected by his team. He encourages lifelong learning amongst team members. He needs to do more to encourage team learning. Bob is great at one to one interviews, he is rather afraid of full team meetings and avoids these at all costs. Bob shares some information but he should try to share all company information with his team.

Bob: Hi Sue, how are things?

Sue: Fine, yeah ..

B: OK, now, about the change in your work routine, you're going to work Saturdays from next month ...

S: Yes, but why should I have to work on Saturdays .. no-one's told me why this is necessary ..

B: I'm sorry, this should have been explained to you. We get a lot of people calling now on Saturdays for information about our products – it's important that we answer these questions. Is that OK? Any more questions?

S: No, OK ...

B: Great, well how's your course coming along? You're learning how to make websites ...

S: The course is great, it's not that difficult, I'm helping my son make a website at home, it's fun ...

B: Great, you'll be able to work on our site soon then ...

S: Sure, what's happening in the other departments, is someone there working on Saturdays too?

B: I'm afraid I can't tell you that at the moment, because they're different departments I can't say really ...

S: Hmm... Are there any other courses I can take after the website designer course finishes?

B: There are one or two that could be useful – let's talk again about this once you've finished the web course ...

S: OK .. You know Bob, I'd like to ask you something, it's good that you take the time to talk to me about my work and things but don't you think it's be a good idea to talk things through together, you know have a meeting with everyone in our department, see what everybody thinks – all together ... if we talk things through together I think we could come up with some great ideas on how to improve things here ...

B: I agree Sue, it would be good for everyone to meet together, especially now that we've got so many changes coming along. You know the problem is that we haven't got a room big enough for us all to meet together ..

Answer key:

The most suitable report for Bob is: **Report B**