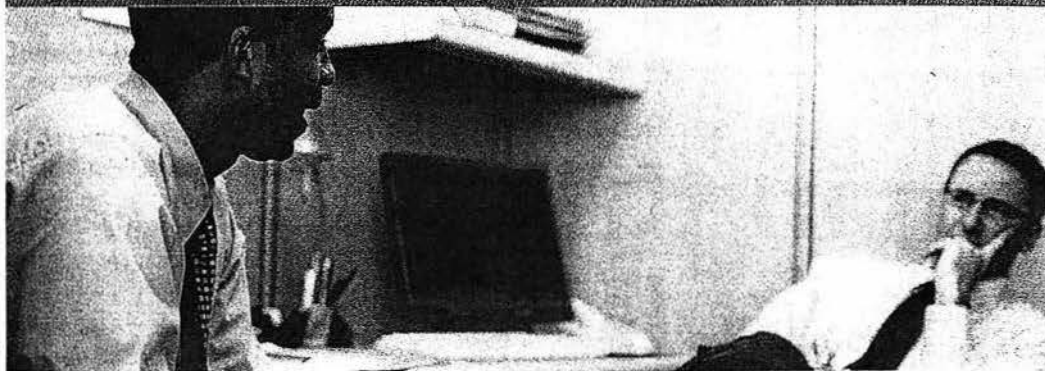


Did you know?

English has just two tenses – *present* and *past*, plus two aspects – *perfect* and *continuous*. Aspect is how we see things: the perfect aspect describes complete actions. *They have built a new research centre* (present perfect) and the continuous aspect describes actions in progress. *They have been building a new research centre for the last three years* (present perfect continuous). There are eight possible tense / aspect combinations, six of which we can put into the passive voice. About 90% of verbs used in English are in simple forms i.e. neither perfect or continuous.

1.2 Grammar Tense, aspect and voice



Review of aspect

1 Read the conversation between two colleagues and underline the most suitable verb forms. With a partner, discuss the reasons for your choices. What different meanings are expressed by the other choices?

Ed: So, what (1) have you been up to / are you up to since I last (2) saw / have seen you?

Jon: Oh, (3) hasn't anyone been telling you / hasn't anyone told you? I (4) decided / have decided to go for promotion. You know, for the new area manager job.

Ed: Great! What exactly (5) would you be doing / would you have been doing in the new job?

Jon: Well, you need to be quite flexible as there's a lot of travel involved – in fact the responsibilities (6) cover / have covered six different countries.

Ed: That'll suit you down to the ground – you (7) have always got / always got out and about a lot I seem to remember. By the way, you know Jacob (8) is going / has been going for it as well?

Jon: No, but I'm not threatened – he (9) blew / has blown his reputation for competence over that lost documents episode.

Ed: OK, but what (10) have you done / have you been doing to make sure you actually get the job?

Jon: Well, by the end of the week I (11) will have worked out / will be working out my interview strategy and there's no question they can ask me I can't answer.

Ed: (12) Aren't you being / aren't you a bit over-confident, or should that be arrogant?

Jon: We'll see. Drinks are on me if I get it.

Ed: Deal.

1:04 Listen and check your answers.

Speaking

2 Interview your partner about their career, education and training path over the last few years. What have they been doing and what have they achieved? What will they be doing in the near future?

Using the passive

3 Use the notes below to complete the official announcement about an in-company personal development initiative. For each sentence, decide whether the active or the passive voice is most appropriate.

Personal Development Initiative

- Launched 6 months ago
- Targets employees perceived to be most in need of training
- Rated highly by most attendees
- Covers confidence building, team spirit, difficult clients and self-awareness
- Typical workshop
 - Secret role / scenario on piece of paper
 - Memorize and throw away
 - Act it out
 - Other participants guess
 - Change partners
 - Relate scenario to event at work

The Personal Development Initiative

The Personal Development Initiative (PDI) was launched six months ago...

Search for the keywords
Peter Principle to find
out more. Do you agree
with this theory?

4 Work with a partner. Give reasons for your choice of either the active or passive voice in each sentence of your announcement document. Use the list of reasons below to help you.

We want to avoid mentioning who did the action.

It is unimportant, or unnecessary, to say who did the action.

The subject of the sentence is extremely long, so the active sounds better because it puts the long material at the end.

There is no reason to use the passive, so the active is better.

Tense, aspect and voice

5 Fill in the spaces in the text below with the correct form of the verb in brackets, paying attention to tense, aspect and voice. Put any adverbs in the right place.

THE Peter Principle

LAWRENCE PETER (1) _____ (work) as a teacher, psychologist, counsellor and consultant in different parts of the American education sector during the post-war era. *The Peter Principle*, which (2) _____ (publish) in 1969, is based on the assumption and invariable actuality that people gain promotion to their level of incompetence. As long as they (3) _____ (be) successful in one job, people will be considered suitable candidates for promotion by the organization in question; and only when they are unsuccessful at that level will they not (4) _____ (consider) for the next promotion.

Promotions (5) _____ (make / clearly) on a false premise, that of competence in the current job rather than the qualities required for the new one. It follows from this that assessments for promotion are fundamentally flawed; they (6) _____ (base) on a misleading appraisal of the wrong set of characteristics. More generally, what (7) _____ (be) 'sound performance' in one job may simply be identified on the basis that the individual (8) _____ (do / actually / not) any harm.

In the management sphere, the application of the Peter Principle is only too universal. Time and again promotion to supervisory and management grades from within the ranks (9) _____ (base) upon the operative's performance in those ranks rather than on any aptitude for supervision, management or discretion. Organizations thus (10) _____ (gain / only / not) an incompetent or inadequate supervisor; they also lose a highly competent technician. This (11) _____ (remain) true for all walks of life.

The lessons to be drawn from this (12) _____ (may / summarize) as the ability to identify genuine levels and requirements of performance, and the attributes which (13) _____ (require / carry them out), and to set criteria against which they can accurately be measured. People (14) _____ (may / place / then) in jobs that they can do, and for which they (15) _____ (suit / best). Aptitude for promotion, or any other preferred job for that matter, can then be assessed on the basis of matching personal qualities with desired performance, and organizational appointments made accordingly.

Behavioural competencies

1 You work for Global Sounds, a tour management organization, arranging tours and concerts for musicians from around the world. What challenges and obstacles does this present you with? What skills are key in your job?

2 Behavioural competencies are observable skills and qualities required for effective performance in a job. Look at Global Sounds' list of behavioural competencies and put them into the correct column.

analytical thinking client focus decision making effective communication
innovation flexibility holding people accountable intercultural competence
leadership networking results orientation self-awareness
self-development managing change time management

Team working

Managing and
developing yourself

Customer service

Problem solving


3 Use the correct form of the words in the box to complete the definitions of five behavioural competencies below.

analyze apply communicate expect prioritize

- 1 Being able to bring disciplined _____ to data and situations, to see cause and effect and to use this to make effective decisions.
- 2 The ability to use the appropriate channel, means and style of _____ with tact in a variety of situations.
- 3 The willingness and ability to give _____ to customers, delivering high-quality services which meet their needs.
- 4 The ability to adapt with ease to a variety of situations; it is also about not being disconcerted by the _____.
- 5 The ability to find opportunities to develop your skills and attributes through self-study, training, practical _____, and / or support from others.

Now match each definition to a competency from 2.

Listening

4  1:05 Tony is a project manager at Global Sounds and is having a performance appraisal with his manager. Which of the behavioural competencies from 2 do they discuss?

5 Now listen again. What examples does Tony give to support his points?

Discussion

1 How do you know what other people think of you and your behaviour? In small groups make a list of all the possible ways you can find out. Which kinds of feedback do you feel are most reliable, most sensitive, and most difficult to obtain?

2 Divide into pairs. Working individually, first choose five or six adjectives from the list below which you feel describe you and how others might perceive your behaviour at work. Then, still individually, choose five or six adjectives which describe your partner.

able	dependable	intelligent	patient	sensible
accepting	dignified	introverted	powerful	sentimental
adaptable	energetic	kind	proud	shy
bold	extroverted	knowledgeable	quiet	silly
brave	friendly	logical	reflective	spontaneous
calm	giving	loving	relaxed	sympathetic
caring	happy	mature	religious	tense
cheerful	helpful	modest	responsive	trustworthy
clever	idealistic	nervous	searching	warm
complex	independent	observant	self-assertive	wise
confident	ingenious	organized	self-conscious	witty

3 With your partner, compare your lists. Write the adjectives into the quadrants below as follows.

- In the top left quadrant, write any adjectives that both you and your partner chose to describe you.
- In the bottom left quadrant, write any adjectives that you chose to describe yourself but that your partner did not choose.
- In the top right quadrant, write any adjectives that your partner chose to describe you but that you did not choose.

Johari window©

	Known to (1) _____	Not known to (2) _____
Known to (3) _____	(5) _____	(7) _____
Not known to (4) _____	(6) _____	(8) _____

Listening

4 🎧 1:06 Listen to a presentation of the Johari window and complete the labels (1)–(8) on the chart above.

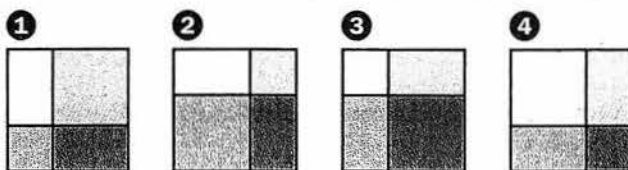
Discussion

5 With your partner, discuss how well your Joharis describe you.

I think of myself as someone who ... I hadn't thought of myself like that.
 I (do) tend to ... so, yes, perhaps I am a bit ... I consider myself ...
 I'm rather a ... kind of person. Do you think so? I'm really hopeless at ...

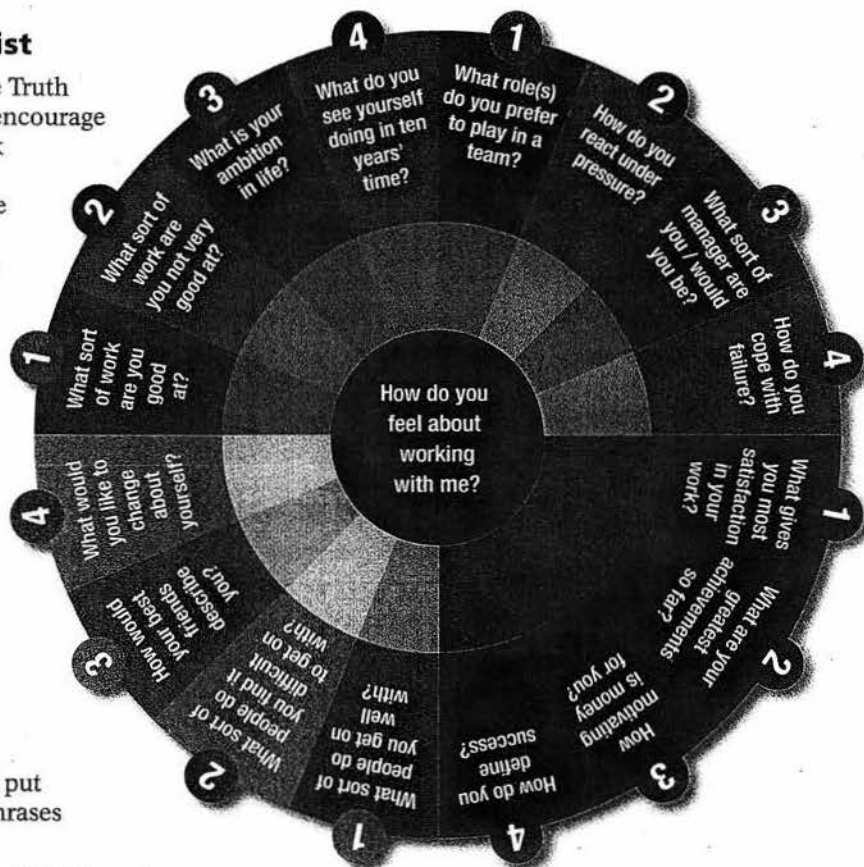
6 The Johari window also offers insights into personality and communication skills by comparing the relative size of each quadrant. Discuss how managers with the Joharis below might be perceived.

Which type of manager would you prefer to work with?



Listening for gist

7 1:07-1:11 The Truth game is designed to encourage sharing and feedback in order to enlarge the Arena and reduce the other areas. Listen to two people playing the game; which questions are they talking about?



8 Listen again and put the words in these phrases in the correct order.

- 1 a at go have I Shall this? _____
- 2 confess have I that to... _____
- 3 like one take this to "Would you? _____
- 4 about it I've much never really that thought _____
- 5 haven't I idea slightest the! _____
- 6 have honest I'd If I'm myself, say to totally with _____
- 7 don't if I'll mind on one pass this you. _____
- 8 leave Let's one shall that, we? _____
- 9 a clue got haven't honestly I! _____
- 10 I I'd If me, pushed really say suppose you ... _____

9 Find two expressions in 8 which are used for:

- a) taking turns
- b) talking about one's weaknesses
- c) saying you have no strong opinion
- d) saying you don't know
- e) not answering a question.

Truth game

10 Work with a partner and play the Truth game. Start with different colour questions from the group next to you. Go round the board clockwise until you have discussed all the questions, then answer the question in the middle. Ask supplementary questions to help your partner develop their answers.

11 Repeat the process in 2 and 3 to draw a second Johari. Have your windows changed after playing the Truth game?

Internet research

Search for the keywords *Johari window* to find out about the darker side of your personality. If you're brave enough, repeat steps 2 and 3 with the Johari adjectives!

Discussion

1 Work with a partner. Levona is a successful international digital design agency that specializes in designing corporate websites. The Paris office is recruiting a new Design Team leader.

What qualifications, experience and competencies would you expect a candidate applying for this post to have? Make a list.

Reading

2 Look at the extract below from the job description for a Design Team Leader. Add the headings below in the spaces A–G.

Duty / (ies) Salary Job Aims Job Title Job Type Line manager Standard(s)

Job description / person specification



A	Designer and Design Team leader	Department	Design
Job Holder	(new)		
B	Full time	C	€49,000
D	Deepak Mehta	Creative Director	
E	To develop and promote as part of a team, the graphic and multimedia aspects of Levona corporate identity.		
No. of staff managed	5		
Finances managed	€200,000		
F	G – measured in terms of time, cost, quality or quantity		
1 (50%) To understand how customers and clients need to use corporate typefaces, templates and the use of the corporate logo. To develop websites, CD-ROMS and other tools to help clients meet their design needs.	Tools developed for clients are easy to use. Feedback is sought from at least five clients, and must be at least 80% positive. Tools are kept updated.		
2 (10%) To give appropriate advice (a) <i>the use of</i> the above to ensure both clients' needs and corporate standards are met.	Gives advice to clients (c) <i>line with</i> corporate standards, leading to improved global consistency.		
3 (10%) To attend training and conferences to keep up to date with IT developments.	Advice given to clients is up to date and <i>results</i> (d) <i>positive</i> feedback.		
4 (10%) To <i>contribute</i> (b) <i>corporate</i> policies on design development by providing feedback on draft plans based on experience and an awareness of clients' needs.	Ideas and views are rated <i>positively</i> (e) <i>the</i> Director, Communications.		
5 (10%) To manage the department budget to enable the regular development of websites, daily client blogs, corporate CD ROMS, and any other media design tools to support clients.	Manages DD budget (f) <i>accordance</i> with corporate financial guidelines, and ensures it is spent to (g) <i>1%</i> at the end of the year.		
6 (10%) To build and maintain relationships with both internal and external clients and suppliers.	Day to day interaction with internal / external clients ensures positive working relations and positive feedback.		

Prepositional phrases

3 Look at phrases (a)–(g) in *italics*. Fill in the spaces in each phrase with one of the prepositions below.

by in in in on to within

4 Now match each phrase from 3 with the correct meaning.

- | | |
|--------------------------|------------------------------|
| 1 as set out in | 5 corresponding to |
| 2 evaluated by | 6 there is only a maximum of |
| 3 give your own ideas on | 7 will produce |
| 4 how to use | |

5 Look at this list of competencies, qualifications and experience from the person specification section of the job description.

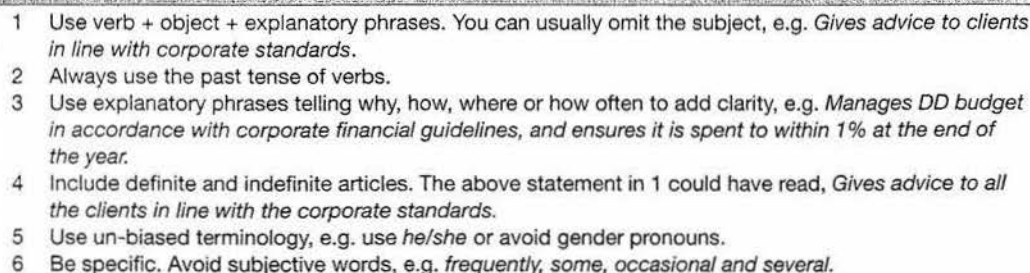
Financial management skills
Customer service orientation
Leading a team
Achievement
Analytical thinking
Flexibility

Self-awareness
Degree or equivalent in Graphic design
Knowledge of English, French and one non-European language
Two years' previous experience in a design department
Working knowledge of the latest IT hardware, and software
(Windows, Excel, PowerPoint)

- 1 With a partner, mark each competency *E* (essential), *D* (desirable) or *NN* (not necessary).
- 2 Match each competency with the duty or duties it supports from the job description opposite.

Analysis

- 6 Read the guidelines below about language to use in a job description. Mark each one *T* (true) or *F* (false).

- 
- 1 Use verb + object + explanatory phrases. You can usually omit the subject, e.g. *Gives advice to clients in line with corporate standards.*
 - 2 Always use the past tense of verbs.
 - 3 Use explanatory phrases telling why, how, where or how often to add clarity, e.g. *Manages DD budget in accordance with corporate financial guidelines, and ensures it is spent to within 1% at the end of the year.*
 - 4 Include definite and indefinite articles. The above statement in 1 could have read, *Gives advice to all the clients in line with the corporate standards.*
 - 5 Use un-biased terminology, e.g. use *he/she* or avoid gender pronouns.
 - 6 Be specific. Avoid subjective words, e.g. *frequently, some, occasional and several.*

Writing

- 7 Himalayan Heights Inc. (HH Inc.) are recruiting new staff for their flight department. Rewrite this extract from their job description.

Duties:

1 – 60% You have to arrange, book and confirm the executive clients' transport (flights, transfer) both on the phone, over the Internet and in person. You should also be ready to research and offer alternative and more appropriate forms of travel.

Standard: You deal with all the flights requests within 24 hrs (Internet), or immediately (phone, in person). You give the clients all the information in writing too, as well as the tickets and vouchers if these are needed. Clients give us 85% positive feedback.

2 – You will manage all financial transactions, involving general funds and contracts. You will also occasionally analyze financial data to make sure that we are using resources efficiently. You will perform comprehensive analyses and projections relating to business travel trends.

Standard: The Accounts Department are kept up to date and fully informed. Accounts are correctly submitted and reconciled on a monthly basis.

3 – You should train and supervise several part time staff, including hiring, delegating and determining their workload, as well as evaluating their performance.

Standard: The part time staff will give you positive feedback and continue to work for HH Inc. in subsequent peak periods. The feedback they get from clients will be 80% positive.

Internet research

Search for the key words *how to write a job description* for more ideas and tips!



Grammar Tip

We say:

I am *good at*
making *decisions*
but

He *intends to* run
for President.

- 1 Which of the verbs or phrases in the box take the gerund (-ing) and which ones take *to* + infinitive (*to do*)?

~~be good at~~ ~~plan / intend / aim~~ be worth fail be reluctant
have trouble / difficulty hope / expect manage succeed in
decide think about / consider enjoy avoid involve have
be used to / accustomed to be willing / prepared

+ gerund (-ing)

+ *to* + infinitive (*to do*)

be good at

plan / intend / aim

- 2 Which of the following pairs of phrases is the odd one out grammatically? Why?

- 1 be good at - be bad at
- 2 be willing - be reluctant
- 3 succeed in - fail
- 4 enjoy - dislike

- 3 Complete these sentences.

- 0 When I retire, I plan to do some voluntary work for a charity.
- 1 When I retire, I plan ...
- 2 I think I'm quite good at ...
- 3 Before attending a job interview, it's worth ...
- 4 My job involves ...
- 5 When speaking English, I often have difficulty ...
- 6 At work I feel satisfied if I manage ...
- 7 For my summer holiday this year, I am considering ...
- 8 If I was offered more money, I would be willing ...
- 9 The hardest thing about starting a new job is getting used to ...
- 10 I get annoyed with colleagues if they fail ...



- 4 Choose five of the phrases in exercise 1 and make sentences about your own working life.

A Study the Hadford University handout on this page.

- 1 What is similar to and different from an engineering career in Germany?
- 2 With a fellow student, talk about your engineering career to date and your plans for the future. Would you like to work abroad and what fields do you see yourself specializing in?
- 3 Are there any words or concepts in German engineering education that do not have a direct English equivalent?

B Analyzing a job advertisement.

- 1 Read the advertisements for work placements on the opposite page and fill in the table.

Advertisement	A	B
Employer		
Location		
Industry		
Responsibilities		
Paid/unpaid		
Contact		
Reference		
Method of application		

- 2 Would you be interested in any of the two placements and would you fulfil the requirements? Discuss with a fellow student.

C Complete the text with suitable prepositions.

After I graduated _____ Hambridge University, I worked as a trainee mechanical engineer _____ a large aeronautical company. Initially, I worked _____ the supervision of experienced engineers and also received seminar-type training. As I gained practical knowledge and experience, I was given more responsibility and was assigned _____ more difficult projects. After a couple of years, I took _____ a job _____ the R&D Department, so this meant a real leap in my career. There I was only responsible _____ the department manager and could develop my own ideas.



HADFORD University

Faculty: Mechanical Engineering

Your training as a mechanical engineer in the UK

University:

B.Eng. Mechanical Engineering (three years)

M.Eng. Mechanical Engineering (four years)

- Subject areas: mathematics, applied dynamics, fluid mechanics, solid mechanics, applied thermodynamics, mechanical behaviour of materials, electrical and electronic engineering. Computer controlled systems and Engineering in business and management.
- Optional: one additional year (pre-final year) in industry
- Graduation with Bachelor of Engineering (B.Eng.)
- Graduation with Masters of Engineering (M.Eng.) = academic qualification for Chartered Engineer status

Industrial training:

Mechanical Engineers require two years of monitored industrial training after their academic studies, before they can become **Professional Engineers**. A **Chartered Engineer** is a professional engineer registered with the Engineering Council UK. The requirements are a master's degree and at least four years' professional training and experience.

Work placement in engineering design team

MegaCar Ltd., a wholly owned subsidiary of Vauxhall Automotive Holdings, is the UK's largest manufacturer of utility vehicles. Continuing success in gaining new contracts worldwide has resulted in the ongoing growth of our Exeter-based company.

We are currently offering exciting opportunities for students of Mechanical Engineering or Electrical Engineering. The paid industrial placement will provide you with an introduction to creating and implementing a standard development process for car bodies from feasibility to customer start of production milestones.

You will work in the engineering design team and receive hands-on work experience focusing on the development of a Standard Development Process Model Tool. You will report to the project manager and interact with R&D management to confirm the model and apply the developed model to existing and new programmes.

Requirements

- Successful applicants must currently be students at an accredited institution pursuing a bachelor's level degree in an engineering discipline.
- Experience with Catia V5 and CAD models is preferred.
- Experience in C++ programming and the automotive industry is a plus.
- Good communication and interpersonal skills are essential.
- Starting date: asap

To apply, send a covering letter and CV quoting ref THU/4980827/wp to Frances Thumbar, HR Manager, MegaCar Ltd., PO Box 32, Exeter EX4 7AN

Job advertisement B

Work placement in packaging company

Ristoch Holdings, Inc. is one of Europe's leading packaging companies with some 250 sites worldwide. We manufacture every type of retail packaging in metal and plastic and our goods are amongst the most popular in Europe.

Each year Ristoch employs students in a wide range of technology placements. These are designed to give you practical hands-on experience in a business environment. We aim to ensure that the work is relevant, giving you ample opportunity to demonstrate your skills and knowledge.

We currently have an exciting and challenging placement opportunity for a Mechanical Engineering student. The successful candidate will be based at the company's manufacturing site in the West Midlands. During the 3-6 month placement period you will be working in the maintenance team. You will be required to carry out the following tasks:

- Working in a team of multi-skilled engineers, responsible to the maintenance supervisor.
- Assist with the repair and maintenance of manufacturing equipment.

A training allowance of £400 per month will be provided for accommodation and subsistence costs.

Your profile

- Manufacturing background (food, automotive, any automated industry)
- Experience with engineering processes
- Ability to work in a team and under time pressure
- Excellent spoken and written English

Apply online via the company website (www.ristoch.co.uk) quoting ref. WP3000/HR