

Management motivation

A new survey of UK managers shows that while many managers enjoy work, they often spend too little time at home.

1 Which of the three sentences best describes you and your work? Compare your answer with a partner.

- (a) I have **too much** work to do
- (b) I have about the **right amount** of work to do
- (c) I feel I can do **more** work

2 UK managers were asked the same question. Can you guess their replies? Complete the table with the letters (a)-(c).

SURVEY RESULTS (UK managers)					
Around 19%		Around 36%		Around 45%	

3 Scan paragraph one of the article below and check your answers to exercise 2.

Energy at work A questionnaire completed by over 1500 UK managers looks at motivation and levels of energy at work. It finds that many managers think they have too much work – nearly half (45%) of those asked. Around 36% said that they have about the right volume of work to do, and just 19% felt that they can do more work.

Many managers are happy to work hard. However, the survey discovered some problems: many top bosses work over 14 hours more a week than it says in their contract. Of course, they do not relax and see their family at the weekend.

Also, low levels of energy mean that it is difficult for managers to motivate their own staff.

One answer to the problem of worker motivation is to change to more flexible ways of working. Some companies are introducing different ideas, such as: working part time, employing temporary staff, introducing flexitime, job sharing, having a career break, working longer hours for four days a week, and allowing employees to work at home. In the future, 'flexible working' could be one solution to the problem of lack of energy and motivation. Will it work for you?

4 Read the whole article. What is the problem for managers? For employees? What is a possible solution?

5 Complete the following table.

VERB	NOUN
to motivate	
	employment
to discover	
	contract
to relax	
	introduction

6 Which ideas for flexible working do you like? Would you like your company to introduce any of these ideas? Complete the chart and discuss your answers in small groups. Choose the idea you like best.

	YES	NO	NOT SURE		YES	NO	NOT SURE
work part time				have a career break			
employ temporary staff				work longer hours for four days a week			
flexitime							
job sharing				do some work at home			