

# UNIT 2

## Motivation

### ▼ AGENDA

- ▶ Talking about the past
- ▶ Motivation vocabulary
- Word building 1
- ▶ Sentence stress
- Signalling
- ▶ Starting a working relationship
- Communicating with a different department by email; phoning potential contacts

### Language focus

**1** What motivates people at work? Look at the list and add your own ideas.

- money – basic salary, bonus, ...
- company package – training, long holidays, ...
- work environment – fun, coffee lounge, quiet work space, ...
- work relations – good relationship with colleagues, ...
- personal factors – taking a pride in your product or service, ...
- company culture – no fat cats, ...

Match these comments with the ideas above.

'Customers write thank you letters to the staff.'

'Staff can choose to take pay instead of holiday or vice versa.'

'I love working with other people and sharing ideas.'

'What most people get out of working here is being part of the decision-making process.'

'It's a lovely place to work – lots of natural light, open spaces to meet in, and quiet areas where you can think and concentrate.'

'Basically, I love the enormous pay packet at the end of the month. I'm happy to work all hours to get that.'

What motivates you at work?

**2** Read the story below and answer the questions.

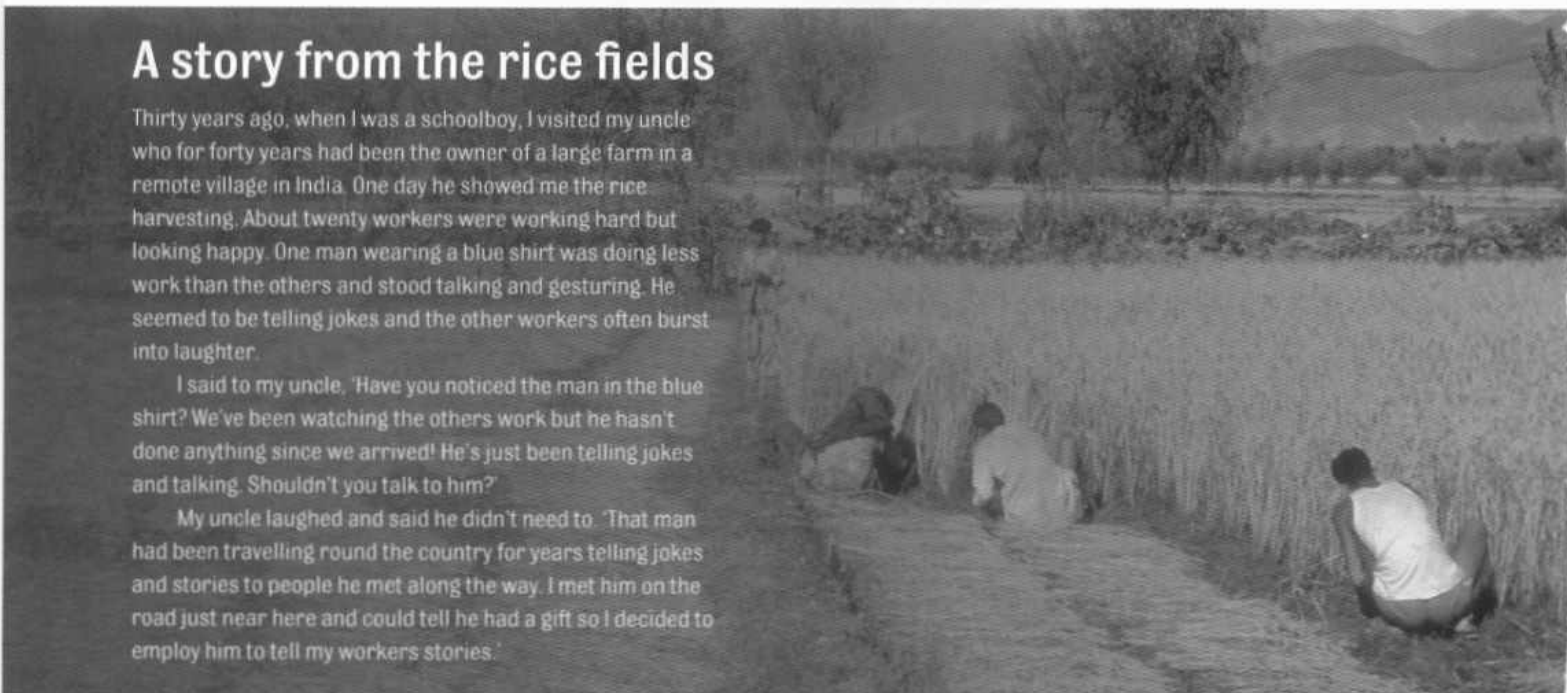
- 1 Where does the story take place?
- 2 What was the man in the blue shirt doing?
- 3 What were the other workers doing?
- 4 How did the schoolboy react?


## A story from the rice fields

Thirty years ago, when I was a schoolboy, I visited my uncle who for forty years had been the owner of a large farm in a remote village in India. One day he showed me the rice harvesting. About twenty workers were working hard but looking happy. One man wearing a blue shirt was doing less work than the others and stood talking and gesturing. He seemed to be telling jokes and the other workers often burst into laughter.

I said to my uncle, 'Have you noticed the man in the blue shirt? We've been watching the others work but he hasn't done anything since we arrived! He's just been telling jokes and talking. Shouldn't you talk to him?'

My uncle laughed and said he didn't need to. 'That man had been travelling round the country for years telling jokes and stories to people he met along the way. I met him on the road just near here and could tell he had a gift so I decided to employ him to tell my workers stories.'



- 3 Why do you think the uncle employed the man in the blue shirt to tell jokes and stories? Have you ever worked with someone like that? Does this story have implications for contemporary businesses?
- 4 Imagine you work in a medium-sized office. Which of the following do you think would help motivate people?
- a coffee machine
  - a casual clothes policy
  - unlimited access to the Internet
  - an open-plan layout
  - piped music
  - humour
- 5  2.1 Listen to this employee. Which areas does she mention? Listen again and answer these questions.
- a How long has she been working at the company?
  - b What sort of clothes policy is there in her department?
  - c What's her opinion about Internet usage?
- 6 Here are some comments from the people who were part of a survey on productivity. What do you think of their situations? How do they compare with your situation?
- a 'I've been working in an open-plan office for a few months now and I can honestly say it's been a disaster. I can't concentrate because of the noise coming from other areas and I've really fallen behind on my deadlines. I had been in a partitioned space before and it was much much better than this.'
  - b 'Ever since they've had music on the PA in the office people have been a lot calmer. Mozart has been the most popular and you can really feel the atmosphere has changed. The company's been talking about experimenting with other types of music to see what effect it might have.'
  - c 'We've had a small lounge for a while now – somewhere people can sit and have a chat and hot drink. There's a machine that does cappuccino and espresso as well as tea and coffee. What it's really done is to build a feeling of identity between the staff and give people a chance to communicate on their own terms and in a relaxed way. In meetings people are always on their guard and rarely actually say what they think.'

## Talking about the past

Read the examples and answer the questions.

- 1 One day he showed me the rice harvesting.
- 2 Have you noticed the man in the blue shirt?
- 3 He hasn't done anything since we arrived.
- 4 He's just been telling jokes.
- 5 ... who for forty years had been the owner of a large farm

Match the tenses with the sentences.

- a Present Perfect
- b Present Perfect Continuous
- c Past Simple
- d Past Perfect

Finish these descriptions.

We use the Present Perfect in 'He hasn't done anything' to focus on \_\_\_\_\_.

We use the Present Perfect in 'Have you noticed the man in the blue shirt?' to \_\_\_\_\_.

We use the Present Perfect Continuous in 'He's just been telling jokes' to focus on \_\_\_\_\_.

We use the Past Simple to refer to \_\_\_\_\_.

We use the Past Perfect to refer to \_\_\_\_\_.



Pocket Book p.11-13, 15-17

## Practice

- 1 Complete the sentences with a verb phrase in the appropriate past tense.
  - 1 Her eyes were tired and her back hurt. She (use) computer all day.
  - 2 When I got home I realized I (leave) my keys in the office. I had to go all the way back to get them.
  - 3 A How's the report going?  
B Not very well, I'm afraid. I only (do) half of it.
  - 4 A You look hot.  
B Yes, I just (start) jogging at lunchtimes.
  - 5 A ( ) the meeting (finish)?  
B Yes, it (finish) a few minutes ago.
  - 6 A I (have) a training session yesterday.  
B How was it?  
A It (be) really interesting.
  - 7 He noticed something missing from his desk. Someone (take) his top secret file.
  - 8 I'm leaving! I (have) enough!
- 2 Work in pairs. Put the verbs in brackets into an appropriate form. Then discuss the questions.
  - 1 How long (learn) English?
  - 2 When (have) your first English lesson?
  - 3 How long (be) in your present job?
  - 4 When (start) your present job?
  - 5 What (work on) so far today?
  - 6 What (be) your main achievements at work this year?
  - 7 When (be) the last time you (laugh) at work?
  - 8 You ever (think) about changing your job?
- 3 Read the job application. Find the mistakes and correct them.

Dear Mr Munroe

I would like to apply for the position of Leisure Services Coordinator as advertised on your website. I am attaching my CV.

You will see that I worked as PA to the Leisure Services Manager at Global Entertainment since January this year. I do many different things since I am there. For example, I help organize four one-day training seminars, including one on 'Having fun in the workplace', and I accompany the Leisure Services Manager on several trips. On the trip last August I have organized all the meetings and travel arrangements.

I have recently been moving to Manchester and look for jobs in the local area. I heard a lot about your company and I have thought it would be an excellent place to work.

I am available for interview at any time. I look forward to hearing from you.

Yours sincerely

Jane Wright.

4 Read the case studies and in small groups discuss some possible solutions.

- 1 Alison has been working for AC Datacom for two years. She has an excellent CV and worked hard for the first 18 months. However, you have noticed that recently she hasn't been as focused or motivated. You are concerned that she might be headhunted or simply quit. You talked this over in her appraisal last month but she didn't say much.

What options do you have?

- offer her a rise in salary
- offer her more training
- move her to another section
- ...

Think of some more options and discuss the pros and cons.

- 2 Your sales team of 10 people have been working together for five years. However, their results have been getting worse over the last six months and you have to cut the team down to eight. There are no clear candidates for who should go. What is the best way to do this?

What options do you have?

- talk to the whole team and explain the situation
- not say anything and inform the two people by letter
- ...

- 3 Your team has just come to the end of a long but successful marketing campaign. Everyone is exhausted. You have another big project coming up in a few weeks' time. What is best for your team in the meantime?

- a compulsory holiday
- a fun event, for example, paintball
- a team weekend away
- a karaoke night
- a team-building course
- ...



## 1 Work in pairs.

- 1 What team-building activities can you think of? Have you ever taken part in one?
- 2 What are team-building activities designed to do?
- 3 Have you ever played with Lego?
- 4 How could playing with Lego be used to help team-building?

## 2 Match the words in A with the definitions in B.

## A

- 1 strategy
- 2 ethos
- 3 mission
- 4 motivated
- 5 corporate bonding
- 6 unified
- 7 multi-tasker
- 8 morale

## B

- a someone who is capable of doing different things at the same time
- b the attitudes and ideas of a particular group
- c joining together and feeling part of the same company
- d the amount of confidence and enthusiasm that a person or group has at a particular time
- e a purpose or objective
- f keen and understanding the reasons for doing something
- g joined together, part of the same unit
- h a plan of how to achieve something

3 Read the article opposite about *Lego Serious Play*, an organization which helps companies use Lego for a variety of purposes.

- 1 Find examples of how Lego can help companies.
- 2 Which companies have used Lego Serious Play?
- 3 What have participants at the workshops built with Lego?
- 4 What do the models mean?







## Taking the workplace into the playroom

Corporate bonding weekends, life rafts, orienteering, 20-kilometre hikes, and tying up the company accountant are a thing of the past. The new corporate team-building strategy involves playing with little plastic bricks. Lego Serious Play claims to offer a radical new way of exploring corporate identity and mission. Participants at the specially-arranged workshops spend two or three days building imaginative models of their company with Lego bricks, forcing them to abandon established ways of thinking about strategy and corporate ethos. It is a sane, enjoyable, and altogether more relaxing alternative to charging up mountains in the cold and wet.

Nokia, Orange, and battery-maker Varta are just three companies that have embraced the Lego concept with enthusiasm. Varta Managing Director Jan Binau now puts all his staff on the Lego Serious Play course, and enthuses about the method. 'The Lego is a platform

between people,' he says. 'Two minds have to meet and find a common understanding about what they are doing and what they are trying to create.'

John Szold of Case Solutions, a management consultant firm in Toronto, is another fan of Lego. He held his first workshop a few weeks ago. 'By being able to build something as a metaphor, we both speed up the process of telling our story and unlock our imagination.' One group, for example, built a car missing a wheel as a metaphor for their organization's identity – a vehicle that could shoot forward but instead bumps along because of a weakness. Another group built a pen full of animals, all of which faced different directions to represent how individual employees did not feel unified.

In another session an executive built an octopus to show himself as a multi-tasker. The octopus was wearing a hard hat and holding a skeleton. The skeleton represented problems from the past, while the hard hat symbolized his

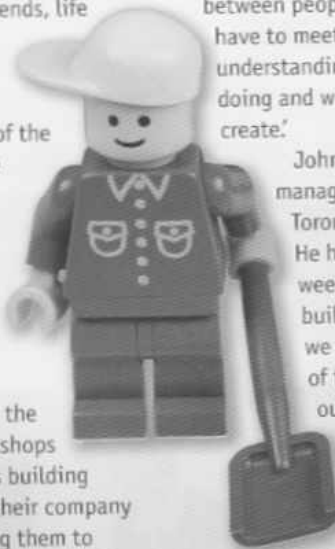
tendency to protect himself from sales quotas. Then there was the manager who made an imposing model of himself out of black bricks with a door that opened to reveal a tiny red heart. You can work that one out for yourself!

### Some quotes:

'Some people find the idea of executives playing with bricks mildly amusing. True, it is a form of play and it was terrific fun, but it was serious fun.' (a participant)

'It helps with team building, corporate bonding, and morale-boosting. I found myself much more motivated when they came back from the workshop. Anything that increases motivation and job satisfaction has got to be worth investing in.' (CEO)

'We all like to think we're team players, but using Lego helps you to achieve that. You unlock the corporate identity at the same time as discovering more about your inner attitudes.' (a participant)



### 4 Match the two parts of these collocations.

Example: *team + work*

team  
mission  
corporate  
morale  
job

statement  
player  
work  
boosting  
building  
bonding  
identity  
strategy  
satisfaction  
ethos

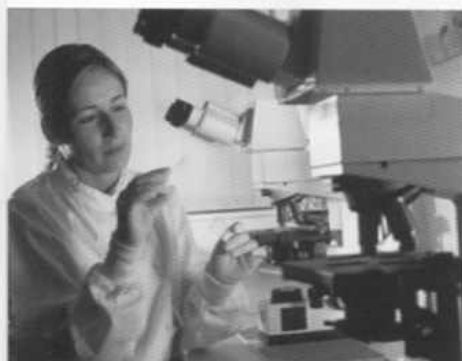
### 5 Think of some questions to ask other students using these collocations, for example, 'Are you a team player?'

## Skills focus

## Sentence stress. Signalling

- 1 This is a list of jobs rated 'best' and 'worst' in the USA. Can you put them in order of the five best and five worst?

Best	Worst
Cowboy	
Biologist	
Seaman	
Actuary (calculating insurance risks)	
Lumberjack	
Financial planner	
Ironworker	
Computer-systems analyst	
Accountant	
Commercial fisherman	



- 2.2 Listen and check your answers.

- 1 Fill in the blanks with the jobs.

' \_\_\_\_\_ ' is rated the nation's single best job in terms of low stress, high compensation, lots of autonomy, and tremendous hiring demand. \_\_\_\_\_ was rated the worst job, according to *The Jobs Rated Almanac* by Les Krantz.

\_\_\_\_\_ displaces \_\_\_\_\_, which was ranked as the nation's best-rated job last year, but still makes a strong showing in the No. 3 spot this year. \_\_\_\_\_, who work autonomously and with little stress helping insurance providers and others determine risk, rose to No. 2. \_\_\_\_\_ and \_\_\_\_\_ round out the top five.

Although the Monty Python comedy troupe made famous the song, 'I'm a \_\_\_\_\_ and I'm OK', the life of professional lumberjacks couldn't be much rougher. In terms of work instability, poor pay, and pure danger, lumberjack ranks as one of the nation's worst jobs. Prospects aren't much better for \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_, who labour aboard commercial ships among pirates and hurricanes.

The criteria to determine the most and least appealing career opportunities include environment, income, employment outlook, physical demands, security and stress. Each occupation is ranked using data from such sources as the US Bureau of Labor Statistics and the US Census Bureau, as well as studies conducted by a wide range of trade associations and industry groups.

2.2 Listen and check your answers. Mark the words that were given the most stress. When do we stress a particular word?

2 Which are the 'best' and 'worst' jobs in your country?

3 Work in pairs. What can students do in their gap year? What are the advantages of going on a placement with a company?

2.3 Listen to this story about a student who was on placement with Central Trains in the UK. Answer the questions.

- 1 Where was the student from originally?
- 2 What was she going to study at university?
- 3 Did she do typical office jobs?
- 4 What was the problem that she solved?
- 5 How did she solve it?

What do you think motivated Ade Sodeinde? Was it ambition, the satisfaction of solving a problem, or a combination of reasons?



4 2.3 Listen again. Which of these words are used to react to what someone says? Which are used to introduce what we are about to say?

React	Introduce
Well	
Apparently	
Really	
Mmm	
Absolutely	
So basically	
Anyway	
Wow	

5 2.4 Listen to this report on keeping employees happy. Note down the key points you hear.

6 Now put together your version of the report using the key words.



## Starting a working relationship

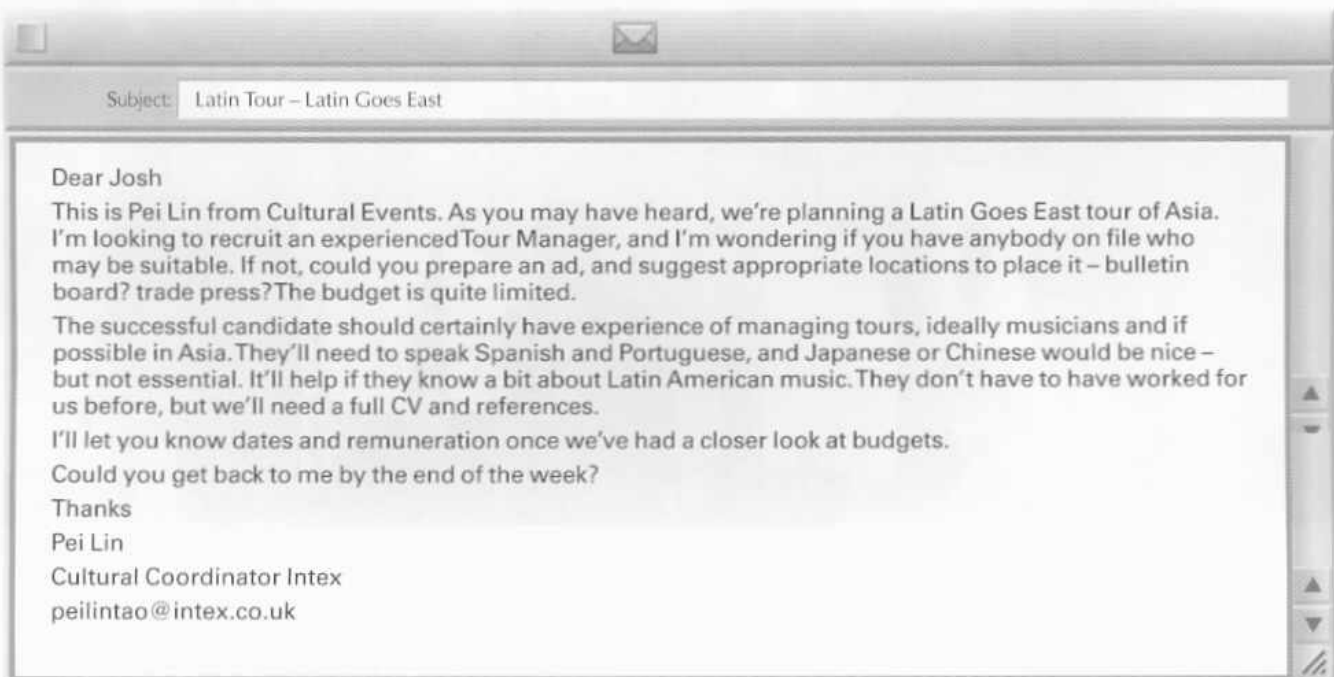
## Communicating with a different department by email

- 1 Work in pairs. *The Latin Goes East Tour* project is gathering momentum. In the London office, Pei Lin needs to recruit a Tour Manager.

Which of these criteria do you think are going to be most important for the position?

- knowledge of Latin music
- previous experience of working with IntEx
- experience of managing tours in general
- experience of managing music tours
- ability to speak Asian languages
- ability to speak Spanish and/or Portuguese
- willingness to work on a limited budget
- experience of travelling in Asia

- 2 Read the email from Pei Lin to the Human Resources Department of IntEx and the reply. Which of the criteria above does Pei Lin regard as (a) essential, (b) desirable, (c) not important?





3 Read the emails again and answer the questions.

- 1 How does Pei Lin introduce herself in her email?
- 2 How does Rachel introduce herself? Why is this different to the way Pei Lin introduced herself?
- 3 How does Pei Lin make requests?
- 4 How does Rachel make offers?
- 5 How do they close their emails?



Pocket Book p.28

4 Work in pairs. Write an email to a colleague from another department that you haven't met before. You are going to a conference together and need to arrange hotels, flights, and meals together. Write an email introducing yourself and suggesting a location for a pre-conference meeting.

### Phoning potential contacts

1 2.5 Listen to three phone calls. Complete the table.

	Phone call 1	Phone call 2	Phone call 3
Who called who?			
Reaction to offer?			
Action points?			
Contact details?			

2 2.5 Match these halves of sentences from the phone conversations. Listen again to check your answers.

- 1 You don't know me
- 2 Would you be interested
- 3 Do you think
- 4 I'm phoning to see
- 5 My name's Aleks Syska
- 6 I'm sorry to call you
- 7 I was wondering
- 8 I tell you what:

- a ... if you can help with another project.
- b ... but I was given your name by a contact of mine.
- c ... out of the blue like this.
- d ... I know a couple of other guys who might be interested.
- e ... if you'd be interested.
- f ... in helping us?
- g ... and I work for an organization called IntEx.
- h ... you'll be free then?



Pocket Book p.29

3 Which of the sentences come at the start of a conversation?

4 Work in pairs. You are colleagues working in different departments. Phone each other up to discuss a new project you are planning – for example, opening a new branch of your organization in a country that your colleague knows well. Find out if your colleague is interested, and take down, or check, his/her contact details (email). Use some of the sentences from 2.

5 Mingle with the rest of the class to find out (a) their phone numbers (land line and mobile), (b) their email addresses (work and home), (c) if they are interested in working on your new project.

# REVIEW UNIT A

## ▼ AGENDA

- ▶ Grammar **1**
- ▶ Skills focus **2-3**
- ▶ Focus on functions **4**
- ▶ Vocabulary **5**

This unit reviews all the main language points from Units 1 and 2. Complete the exercises, using the Pocket Book for the areas that you need to review.

### 1 Tense review

- 1 Complete the email using the correct form of the verb in brackets.

✉

Subject: Possible candidate

Dear Pei Lin

Sorry it \_\_\_\_\_<sup>1</sup> (take) so long to get back to you, I \_\_\_\_\_<sup>2</sup> (try) to get another project finished all week, and I \_\_\_\_\_<sup>3</sup> (still work) on it now! In any case, I \_\_\_\_\_<sup>4</sup> (think) I \_\_\_\_\_<sup>5</sup> (find) a possible candidate for you.

Her name is Silvia Orondi and she \_\_\_\_\_<sup>6</sup> (currently work) in Venezuela but \_\_\_\_\_<sup>7</sup> (plan) to move to Europe next month as her partner \_\_\_\_\_<sup>8</sup> (just accept) a job in Berlin. She \_\_\_\_\_<sup>9</sup> (be) a Tour Manager for the last six years and \_\_\_\_\_<sup>10</sup> (organize) several tours based around merengue, tango, and flamenco dancing.

I \_\_\_\_\_<sup>11</sup> (speak) to her yesterday and she \_\_\_\_\_<sup>12</sup> (sound) very interested. She \_\_\_\_\_<sup>13</sup> (say) that she \_\_\_\_\_<sup>14</sup> (always try) to find new ways of bringing Latin American music to other parts of the world and that she would welcome this opportunity.

I \_\_\_\_\_<sup>15</sup> (give) you a call tomorrow - I \_\_\_\_\_<sup>16</sup> (go) home now, and I \_\_\_\_\_<sup>17</sup> (keep) you informed of any other suitable candidates.

Cheers  
Rachel

- 2 Work in pairs. Look at the sentences. Discuss why the tense in brackets would either not be possible or would change the meaning.
  - a I have been here for three months. (Present Simple)
  - b Have you watched this film before? (Present Perfect Continuous)
  - c I saw him earlier this morning. (Present Perfect)
  - d I have seen her twice this morning. (Past Simple)
  - e I have been working here all day. (Present Continuous)
  - f I am going there tomorrow. (will)
  - g OK, I'll see what I can do. (Present Simple)
- 3 Imagine you were interviewing someone for your own job (you are being promoted). Write down five questions to ask the candidate and five questions that you would expect the candidate to ask you. Make sure you write both general and specific questions. Then work in pairs. Take it in turns to interview each other and decide whether you would give each other the job!

### 2 Levels of formality

- 1 Decide whether the following phrases are informal or formal, and then rewrite them in a more formal or informal way.
  - 1 See you next Mon, rgds Pete.
  - 2 Sorry to take so long to get back to you.
  - 3 I look forward to meeting you. Yours sincerely,
  - 4 Here's the file you wanted. Cheers, Jo
  - 5 Since our last communication with you, we have ascertained that ...
  - 6 I would be grateful if you could send me the document at your earliest convenience.
  - 7 This is to inform you that the meeting has been scheduled for 14.30.
  - 8 Say hello to Mike. Tx. Sue

- 2 Imagine your dream job has been advertised. Write a letter of application outlining your education and work experience, and saying why you think you would be suitable for the job. Make sure you use a suitable greeting in your letter.

### 3 Signalling

Where could these phrases come in this conversation?

Well, apparently Really? Absolutely  
Anyway So basically Wow

- A The company's going bust!  
B (a) \_\_\_\_\_ What happened?  
A (b) \_\_\_\_\_ the manager ran off with the pension fund.  
B (c) \_\_\_\_\_ How much?  
A About half a million.  
B (d) \_\_\_\_\_ we're all going to lose our pensions.  
A It's shocking, isn't it.  
B (e) \_\_\_\_\_  
A (f) \_\_\_\_\_ would you like a cup of tea?

### 4 Making and discussing initial suggestions: on the phone, phoning potential contacts

- 1 Work in pairs. Discuss what you should say in these work situations.
  - 1 Answer the phone.
  - 2 Announce who you are.
  - 3 Explain to a person who you don't know how you got their number.
  - 4 Explain the reason for your call.
  - 5 Say you want to keep the call short in order not to take up their time.
  - 6 Express positive interest in what the other person has said.
  - 7 Find out if the other person is interested in your proposal.
  - 8 Send your regards to a third person.
  - 9 Thank someone for their call.
  - 10 End the call.
- 2 Work in pairs. Invent some names, phone numbers, and email addresses, and dictate them to each other.

### 5 Vocabulary

- 1 Mark each word in the table below P (positive meaning), N (negative meaning), O (neutral meaning). Then work in pairs to compare your answers.
- 2 Write antonyms for at least five of the words in the first two columns.
- 3 Write definitions for the words in the last column.
- 4 Choose five words from any of the columns to include in sentences that describe yourself or the place where you work/study.

terrific	motivated	fan	anticlimax	edge
amusing	counterproductive	feedback	strategy	yield
overworked	team player	morale	overreaction	multi-tasker
quick fix	shortcoming	mission statement	bonding	boost
misunderstand	enthusiasm	job satisfaction	non-event	bottom line

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