

Video

Anna Wintour

60 Minutes' Morley Safer interviews Vogue's Editor in her first lengthy U.S. T.V. profile.

She is said to be the most powerful woman in fashion and she does nothing to dispel that belief. Her name is Anna Wintour, a name that strikes terror in some and loathing in others. It should also be said she commands a loyal band of friends and admirers.

"The blurb on your unauthorized biography reads 'She's ambitious, driven, needy, a perfectionist'. Accurate?" 60 Minutes correspondent Morley Safer asked Wintour.

"Well, I am very driven by what I do. I am certainly very competitive. I like people who represent the best of what they do, and if that turns you into a perfectionist, then maybe I am," Wintour replied.

Wintour is involved in every detail of the magazine: the clothes, editing the pictures and articles. She is decisive, impatient, and bears a look that says "I'm the boss, and you're boring."

"An editor in the final analysis is a kind of dictator—a magazine is not a democracy?" Safer asked.

"It's a group of people coming together and presenting ideas from which I pick what I think is the best mix for each particular issue, but in the end, the final decision has to be mine," Wintour explained. "We're here to work. There's on-duty time and off-duty time, and we're drawn together by our passion for the magazine. If one comes across sometimes as being cold or brusque, it's simply because I'm striving for the best."

"It's not like a tea party here. We work very hard," Vogue's Editor-at-large Andre Leon Talley told Safer. Asked what kind of boss she is, Talley told Safer, "Let's say that Anna can be intimidating. I think that's her armor, to intimidate. To give the people the sense that she is in charge. She is not a person who's going to show you her emotions ever. She's like a doctor, when she's looking at your work, it's like a medical analysis."

Vogue Creative Director Grace Coddington says, "I think she enjoys not being completely approachable, you know. Just her office is very intimidating, right? You have to walk about a mile into the office before you get to her desk, and I'm sure it's intentional."



+ Margaret Style

from CBS

G

Discuss these questions.

- 1 What are the advantages and disadvantages of each style of management described in the articles?
- 2 Would you rather work for a male or female manager? Describe your ideal manager.
- 3 Do you agree with Buckmaster that most meetings are a waste of time?

Finally To

'Strength lies in differences, not in similarities.'

Stephen Covey, US author and management consultant

OVERVIEW

VOCABULARY

Prefixes

LISTENING

Building successful teams

READING

New ways of team building

LANGUAGE REVIEW

Modal perfect

SKILLS

Resolving conflict

CASE STUDY

Motivating the sales team



STARTING UP

A

Think of at least two advantages and two disadvantages of working in teams.

B

For each category in this quiz, tick the three statements that most apply to you. Then read the explanations on page 136.

What sort of team player are you?

Doers vs. Thinkers	Details vs. Ideas	Mind vs. Heart	Planners vs. Improvisers
<p>a) I consider what I say.</p> <p>b) I contribute a lot in discussions.</p> <p>c) Action is more important than reflection.</p> <p>d) I listen to others before I say anything.</p> <p>e) Discussion gives me energy and ideas.</p> <p>f) I don't say a lot at meetings.</p>	<p>a) I often come up with unusual solutions.</p> <p>b) It's important to be realistic.</p> <p>c) People see me as a creative person.</p> <p>d) I like practical solutions.</p> <p>e) You shouldn't overlook details.</p> <p>f) You shouldn't get lost in details.</p>	<p>a) I like to think logically.</p> <p>b) I keep emotions out of decision-making.</p> <p>c) I avoid confrontation.</p> <p>d) I sometimes tread on people's toes.</p> <p>e) Understanding people is as important as being right.</p> <p>f) I care about other people's feelings.</p>	<p>a) Meetings have to be prepared for carefully.</p> <p>b) I like surprises.</p> <p>c) I hate time-wasting at meetings.</p> <p>d) Too much time can be spent on preparation.</p> <p>e) People say I'm a punctual person.</p> <p>f) I need a deadline to get me going.</p>

C

Work in groups and compare your answers to Exercise B. Then discuss these questions.

- 1 Do you think your group would make a good team, based on the results of the quiz? Why? / Why not?
- 2 Does a team always need a leader, and if so, should a team change its leader regularly?
- 3 Does tension between team members make a team more effective?

8 Team building, Case study, page 81

Director 4

You want to:

- hear the opinions of the other directors before making up your mind. You are not sure whether to keep David Seymour or not.
- appoint Sonia as manager if the other directors think David should go. Sonia is tough, talented and dynamic, just what the team needs as a leader. She's also a very good communicator.
- replace Max with one of the other sales reps. He is not a dynamic person and has a poor record at getting new business.
- insist that Hank attends a course to improve his interpersonal skills.
- to think of other suggestions for improving the performance of the sales team.

6 Risk, Case study, page 59

Director 1

The exploitation risk

The 80-acre Kango site is located in the south-west of the country. Sites near Kango have previously produced good quantities of copper and basalt. One site, just 50 kilometres from Kango, has produced large quantities of coltan, a precious metal used in many consumer electronic products, such as cell phones and DVD players. Another site, 85 kilometres from Kango, has proved to have diamond deposits. Geologists reports say that the site has potential, but there is no guarantee the deposits will be profitable.

8 Team building, Starting up, Exercise B, page 74

Score 1 point for each of the following answers:

Doers vs. Thinkers:	a, d, f
Mind vs. Heart:	a, b, d
Details vs. Ideas:	b, d, e
Planners vs. Improvisers:	a, c, e

18–24 points

You are definitely a creative type. You value original ideas over detailed planning. You are likely to show consideration for others. You can get bored easily and sometimes need to be under pressure to get results.

Score 2 points for each of the following answers:

Doers vs. Thinkers:	b, c, e
Mind vs. Heart:	c, e, f
Details vs. Ideas:	a, c, f
Planners vs. Improvisers:	b, d, f

12–17 points

Clear thinking and careful planning are of great importance to you. You are not afraid of challenging others in order to get results. You are likely to be ambitious and well organised.

8 Team building, Skills, Exercise D, page 79

Student A

You are the team leader. You meet a member of your team who is uncooperative and unhappy. Find out what the problems are and try to offer solutions so that the employee performs better as a member of your team.

8 Team building, Case study, page 81

Director 1

You are the leader of the meeting. You want to:

- get rid of David Seymour by asking him to resign. You think he has some good ideas for improving sales, but he is not a suitable person to manage the sales team. He's not a 'people person'. He's been given more than enough time to turn things round.
- replace him with a new person from outside the company. A new manager should be appointed – someone with good people skills and better managerial ability.
- discuss David's proposals and find out what the other directors think about them.
- think of some other ways of motivating the sales staff and improve team spirit.

Motivating the sales team

A kitchenware company is having problems with its sale staff

Background

Designer Kitchen Products (DKP) is based in Leicester, England. It sells a range of high-class kitchenware to stores across Europe. A year ago, the company hired a new Sales Manager, David Seymour, to improve the sales revenue and create a high-performing team.

However, since David Seymour's appointment, the sales team has not met its targets, and morale in the department is low. The management is disappointed with the results in the UK, as they are planning to expand into Asia in the near future. In addition, the management needs a high-performing sales team to successfully launch several exciting new kitchenware products early next year.

The sales team consists of a mix of nationalities, but they are not working well together. David Seymour is considering various actions to improve the team's performance. He is well aware that if he cannot motivate the team to raise its performance, his own job will be on the line.



Before taking stronger action to generate more sales revenue, David Seymour made some notes on the team. Read about David Seymour, then read the notes on the sales team on the opposite page.

David Seymour

When David Seymour was appointed Sales Manager of DKP, he was given the task of increasing the company's sales revenue by at least 20% and building up the sales team for further expansion in Europe. He has so far failed to achieve his main objective. To improve the sales team's performance, he now believes the team needs to be more motivated and to be set much more challenging sales targets. He would also like to have tighter control over the team and to upgrade their training.



CD2.30 Listen to a sales meeting chaired by David Seymour. He makes a proposal about training for the team and asks members to comment.

What do you learn about the team's problems?

David Seymour's plans

Read about David Seymour's plans below. Then, in pairs, discuss which plans you think will benefit sales or teambuilding.

- To meet the target of increasing sales by 20%, each member of the sales team will be expected to increase sales by 20% in their area.
- Commissions will be based entirely on the team's monthly performance. There will be no individual commissions.
- The sales representative with the biggest percentage increase in sales over a six-month period will be given a prize.
- Monthly sales figures for each member of the team will be posted on a board at the company's head office, e.g. 1 = top salesperson, 7 = least successful performer.
- Each month, I will choose the 'outstanding salesperson of the month'. His/Her photo will appear in the company newsletter.
- Staff will attend webinars (seminars) about new products twice a month. There will also be much more use of video conferences run by me.
- Staff must send in weekly reports about their activities.
- I will organise an informal dinner with each member of the sales team in the near future.

SALES TEAM Code for sales areas in terms of sales potential
 Outstanding **** Very good *** Good ** Average * Poor

MARK (Canadian)

Area: North-East/West **** Age: 36

Personality: Fun-loving, extrovert, sociable; most notorious member of the team

Notes:

- Ranking: no. 3 in terms of sales revenue
- Achieved 60% of monthly sales targets.
- Added five new accounts last year.
- Usually late sending in sales reports. Not good at paperwork.

• Always a lot in meetings. Can be very disruptive.

• Thinks he could double sales if he had the West London area.

• Dislikes Max. Thinks meetings are mostly a waste of time.

**SONIA (Italian)**

Area: North-East ** Age: 28

Personality: Dynamic, self-centred, a workaholic

Notes:

- Ranking: no. 4 in terms of sales revenue
- Always meets monthly sales targets.
- Added six new accounts last year.
- Most talented salesperson in the team.
- Excellent communicator with customers.
- Team members respect her, but no one likes her.
- Thinks she is underpaid for her contribution to sales.

**MAX (English)**

Area: West London ***** Age: 52

Personality: Serious, reserved, some say 'unfriendly'

Notes:

- Ranking: no. 1 in terms of sales revenue

• Added two new accounts last year.

• Very successful in keeping existing customers

• Happy, but slow to promote new products.

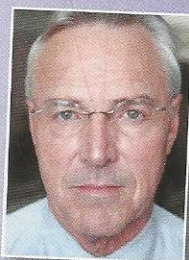
• Always meets his monthly sales targets. Excellent

paperwork.

• Always a lot at meetings. Very influential.

• Has a close relationship with Natalya. Always supports her at meetings.

• Thinks his sales targets are far too high.

**LAURA (American)**

Area: Midlands *** Age: 38

Personality: Outgoing, speaks her mind, argumentative.

Notes:

- Ranking: no. 6 in terms of sales revenue
- Added three new accounts last year.
- Meets about 30% of her monthly sales targets.
- Says that in present economic conditions, her area should be downgraded to one star.
- Very hard-working, sends in excellent sales reports.
- Good relations with customers.
- Not a team player. Dislikes Natalya and Sonia.

**NATALYA (Russian)**

Area: North-West/Scotland ** Age: 26

Personality: Reserved, organised, determined

Notes:

- Ranking: no. 5 in terms of sales revenue

• Added four new accounts last year.

• Meets 50% of her monthly sales targets.

• Continually improving her sales ability. Reliable

paperwork.

• Has some good ideas to improve sales, but

lacks confidence.

• Always supports Max in meetings.

• Thinks Natalya has the wrong personality for sales.

**CHANG (Chinese)**

Area: West/Wales *** Age: 45

Personality: Likeable, cooperative, most hard-working member of the team

Notes:

- Ranking: no. 2 in terms of sales revenue
- Very consistent salesman. Generally exceeds all his monthly sales targets.
- Added five new accounts last year.
- Enjoys team meetings. Needs to improve presentations of new products.
- An excellent salesman. Very good paperwork.
- Can be too polite and not assertive enough in meetings.
- He has a strong Chinese accent when speaking.



You are Directors of DKP. Work in groups of four. Choose a role. Director 1 leads the meeting.

Director 1: Turn to page 136.

Director 3: Turn to page 138.

Director 2: Turn to page 142.

Director 4: Turn to page 136.

- 1 Read your role cards and prepare for a meeting to resolve your company's teambuilding problems.
- 2 Make a list of the problems that are affecting the performance of the sales team.
- 3 Consider David Seymour's proposals. Decide which ones, if any, should be acted upon.
- 4 Discuss any other ideas you may have to improve the team's performance. Decide which of your suggestions should be put into effect.
- 5 Work out an action plan for the next six months.
- 6 If there is more than one group of directors, compare your action plans.

Watch the Case study commentary on the DVD-ROM.

**Writing**

Either: As a director, write a letter to the Chief Executive of DKP outlining your solution to the problems.

Or: You are a sales manager. The behaviour of one of your salespeople is upsetting the other members of the team. Write a letter warning them about their conduct and indicating what improvements they should make in their behaviour.

→ Writing file page 126