

## Listening and Speaking

1.

Being considered a leader in our society is the 1) ultimate compliment. Leadership has become the universal vitamin C pill. It bestows power, commands respect and 2) fosters achievement. Unlike vitamins, though, leadership skills can't be easily 3) swallowed. They must be carefully cultivated. But which skills do leaders cultivate? Here are some tips: (1) Always give credit. Many leaders note that the most efficient way to get a good performance from others is to treat them like heroes. 4) Giving public credit to someone who has earned it is the best leadership technique in the world. (2) 5) Take informed risks. The best leaders know that taking a risk is not a thoughtless exercise. (3) Keep the faith. Successful leaders often say that if you trust others to do well, they will. If you believe your people will fail, they will probably 6) meet your expectations as well. (4) Get a compass. People don't follow leaders who 7) lack direction. (5) Act the part. Good leaders have learned to sound and look like winners. They also know that 8) appearance and manners count. (6) Be competent. The best leaders know that their 9) capacity and proficiency are part of their fascination. 10) Competence stimulates people, and will make them look to you for guidance and direction.

## Text A

### Reading Comprehension

1.

Ordinary leaders	Best leaders
Leaders are supposed to be <u>perfect</u> and struggle is regarded as <u>a sign of weakness</u> and <u>a source of shame</u> .	Struggle is a <u>natural part</u> of leadership and unlocks the potential for <u>the greatest growth</u> .
1) They lose <u>their confidence</u> and doubt <u>their abilities</u> . 2) They think that <u>something is wrong</u> with them.	1) They learn to embrace struggle as <u>an art to be mastered</u> . 2) They develop skills, <u>capabilities</u> , and practices that help them cope with <u>challenge and adversity</u> .
New leaders	Best leaders
1) They have	1) They use failure as a <u>wake-up call</u> . They

Ordinary leaders	Best leaders
no <u>self-regulatory mechanism</u> , no brakes. 2) They repeat <u>the same mistakes</u> over and over.	seek out the counsel of a mentor and/or turn their attention inward for <u>reflection and introspection</u> . Thus they <u>try a different approach</u> when they encounter the same circumstances the next time. 2) They view leadership as an <u>enriching, deeply human</u> experience.
Change <u>plays a prominent role</u> in the leadership struggle, and <u>creates</u> a natural set of tensions which <u>throw</u> the leader off balance.	

2.

As one of the most 1) influential leaders of our time, Steve Jobs was a leader who had confronted and 2) navigated through a number of struggles, when he had 3) redefined his life purpose and 4) transformed his leadership energies so as to serve this core purpose. What he had achieved is radically changing our thinking about leadership and 5) innovation. Starting with the case of Steve Jobs, the text presents a new idea about leadership, initiating a fundamentally different premise that struggle and leadership are intertwined. Leadership is often a struggle, yet strong 6) taboos keep us from talking openly and honestly about our difficulties 7) for fear of being 8) perceived to be in lack of strength and confidence. Social mores 9) reinforce the notion that leaders are supposed to be perfect, and that struggle is inherently bad, something to be ashamed of. However, exceptional leaders know that it is struggle that unlocks the 10) potential for the greatest growth. To 11) probe real stories of leaders, the author conducted an extensive research studying 151 struggle examples. He discovered a 12) distinct pattern of leadership struggle, which showed how struggles threw leaders off balance. However, what determined the 13) outcomes of these real-world stories was the effectiveness of leaders in treating the struggles. There was much learning to be 14) gained even in the stories that did not turn out so good, because growth could often be 15) accelerated by failures.

## Language in Use

4.

A.	
Noun	Adjective
denial	
distinction	
	emergent

Noun	Adjective
illustration	
	fulfilling
maximization	
	perceptive
reinforcement	

B.

- 1) maximize, maximum
- 2) fulfilling, fulfillment
- 3) illustrations, illustrates
- 4) reinforcing, reinforcement
- 5) distinct, distinction
- 6) perceive, perceptions
- 7) denial, deny
- 8) emerges, emergent/emerging

5.

- 1) act out
- 2) acts as
- 3) act on

- 4) seek ... through

- 5) seek out

- 6) seek after

- 7) playing at

- 8) (would) play out

- 9) playing on

6.

- 1) available to

- 2) superior to

- 3) indispensable to

- 4) sensitive to

- 5) adverse to

- 6) beneficial to

- 7) indifferent to

- 8) comprehensible to

7.

- 1) be productive of

- 2) expressive of

- 3) be critical of

- 4) is respectful of; boastful of

- 5) are desirous of

- 6) be suspicious of

- 7) was neglectful/negligent of

- 8) was envious of

8.

### Reference translation

1) 尽管他在 2011 年不幸英年早逝，他的一生仍然完美诠释了个人成长、领导力发展和人性潜能实现的过程。

2) 乔布斯不仅将可以做的事情推向了新的高度，还彻底改变了我们对于领导力和创新精神的看法。

3) 有些领导者，特别是那些刚进入领导岗位的人，可能意识不到他们的行为适得其反。

4) 他们的幸福感和成就感不仅来自于成功，更来自于这个过程的内在特征。

5) 即使结局不尽人意，也可以获得很多经验教训；失败常常正是未来发展的催化剂。

9.

## Reference translation

As a manager/an administrative officer, I have worked in four enterprises well known for their great passion and creativity. Rarely do I assign tasks for my employees in a top-down manner. I prefer to place myself on an equal footing with my employees, regarding myself as one to motivate, coordinate or communicate with them, rather than one to lead, monitor or command. The 21st century has set up a higher and more comprehensive standard for managers. Turning from the traditional role of the manager to a successful leader, we need to create an environment filled with passion and innovation for all employees. In this sense, rather than a method or technique, leadership is actually a unique art.

## Text B

### Reading Comprehension

1.

1) F I have met many people who feel unfulfilled, overwhelmed, or stagnant because they are forsaking performance in one or more aspects of their lives.

They aren't bringing their leadership abilities to bear in all of life's domains — work, home, community, and self.

2) NG

3) F Scoring four-way wins starts by taking a clear view of what you want from and can contribute to each domain of your life with thoughtful consideration of the people who matter most to you.

4) T

5) T

6) F You don't need a workshop to identify worthwhile experiments. The process is pretty straightforward.

## Language in Use

2.

- 1) succession

- 2) sustainable

- 3) zeal

- 4) entail

- 5) craved

- 6) overwhelmed

- 7) explicit

- 8) unfulfilled

3.

- 1) get involved with

- 2) be focused on

- 3) be committed to

- 4) be consistent with

- 5) for the taking

- 6) in support of
- 7) in common with

- 8) On the face of it

4.

## Reference translation

在过去 20 年的专题研究和指导工作中，我见过很多人，他们或是觉得壮志未酬，或是不堪重负，或是停滞不前，原因就在于他们在生活的某一个或多个领域里没有积极努力。他们没有让领导能力在生活的各个领域都开花结果，包括工作、家庭、社区及他们自身（思想、身体和精神）。当然，我们所承担的不同角色间总存在一些矛盾冲突，但和通常理解不同的是，我们并没有理由认为这是一个零和游戏。在四个领域都成为领导者，有出色表现，实现我所说的“四赢”，不舍此求彼，而寻求它们之间的契合点与价值，这才是更明智的做法。

## Writing

1

1) The general information about the essay mainly includes the opinion on the effect of stress.

2) Contrary to popular opinion, people can learn to turn stress into an asset in the classroom and the workplace.

3) The essay is going to discuss how people can learn to make use of stress in the classroom and the workplace.

4) Yes. It gives general information about the essay, contains a thesis statement, and catches the reader's interest by offering to share with them how to make use of stress, which in popular opinion has a negative effect on people's lives.

2

1) This introductory paragraph gives interesting facts about koalas.



2) This introductory paragraph states a personal story by describing the author's various work experiences.

3) This introductory paragraph uses an interesting quotation from Aldous Huxley.

4) This introductory paragraph states a personal story by describing the author's experience of discovering tae kwon do.