# Success

## 单词

| 词汇 | 发音 | 词性 | 翻译 |
| --- | --- | --- | --- |
| entrepreneur | [us]ˌɑːntrəprəˈnɜːr [uk]ˌɒntrəprəˈnɜː(r) | noun | 企业家 |
| failure | [us]ˈfeɪljər [uk]ˈfeɪljə(r) | noun | 失败 |
| success | [us]səkˈses [uk]səkˈses | noun | 成功 |
| high-tech | | adj. | 高科技的 |
| start-up | | noun | 开办阶段的企业 |
| widespread | [us]ˈwaɪdspred [uk]ˈwaɪdspred | adj. | 分布广泛的, 普遍的 |
| dot-com | [us]ˌdɑːt ˈkɑːm [uk]ˌdɒt ˈkɒm | noun | 网络公司 |
| reward | [us]rɪˈwɔːrd [uk]rɪˈwɔːd | verb | 奖励 |
| reach | [us]riːtʃ [uk]riːtʃ | verb | 增加 |
| substantial | [us]səbˈstænʃl [uk]səbˈstænʃl | adj. | 大量的, 可观的 |
| quality | [us]ˈkwɑːləti [uk]ˈkwɒləti | noun | 质量, 品质 |
| manner | [us]ˈmænər [uk]ˈmænə(r) | noun | 方式, 方法 |
| resilient | [us]rɪˈzɪliənt [uk]rɪˈzɪliənt | adj. | 达观的, 适应性强的 |
| pragmatic | [us]præɡˈmætɪk [uk]præɡˈmætɪk | adj. | 务实的,实事求是的,注重实效的 |
| benchmark | [us]ˈbentʃmɑːrk [uk]ˈbentʃmɑːk | noun | 标准检查程序, 基准点, 参照点 |
| assess | [us]əˈses [uk]əˈses | verb | 评估,估价,评定 |
| surpass | [us]sərˈpæs [uk]səˈpɑːs | verb | 超越, 胜过 |
| target | [us]ˈtɑːrɡɪt [uk]ˈtɑːɡɪt | noun | 目标 |
| incentivize | [us]ɪnˈsentɪvaɪz [uk]ɪnˈsentɪvaɪz | verb | 刺激, 激励 |
| pinpoint | [us]ˈpɪnpɔɪnt [uk]ˈpɪnpɔɪnt | verb | 精确地找到, 瞄准, 使突出 |
| define | [us]dɪˈfaɪn [uk]dɪˈfaɪn | verb | 下定义, 解释 |
| | | | |

| trait | [us]treɪt [uk]treɪt | noun | 个性,特征,特点 |
|---|---|---|---|
| proactive | [us]ˌproʊˈæktɪv [uk]ˌprəʊˈæktɪv | adj. | 积极主动的, 主动出击的, 先发制人的 |
| adversity | [us]ədˈvɜːrsəti [uk]ədˈvɜːsəti | noun | 逆境,窘境,泥潭 |
| persistent | [us]pərˈsɪstənt [uk]pəˈsɪstənt | adj. | 固执的, 持续的, 坚持的 |
| voucher | [us]ˈvaʊtʃər [uk]ˈvaʊtʃə(r) | noun | (代替现金的)凭单, 凭证, 代金券 |

# Commenting on something you've watched

Let's respond to something we've watched online.

在下一活动中，您将观看 **Wikipedia** 创始人 **Jimmy Wales** 在 **Hult School of Business** 发表的演讲的片段。 **Wikipedia** 是一种基于网络、集思广益的免费多语言百科全书。

**自己做好听的准备**

Wales 打算谈论成功和失败。注意他说的失败在他人生中扮演了什么角色，在他看来有哪些重要的失败的教训要与大家分享。

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/15/06/89/v/150689/GE_13.1.1.mp4

```
[JIMMY WALES] What is Wikipedia? It's best to start by looking at the vision
statement, uh, for Wikipedia.
[JIMMY WALES] And that's for all of us to imagine a world in which every
single person on the planet is given free access to the sum of all human
knowledge.
[JIMMY WALES] It takes a very small number of people to really get something
happening, and so we're really excited about the possibilities of growing
Wikipedia bigger and bigger in all the languages of the world.
[JIMMY WALES] One of the questions is: How did I get here?
[JIMMY WALES] You know — it's an amazing success, and I think one of the most
important things, particularly for people who are in business school and
looking forward to a new career and a new opportunity,
[JIMMY WALES] is to understand that the way I got here is failure.
[JIMMY WALES] One of the things that's really important about business
education is practical, real-world experience.
[JIMMY WALES] If you're actually going to step into the world as a
practitioner, uh, that kind of experience is, is very, very good.
[JIMMY WALES] I, uh, was invited to a program at, uh, Harvard — Harvard
Kennedy School. What was really interesting to me is how many of the
professors, quite accidentally,
```

[JIMMY WALES] um, without even really reflecting on their thinking about it, would talk about American competitiveness, or they would speak in this very nationalistic way, uh, about America.

[JIMMY WALES] And I thought, well, this is one of the great institutions of the world, with a very diverse student body, but, frankly, I doubt if they have anything like the international experience, uh, that you're getting with this incredibly diverse student body here.

[JIMMY WALES] So it's not surprising that Hult would rank No. 3 and No. 1 in those two categories, so I think it's an amazing and wonderful thing.

[JIMMY WALES] What are some of the lessons that I've learned that I think are really important? One of them is: Fail faster.

[JIMMY WALES] For a lot of the projects where I failed, I should have quit a lot sooner.

[JIMMY WALES] Don't tie your ego to a particular business.

[JIMMY WALES] If you believe in yourself, don't tie yourself to a particular business or business model.

[JIMMY WALES] Be ready to pivot. Be ready to change very quickly.

[JIMMY WALES] Real entrepreneurs fail and fail and fail, um, but the most important thing is, enjoy yourself along the way.

---

to really get something happening 真正开始做某事
It's an amazing success.　这是一个了不起的成功。
The way I got here is failure.　我成功的方式是通过失败。
Fail faster.　更快地失败。
I should have quit a lot sooner.　我应该早点退出。
Real entrepreneurs fail and fail. 真正的企业家失败再失败。

| 成功与失败 | |
|---|---|
| 拥有大量的词汇，你会对一个单词的某些形式比另一些熟悉。你会对形容词**successful**，以及动词**fail** 和**quit**很熟悉，但是你可能不太常使用这些单词的其他形式。 | |
| I should have quit sooner. | 我应该早点退出。 |
| I'm not a quitter. | 我不是一个轻易放弃的人。 |
| 因此，一个**quits**的人是**quitter**。这很容易推断出来，因为一个做这个动作的人常常以**-er**结尾。但是，一些名词不太容易猜出来。你知道**fail**的名词是什么吗? | |
| I failed, but I learned from it. | 我失败了，但我从中吸取了教训。 |
| I think you can learn from failure. | 我认为你可以从失败中吸取教训。 |
| 在这些情况下，我们只要记住名词的形式是**failure**。那么**successful**的动词和名词形式呢? | |
| I didn't succeed in the beginning. | 我开始时并没有成功。 |
| Success doesn't always come easily. | 成功并不总是容易做到的。 |

| 你可能对动词**succeed**不太熟悉，但是作为一名高级学员，你会开始使用这些你不太熟悉的形式。 | |
|---|---|
| It was an amazing success. | 这是一个了不起的成功。 |
| It was a failure for a few reasons, I think. | 我认为失败是有几个原因的。 |

Select the correct words.
It was a total ( failed / failure / fails ) . I was really embarrassed.

You won't ( succeed / success / successful ) without help.

No one can say ( succeed / success / successful ) came easily to her.

His first business was a ( failing / failed / failure ) , but he didn't give up.

The business was failing, but he wasn't a ( quitter / quitted / quitting) .

**Truth:** failure; succeed; success; failure; quitter

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/15/06/89/v/150689/GE_13.1.1.mp4

[JIMMY WALES] What is Wikipedia? It's best to start by looking at the vision statement, uh, for Wikipedia.

[JIMMY WALES] And that's for all of us to imagine a world in which every single person on the planet is given free access to the sum of all human knowledge.

[JIMMY WALES] It takes a very small number of people to really get something happening, and so we're really excited about the possibilities of growing Wikipedia bigger and bigger in all the languages of the world.

[JIMMY WALES] One of the questions is: How did I get here?

[JIMMY WALES] You know — it's an amazing success, and I think one of the most important things, particularly for people who are in business school and looking forward to a new career and a new opportunity,

[JIMMY WALES] is to understand that the way I got here is failure.

[JIMMY WALES] One of the things that's really important about business education is practical, real-world experience.

[JIMMY WALES] If you're actually going to step into the world as a practitioner, uh, that kind of experience is, is very, very good.

[JIMMY WALES] I, uh, was invited to a program at, uh, Harvard — Harvard Kennedy School. What was really interesting to me is how many of the professors, quite accidentally,

[JIMMY WALES] um, without even really reflecting on their thinking about it, would talk about American competitiveness, or they would speak in this very nationalistic way, uh, about America.

[JIMMY WALES] And I thought, well, this is one of the great institutions of the world, with a very diverse student body, but, frankly, I doubt if they have anything like the international experience, uh, that you're getting with this incredibly diverse student body here.

[JIMMY WALES] So it's not surprising that Hult would rank No. 3 and No. 1 in those two categories, so I think it's an amazing and wonderful thing.

[JIMMY WALES] What are some of the lessons that I've learned that I think are really important? One of them is: Fail faster.

[JIMMY WALES] For a lot of the projects where I failed, I should have quit a lot sooner.

[JIMMY WALES] Don't tie your ego to a particular business.

[JIMMY WALES] If you believe in yourself, don't tie yourself to a particular business or business model.

[JIMMY WALES] Be ready to pivot. Be ready to change very quickly.

[JIMMY WALES] Real entrepreneurs fail and fail and fail, um, but the most important thing is, enjoy yourself along the way.

```
One of the questions is …  一个问题是…
One of the most important things …  最重要的事情之一是…
One of the things that's …  事情之一是…
What was really interesting to me …  真的让我感到很有趣的是…
```

| 引出评论 | |
|---|---|
| 你常会听到**what** 和 **one thing (that)**用于引出评论和意见： | |
| What's really interesting to me is the role of failure. | 让我真的感兴趣的是失败的作用。 |
| 这个结构有几种语法选择。第一个例子中，我们用的模式是这样的：**What** + **be** + 形容词 + **be** +名词。下面句子中的结构是什么？ | |
| One thing that was cool was that he wanted to pass on real-world experience. | 很酷的事情是他想要将现实世界的经验传递下去。 |
| 这里，我们有：**One thing that**＋**be**＋形容词＋**be**＋**that**＋从句 | |

| 我们可以选择使用像**failure**样的名词或者如前面例子中那样使用一个完整的句子来结束这种短语。我们也有选择以不同的方式来开始句子。下面的例子有什么不同? | |
|---|---|
| What surprised me was that he was willing to admit to being a failure. | 让我吃惊的是，他愿意承认自己的失败。 |
| One thing I admire about him is his honesty. | 我佩服他的是他的诚实。 |
| 这里我们在句子的第一部分使用了动词**surprise** 和 **admire**而不是一个形容词。你可能也会听到 **theway**而不是**that**： | |
| What I liked about his talk was the way he was so positive about failure. | 我喜欢他的谈话的地方是他如此积极地看待失败的方式。 |

# Working out the meaning

In this lesson, we're going to learn some strategies to improve your reading skills. Read the text on startup companies. Focus on the main ideas.
Select the correct answer.



**What is a startup?** Just because a company is newly founded doesn't necessarily make it a startup.Startup companies are entrepreneurial ventures designed to discover if they have a scalable business model. That is, do they have the potential to grow quickly and be successful? Many startups go from failure to failure before finding the right model, or they fail altogether.Many people assume that all startups are technology-based companies. This might be due to the fact that the term became widespread during the dot-combubble, when so many high-tech companies were started, but most eventually failed and disappeared. In fact, a startup can be in many different sectors ofthe economy.Some startups are funded by the founders themselves. Others get funding from venture-capital firms or angel investors in exchange for equity – part ownership in the company. Investors are generally attracted to startups with a strong founding team, high potential return on investment, and scalability.Again, it's about the potential to grow rapidly with limited investment of capital and labor.

| 猜测意思 | |
|---|---|
| 当阅读文章时，你会遇到不熟悉的单词。你可以试着猜测其大概含义。 | |
| 同源的单词 | |
| 你可能知道后缀**-al** 和**-ial**用于构成形容词，而**-ity**用于构成名词。如果你知道**entrepreneur**的意思，它会帮你猜出单词**entrepreneurial**是描述企业家的形容词。知道**scalable**的意思会帮助你理解**scalability**是可扩展的能力的意思。 | |
| Startup companies are entrepreneurial ventures. | 新兴公司是创业型企业。 |
| Investors are generally attracted to startups with scalability. | 投资者一般都被有可扩展性的初创公司所吸引。 |

| 猜测有多部分组成的单词的意义 | |
| --- | --- |
| 有时，两个单词组合在一起形成一个新的单词，你可以将这些单词分开来猜测它们的含义。例如，如果你知道单词 **high** and **tech**（源自技术）的意思，你可以猜测短语**high-tech companies**的含义。 | |
| Many high-tech companies were started during the early 2000s. | 许多高科技公司是在21世纪初开始创建的。 |
| 在许多情况下，多部分词语没有连字符。你仍然可以把它们分开来猜测它们的含义。例如，**widespread**，可分为**wide** 和**spread**，这能帮助你理解其含义：常见。 | |
| The term startup became widespread during the dot-com bubble. | 在网络泡沫时期，新兴这一术语变得十分普遍。 |

| 使用上下文 | |
| --- | --- |
| 根据上下文猜测单词的意思是可以提高你的阅读能力的重要策略。**Context**指的是围绕未知单词的单词，单词的形成方式和阅读材料或段落的主题。 | |
| 定义，同义词和对比 | |
| 有时候，一个新词在句子本身中就被定义了。在下面的句子中，**people who start and operate newcompanies** 是**entrepreneurs**的定义。请注意，它是由逗号隔开的。 | |
| Entrepreneurs, people who start and operate new companies, are critical to oureconomy. | 企业家，创建并和运营新公司的人，对我们的经济至关重要。 |

| 在下面的句子中，**profits**是**return on investments**的同义词。 | |
| --- | --- |
| Investors look for high return on investment because profits are what it's allabout. | 投资者寻找高投资回报率，因为利润是它的全部关注点。 |
| 在这句话中，短语**by contrast**显示单词**losses**是短语**return on investment**的反义词。 | |
| There was a solid return on investment last year. By contrast, we'reexperiencing losses now. | 去年有丰厚的投资回报。对比之下，我们现在正在经历损失。 |

Select the correct words.

We're looking for a business model with ( scalable / scalability / scaled ) .

How much ( exchange / entrepreneur / **equity** ) in the company did they purchase?

Do they have the ( entrepreneurial / scalable / **potential** ) to grow quickly?

Are you planning on making an ( investment / invest / invested ) in the company?

They need to discover if they have a ( scalable / scale / scalability ) business model.

He lost a lot of money in the dot-com ( equity / bubble / capital ) .

**Truth:** scalability; equity; potential; investment; scalable; bubble

# Writing more coherently

We're going to write about motivating a team.

Watch the video and study the language. [https://cns2.ef-cdn.com/Juno/20/52/7/v/20527/11.8](https://cns2.ef-cdn.com/Juno/20/52/7/v/20527/11.8) Scene 2.mp4

```
[ENTREPRENEUR] Every manager wants to be in charge of an effective,
hardworking and motivated team.
[ENTREPRENEUR] However, teams only perform like this if their managers are
motivating them effectively.
[ENTREPRENEUR] An increasingly popular way in business to increase both a
workforce's productivity, and their motivation, is a three-point plan of
action called ABR:
[ENTREPRENEUR] Analyze,
[ENTREPRENEUR] benchmar,
[ENTREPRENEUR] reward.
[ENTREPRENEUR] First, a manager has to sit down with each of their staff to
analyze the skills they need to complete their daily work, and what are their
most common mistakes.
[ENTREPRENEUR] This is done in a collaborative way, as (a) it gives employees
a chance to tell their manager the problems they have, and (b) the employees
feel they've got a say in their future objectives.
[ENTREPRENEUR] Both of these increase staff motivation.
[ENTREPRENEUR] It's a big job.
[ENTREPRENEUR] But when it's done, the managers can set realistic benchmarks
for their employees.
[ENTREPRENEUR] In other words, just how much of a realistic improvement can
each team member make during a three-month period?
[ENTREPRENEUR] And how can their manager help them do this?
[ENTREPRENEUR] Again, because the employees are involved in setting these
benchmarks, they feel more motivated to reach them.
[ENTREPRENEUR] After three months, their performance is assessed, and those
who have reached or surpassed their targets are rewarded.
[ENTREPRENEUR] High achievers don't necessarily have to be rewarded with cash.
```

```
[ENTREPRENEUR] They can be rewarded with vouchers that allow them to buy your
company's product cheaply.
[ENTREPRENEUR] Or, if they're not interested in this, they can be given
vouchers that add up to extra holiday days.
[ENTREPRENEUR] In this way, they're not working just for the money, but also
for something more substantial.
[ENTREPRENEUR] To keep things fair, the reward system should be graded, so
that the harder the individual works, the more they're rewarded.
[ENTREPRENEUR] The truth is, everyone - absolutely - everyone, wants to be
given a chance to succeed, and be rewarded when they do succeed.
[ENTREPRENEUR] And a successful workforce makes a successful company.
[ENTREPRENEUR] If employees are incentivized to improve their performance, in
so doing, they'll also increase company profits.
[ENTREPRENEUR] So, the buzzwords: analyze, benchmark, reward.
[ENTREPRENEUR] Because a motivated workforce is a productive workforce.
```

```
Analyze, benchmark, reward. 分析，基准，奖励。
collaborative 合作的
objectives   目标
performance is assessed 评估绩效
surpassed their targets 超过他们的目标
vouchers   优惠券
substantial  大量的
incentivized   用物质激励的
buzzwords  流行词
```

| 员工激励 | |
| --- | --- |
| 一种有助于更加激励员工的步骤：**analyze**, **benchmark**, **reward**. | |
| Analyze（分析） | |
| 首先，经理和员工应该 **analyze** 目前的局面。 | |
| A manager and employee should work in a collaborative way to set goals. | 经理和员工应该共同设立目标。 |
| Employees feel motivated when they're involved in setting their ownobjectives. | 员工如参与自己的目标设立，会感到受到激励。 |

| Benchmark（衡量基准） | |
|---|---|
| 一段时间之后，应该评估员工的表现。**Benchmark** 可用作名词或动词。 | |
| The benchmark the employee is trying to reach should be realistic. | 员工所要达成的基准应根据现实情况设定。 |
| It's important that an employee's performance is assessed after a period oftime. | 重要的是，员工表现隔一段时间后应加以评估。 |
| Ideally, an employee will have reached or even surpassed the benchmark. | 理想状况下，员工会达到甚至超过衡量基准。 |
| A manager's success can be measured by how many employees reach their targets. | 经理的成功可以根据完成目标的员工人数来衡量。 |

| Reward（奖励） | |
|---|---|
| 经理应该奖励成功的员工。 | |
| Successful employees can be rewarded with vouchers. | 成功的员工可获得优惠券作为奖励。 |
| A reward should be substantial enough to motivate employees. | 奖励应该大到能够激励员工。 |
| It's in a company's best interests to have incentivized employees. | 拥有受到激励的员工，对公司最为有利。 |

Select the correct words.

The ( vouchers / incentives / buzzwords ) are: analyze, benchmark, reward.

She received a substantial reward for ( incentivizing / surpassing / assessing ) her benchmark.

Managers and employees set ( targets / vouchers / buzzwords ) collaboratively.

As a reward, he received a ( benchmark / objective / voucher ) for a three-day vacation.

What can we do to ( objective / motivate / benchmark ) our team?

How good are our employees? We need to ( evaluate / surpass / voucher ) them.

**Truth:** buzzwords; surpassing; targets; voucher; motivate; evaluate

| 连贯性 | |
|---|---|
| 如果你的写作是**coherent**,这对于你的读者来说是符合逻辑意义的，无论是在你表达个人思想或者想法的逻辑发展时。这是一些为你的写作添加**coherence**的方法。 | |
| 一般到具体 | |
| The analysis phase is crucial. The manager should sit down with each staffmember to analyze the skills they have and the ones they need. | 分析阶段至关重要。经理应该和员工坐下来分析他们的技能和需要的技能。 |
| 陈述，然后举例 | |
| Successful employees should be rewarded. Rewards could include cash orvouchers. | 成功的员工应该予以奖励。奖励可以包括现金或优惠券。 |
| 问题，然后回答 | |
| How can managers help employees make significant improvements? Workingcollaboratively and incentivizing an employee can be very effective. | 经理如何帮助员工取得巨大的进步？共同协作并激励员工，可能非常有效。 |

Read the text about motivating employees, and answer the questions.

**Motivating employees** The relationship between employee and manager is important. Not only can itaffect an employee's morale, but it can have wider consequences on the company as a whole. It's hard to imagine any company doing well without motivated employees. Here are five effective ways to motivate staff. * Incentivize your employees. Make them feel that the company's success means success for them as well. There's nothing like a possible reward to motivate people. A program like this will probably have to come from upper management, not just from the direct manager. * Take an active interest in your employees' career paths. Offer them additional training, and act as their mentor. If employees feel that a brighter future is ahead, it will motivate them. * Emphasize a healthy work-life balance. One way to do this is to make sure everyone takes their vacation time. Refreshed people are motivated people. * Listening is key. If people feel that their manager is listening to them, even when they are complaining, they will be happier and more productive. Listen to your employees! * Above all of this is one general idea: Respect for others goes a long way toward motivating people. Treat subordinates the way you would like to be treated by your superiors. But what can you do to demotivate your staff? How can you be a bad manager? * Use your managerial position to show people who's boss. Disrespect subordinates because they are below you. * Take credit or claim responsibility for work done by your subordinates. They work for you, right? So why give them credit? * Lose your temper. Getting angry always shows people who's boss! * Let employees unfairly take the blame for things. Better them than you, right? * Don't compliment or praise people for good work. The next thing you know, they'll want a promotion or pay raise! Motivating people takes much more work than demotivating them, but if you follow the tips above, you can build a solid, productive team!

| 参照 |
| --- |
| 文章的各部分之间的**References**帮助读者知道你指的是什么，而不必重复同样的话。在下面的例子中，短语**a program likethis**回指**Incentivize your employees**。 |
| Incentivize your employees. Make them feel that the company's success meanssuccess for them as well. There's nothing like a possible reward to motivatepeople. A program like this will probably have to come from upper management,not just from the direct manager. |
| 关键字重复 |
| 另一个方法是在文章中重复关键词。注意在下面的段落中单词**listen** 和 **listening**将段落连接起来。 |
| Listening is key. If people feel that their manager is listening to them, evenwhen they are complaining, they will be happier and more productive. Listen toyour employees! |

You are writing to Harry, a new manager in your company. He wants advice on how to effectively motivate his team and what strategies to avoid. Use the language and strategies you have learned in this lesson. Wetakeyourprivacyseriously.Pleasedon'tshareanypersonalinformation(race,religion,healthstatus,etc.)aboutyourself.

Type in the input box. Write 150-200 words.

**Example**:

```
Harry,

Here are some ideas for motivating your employees. I also included some things
to avoid.

• Incentivize your employees. Make them feel that the company's success means
success for them as well. There's nothing like a possible reward to motivate
people.

• Take an active interest in your employees' career paths. Offer them
additional training and act as their mentor.
```

```
  • Emphasize a healthy work-life balance. Recognize that employees have lives
  outside the company.

  • Listen to your employees. If people feel like they are being heard, even
  when they are complaining, they will be happier and more productive.

  • Treat subordinates the way you would like to be treated by your superiors.

  Here are five ways to demotivate your staff:

  • Disrespect subordinates because they are below you.

  • Take credit or claim responsibility for work done by your subordinates.

  • Lose your temper.

  • Let employees unfairly take the blame for things.

  • Don't compliment or praise people for good work.

  Good luck with your team!

  EF student
```

## Making your point more effectively

Let's learn how to discuss the traits of a successful manager.

| 成功人士的特征 | |
|---|---|
| 在下一活动中，你将观看一段即兴的采访。受访女子名叫 **Julie Malta**，她将谈论成功人士具有的 **traits**，或**qualities**。 | |
| 自己做好听的准备 | |
| 既然你了解了采访的中心所在，思考一下你心中成功人士应该具备的特征。然后，在听的同时，注意 **Julie** 描述的特征。 | |
| 你也会听到 **Julie** 使用 **categorization**（分类）的语言。请听类似以下的短语： | |
| kind of | 一种 |
| type of | 一种类型 |
| form of | 一种 |
| manner of | 一种 |

Note: The opinions expressed by the speaker(s) are not necessarily those of EF.

Watch the video and study the language. https://cns2.ef-cdn.com/Juno/19/65/92/v/196592/GE_13.1.4.1.2.mp4

```
[JULIE MALTA] Hi. I'm Julie Malta, and I'm a mortgage broker,
[JULIE MALTA] and I'm here to discuss this topic of success.
[JULIE MALTA] Well, actually, there's many different types of success, so it's
really hard to pinpoint what you personally would view as, um, a successful
person.
[JULIE MALTA] Um, there's success in your home life. There's success in your
academic life. There's success socially with your friends,
[JULIE MALTA] and there's success in your job.
[JULIE MALTA] There's success in your academic performance.
[JULIE MALTA] All of these are areas that people, defines,  um, if someone is a
successful person.
[JULIE MALTA] So when we decide what manner of success you are looking for,
[JULIE MALTA] all of them have similar traits.
[JULIE MALTA] Some look at people that are proactive as being a very successful
trait — someone that follows through, gets the job done.
[JULIE MALTA] Um, someone that may be resilient knows how to come back with
adversity,
[JULIE MALTA] um, well, knows where to get off their feet, get up on their feet
and start all over again, or plan another path that might be more successful.
[JULIE MALTA] Another area of success is being able to relate well in a group or
being able to be a great team player,
[JULIE MALTA] so they can get more job, more done, um, in a group than they can
as an individual.
[JULIE MALTA] Um, so those are some of the areas, and I'm sure if I had more
```

```
time to think, I could think of other areas of success.
```

```
mortgage broker 房贷经纪人
many different types of success 许多不同种类的成功
hard to pinpoint          很难准确指出
academic          学习的
defines 说明
what manner of success   哪种成功
similar traits   相同的特征
proactive          主动的
resilient          达观的
adversity          困境
```

| 谈论成功 | |
|---|---|
| 以下是一些谈论成功的表达： | |
| What manner of success are you looking for exactly? | 你具体希望获得哪种成功? |
| It's difficult to pinpoint what defines success. | 很难准确描述什么是成功。 |
| He was able to turn his academic success into business success. | 他做到了将优秀的学习成绩转化成商业上的的成功。 |

| 以下是一些描述成功人士所具有的特征的单词： | |
|---|---|
| It's not easy to pinpoint what traits make people successful. | 要确定让人取得成功的特点并不容易。 |
| She's very resilient. She's always able to bounce back from adversity. | 她非常达观，总能从逆境中恢复过来。 |
| They're very proactive. They try to anticipate problems before they happen. | 他们行事主动，努力未雨绸缪。 |
| No matter what happens, he never gives up. He's very persistent. | 不管怎么样，他从不放弃。他非常执著。 |

| 以下是更多谈论成功人士的特征的词汇： | |
|---|---|
| She's incredibly passionate about her work. | 她非常热爱自己的工作。 |
| Creativity is very important, but so are practical business skills. | 创造力非常重要，但实用的商务技能同样重要。 |
| He has a great ability to find pragmatic solutions to problems. | 他拥有为问题找出切实可行的办法的出色能力。 |
| Steve Jobs was one of the most innovative thinkers of his time. | Steve Jobs 是他那个时代最富于创新的思想家之一。 |

Select the correct words.

She bounces back from adversity. She's very ( academic / resilient / trait ) .

It's not easy to define which ( pinpoints / traits / academics ) make someone successful.

She never gives up. She's very ( pinpoint / academic / persistent ) .

He was able to ( pinpoint / proactive / pragmatic ) the problem.

Don't wait for problems. Be ( resilient / persistent / proactive ) and plan ahead.

He's so ( innovative / pragmatic / academic ) , always coming up with great new ideas.

**Truth:** resilient; traits; persistent; pinpoint; proactive; innovative

| 给出例子或者具体细节 | |
|---|---|
| 有时，只是陈述意见是不够的。必须加强和支持它。做到这一点的一种方式是给出例子或者具体细节。 | |
| Good managers need to be proactive. When there's a problem, they don't waitfor others to fix it. | 优秀的管理者需要积极主动。当有问题时，他们不会等待别人来解决它。 |
| 提供推理 | |
| 你也可以提供推理来支持你的观点。 | |
| Good managers promote effective communication. Open and effectivecommunication makes people feel valued and heard. | 优秀的管理者促进有效的沟通。开放和有效的沟通使人感到受重视和被关注。 |

| 使用对比 | |
|---|---|
| 使用对比可以是支持一个意见的有效方法。 | |
| A good manager needs passion. If managers aren't excited about what they'redoing, how can we expect the employees to be? | 一个优秀的管理者需要激情。如果管理者对他们在做的事情并不感到兴奋，怎么能指望员工有激情呢? |
| 总结 | |
| 总结你的观点可以是一种把重点放回你的主要想法上的有效的方法。 | |
| In the end, it's important to remember that a good manager needs to be bothpersistent and flexible. | 最后，要记住，一个好的管理者必须既坚持又灵活。 |

| 争取思考的时间 | |
|---|---|
| 习语 **buy time to think** 表示在回答之前争取更多的时间来思考。要许多 **buy time to think**的方法。请看以下各例: | |
| 要求重复和澄清 | |
| Can you say that again? | 你能再说一遍吗? |
| Can you be more specific? | 你能更具体些吗? |
| What exactly do you mean by effective management? | 对于有效的管理到底你的意思是什么? |
| 你也可以使用这样的表达方式: | |
| I need a second to think about that. | 我需要思考一下。 |
| That's a good question. Let me think for a minute. | 这是一个很好的问题。让我想一想。 |

| | |
|---|---|
| **如果你真的不知如何回答，你可以使用这样的表达方式：** | |
| That's not a question I can answer right now. Can I get back to you? | 这不是一个我现在可以回答的问题。我可以回头答复你吗? |
| I'd need to give that some thought before answering. | 回答前我需要想一想。 |
| Well, it's difficult to pinpoint exactly. | 嗯，这很难准确查明。 |