P23

Conversation

Listening and understanding

Georgina: Rob, how have you been recently?

Rob: Well, I ***quit corporate life*** six months ago and decided to ***reinvent myself*** – by ***self-employment.***

Georgina: Do you mean you are a ***freelancer*** now – I mean, working for yourself and selling your skills and services to different businesses?

Rob: Yes. You know, the way we work has changed a lot in recent decades because the needs of businesses change frequently, and it needs to be ***agile*** – changing the size and type of ***workforce*** in order to ***meet demand.***

Georgina: So, people need to adapt, and some choose to work for themselves, offering their skills to different businesses when they are needed.

Rob: Exactly! I’m now working as a freelance consultant in ***digital marketing*** for several companies. ***Within a short while,*** I found that this new work pattern ***replenished and refreshed me l***ike ***never before.***

Georgina: Really? What do you like most about freelancing?

Rob: Well, by freelancing, I can work more flexibly, and I don’t have to ***follow a fixed routine*** of tasks. I can make a long list of things that wouldn’t be possible if I were ***a full-time employee*** in a corporation.

Georgina: You’ve made a very good point.

Rob: And it also gives me financial freedom – the money I earn is no longer controlled by someone else, and I don’t have to wait for someone else to give me ***a pay raise***.

Georgina: But being a freelancer can be risky too, since your income won’t be ***that stable.*** And starting out on your own can lead to ***self-sabotage*** – having doubts and fears that stop you from achieving something.

Rob: But it can also give me a sense of fulfillment – a good feeling of achieving something for myself. Another good news is that more companies are ***embracing the concept*** of the “***open talent economy***,” and making the borders of their organizations ***fluid*** enough to ***leverage*** external talent.

Questions:

1. What happened to the man?

2. What does the man like most about being a freelancer?

3. What does the woman think is a big risk of being a freelancer?

4. Which of the following best describes the man’s feeling about being a freelancer?

Passage 1 (P25)

Passage 1

Listening and understanding

When I started at the University of Auckland, I was studying ***biomedical science*** with the goal of getting a career in genetic engineering or genetic counseling.

After graduation, I ***took a six-month break*** before starting ***postgraduate study***. During that first month, I was fortunate enough to ***land a temporary job*** with a ***recruitment*** agency, although it had nothing to do with what I’d studied. I really enjoyed the contact with people, the problem-solving aspect, and the team environment. Five months later, I was offered a permanent position with the company.

But my master’s program was just about to start. What should I do? Take the job or continue with my master’s program in biomedical science?

On the one hand, I think I found my ***natural calling*** and was just ***obsessed*** with the job as an HR ***administrator***. On the other hand, education has always been important to me. ***Looking back on*** my life at university, I knew that it wasn’t just the theoretical aspect of school that I went to university for, it was also the life experience and a lot of the practical things and skills that I gained during those years.

***After weeks of indecision***, I finally found a ***compromise*** between my study and my career. I continued my study, not for a master’s degree in biomedical science, but for a diploma in HR. I didn’t totally give up my job opportunity in that recruitment agency though. It was pretty hard to try to ***juggle a part-time job with studying***, but I am always grateful for that period of time. If it hadn’t been for that foundation and ***continuous learning mindset***, I wouldn’t have ended up where I am today.

Find something you’d enjoy and are really ***passionate about,*** then study hard for it. That’s my secret to ***a career with no regrets.***

Questions:

1. In what field did the speaker intend to get a career when he started college?

2. Which of the following is not mentioned as something the speaker enjoyed about his temporary job?

3. What did the speaker decide to do when he was offered a permanent position with the company?

4. What can we infer about the speaker’s career path?

Passage 2 （P27）

About two-thirds of millennials – the largest population in the US workforce – identify themselves as workaholics. “Workaholism is a real ***disorder***,” says a ***behavioral psychologist.*** “Unfortunately, it’s probably the only addiction that we sometimes ***brag about***. People say, ‘Oh, I’m such a workaholic!’ and they expect to ***get a pat on the back*** – but it is a real issue.”

***Overworking yourself*** can ***take a serious toll*** on your physical and mental health. Workers who put in 55 hours or more a week, compared with 35 or 40, had a 33 percent increased risk of having a ***stroke***, according to a large study led by scientists at University College London. In addition, a Norwegian study of more than 16,000 adults found that, compared with non-workaholics, workaholics were more likely to exhibit ***symptoms*** of mental problems like anxiety and depression.

***The good news is that*** there are steps you can take to ***keep yourself in check*** and ***hold back*** your workaholic ***impulses***.

First of all, you should ***adjust your mindset toward work.*** Workaholics often expect to receive positive feedback because they’re working overtime, but ***working around the clock*** doesn’t ***necessarily*** mean you’re going to be successful at your job. Research has found that ***productivity*** falls sharply after ***a 50-hour workweek***. So, the next step is to ask yourself why you’re working so many hours. Is it because there’s actually too much work or is it because the workload you have is ***inefficiently*** managed? If you’re working so many hours because of inefficiencies in ***workflow***, you need to find out where the ***holdups*** frequently occur and fix the problem. Last but not least, you can find someone to ***monitor*** your work progress. It could be a career coach, a therapist, or even a personal trainer. This trusted person can help ***intervene*** when they see you falling into workaholic behavior.

Questions:

1. What is a real issue according to the behavioral psychologist?

2. How much more likely is one to have a stroke if one works 55 hours or more a week?

3. What is the first thing to do for workaholics to hold back their workaholic impulses?

P29

Listening and understanding

Lecture

Today, I’m going to give a talk on ***workplace ethics***, the ***code of conduct*** that influences the development of an ethical culture within the workplace.

Workplace ethics are ***on the rise*** among US companies. As ***consumer consciousness*** of corporations’ actions increases and employees’ expectations of employers ***evolve***, employers are largely forced to acknowledge the importance of workplace ethics and make changes.

Having a written, applied and ***enforced*** code of ethics in your company has many benefits.

Protect fundamental rights.

Employees in the US have faced such issues as ***discrimination*** based on race, gender and ***disability***, which gave birth to a series of federal documents that protect employees from such forms of discrimination.

Protect company assets.

The key to protecting company assets is to value employee ***contributions*** and treat workers ***fairly***, ***decently***, and with dignity and respect. If employees feel their jobs are important to accomplishing the company’s ***mission***, they will recognize the benefits of ethics in the workplace and are less likely to steal from their employers.

Provide emotional security.

One of the greatest benefits of ethics in the workplace is that they provide emotional security. At a company that recognizes the importance of workplace ethics, employees can go to work knowing other workers won’t ***harass*** them, their ***supervisors*** will respect both them and their work, and their co-workers will be punished if they steal supplies or equipment or ***falsify*** company records.

Promote cooperation and teamwork.

Workplace ethics programs ***align*** the behavior of workers with the values of their employers. This “meeting of the minds” ***fosters an atmosphere*** of openness, trust and ***partnership***, all of which are critical for team building. And when employees understand their supervisors’ expectations, they feel strongly motivated to ***excel*** at their jobs.

Foster a positive public image.

With the public eye on your business, workplace ethics help build you a positive reputation. ***This is particularly true for*** nonprofit organizations that rely on government ***grants*** or private donations. High ethical standards in your workplace let such ***outsiders*** know that you will use their money as you have ***stipulated*** and that they will see the end result of their contributions.

P31（viewing不要求，但是建议听）

Viewing and understanding

W: We are ***in the midst of*** massive transformation ***from a worker perspective.*** If you look at the impact of ***automation***, of robotics, of artificial intelligence, of machine learning, they are today having an impact on people’s jobs.

M1: So we’ve tried in the workforce of the future study to ***position four alternative options*** of what work might look like.

M2: These four worlds are different in terms of whether they’d be collective or individual. They’re different in terms of the types of businesses – whether you’ve got a very ***fragmented supply chain*** or whether you’re a very ***integrated*** large business.

M1: In the blue world corporate is king.

M2: There’s a huge ***divide*** between the winners and losers. It’s big ***capitalism*** on steroids.

W: There will be a core group of individuals that work at (in) the blue world. And then you're going to have what we would call a ***contingent*** workforce. So the blue world will buy in skills when they need them.

M1: Large parts of existing jobs will either be replaced or ***augmented*** by technology. They will be ***monitored*** and measured and managed very, very closely.

W: The red world is all about speed and innovation. It’s about getting ***like-minded*** people together. It’s about bringing new ideas and new businesses to the market quickly.

M2: There’s a need for ***nimble adaptive talent*** that will go in and work on new products and be comfortable with ***pivoting*** onto the next opportunity.

M1: The red world is about things being developed and ***launched*** very quickly. Technology will obviously help to do that by connecting people wherever they are in the world to make sure that the best ideas and the best brains can be used whenever they need to be used.

M2: The ***prime*** focus in a green world is all about society and corporate responsibility.

M1: Workforces are attracted to their organization because they believe in its mission.

W: The technology that’s used in the green world is used in a way to make sure that there’s ***minimal*** impact on the environment and those around, and that technology is used to enhance the scarce resources that those organizations have.

W: In the yellow world humans come first. And humanness is hugely valued.

M2: These are small organizations. They are thinking about social responsibility and ***fairness***, but it’s small and it, it comes back to the, the ***artisans***, the makers, the guild***,*** a set of professional like-minded people coming together um, to ***execute their craft.***

M1: They won’t be strongly ***affiliated*** with a particular employer. They won’t ***be tied into nine-to-five***. They won’t be tied into five days a week.

W: Technology in the yellow world really enables people with ideas or aspirations or somebody that wants to start their own business and enables them to come in to (into) that world at a much lower ***barrier to entry***.

M1: If anyone tells you they know how this is going to ***play out*** over a five- or ten-year ***horizon***, then I wouldn’t believe them. No one should be trying to have a fixed plan beyond about six months.

M2: If the world of work does become more green, or if it becomes much more red, how does my business today react?

M1: For existing workers, the, the key is flexibility and ***adaptability***. So people need to think of themselves not as the job that they do, but the ***bundle*** of skills that they have. People need to think much more about lifelong learning, how do they (how they) stop and start and re-train at different points in their life to be able to contribute in different ways.

W: The reality is the future is here today and organizations need to start thinking about what that future looks like for them.

M1: Machine learning in particular and artificial intelligence will help us to (do) a much better job of workforce planning in the future.

W: You can’t ***sit back*** (袖手旁观) and wait for the future of work to happen. You have to plan for it today.

Questions:

1. What is the purpose of the workforce of the future study?

2. In which world will there be a contingent workforce?

3. What kind of talents are welcome in the red world?

4. What can be said about the way in which technology is used in the green world?

5. Which world favors those who want to start their own business?

6. Which of the following do the speakers agree on regarding the workforce of the future?

P36 Further listening -- Conversation

Zeinab: Hello, everyone. Today I’m here with Joanna, employment specialist in ***newcomer*** services. Joanna, thank you so much for being with us today.

Joanna: Thank you for having me.

Zeinab: In today’s global business environment, international teams have become an essential part of corporations and organizations. As an employment specialist, what do you think is the most important benefit of working in a ***multicultural*** team?

Joanna: One of the most obvious benefits is the improvement of creativity. Team members’ points of view and ideas can vary widely depending on their cultures and experiences. The result is ***a flood of rich and diverse ideas*** and a variety of approaches to solving problems.

Zeinab: With benefits ***necessarily*** come cultural and language challenges. What are some of the differences newcomers will experience once they get accepted into a multicultural team?

Joanna: Well, cultural differences within a team can create ***obstacles to smooth communication*** and effective teamwork. For example, there may be ***conflicting*** working styles across team members. What one says can be misinterpreted or difficult to understand ***across*** languages and cultures. Some people may even face ***prejudice*** or negative cultural ***stereotypes***.

Zeinab: So, what are some of the tips for a newcomer to really integrate better into a multicultural workplace?

Joanna: First and foremost, you need to be culturally sensitive and ***open-minded***. The most ***desirable*** is adaptation, which acknowledges ***cultural gaps,*** respects everyone else in the team and finds ways to work around them. The other is that you should be brave to ***break the ice,*** overcoming language and cultural barriers and building your network. Once you get to know your team members, you will see we actually have far more similarities than differences.

Questions:

1. What does the woman think is one of the most important benefits of working in a multicultural team?

2. What does the woman think is a big challenge of working in a multicultural team?

3. What is the most important thing to do for a newcomer to integrate into a multicultural workplace?

Passage 1

***Employee satisfaction*** needs to be treated with both ***short- and long-term visions***. In the short term, it is directly linked to ***attrition*** and employee-organization match. It is important that people perceive the company ***in a positive light*** in their early days of employment, or else it would not take long for them to look for a change. In the long term, it is more damaging when an employee is not satisfied but continues to work for an organization due to other reasons. The employee starts to look for reasons to dislike the company more. For example, if a bad ***appraisal*** is ***the core reason*** behind his disappointment, the employee might then perceive that there is ***favoritism*** or that the company does not treat him as ***a valuable asset***. Such impressions ***corrode*** the value an employee places on the company.

***Dissatisfied*** employees express their negative perceptions more in external forums than internal ones. And when an existing employee speaks ill of the company, it reduces the prospects of the listener to join the company and the reputation of the organization is ***impacted***. Hence it is also important that HR people identify such employees and work toward ***alleviating their problems*** and ***converting*** negative impressions to positive ones.

Job satisfaction is a very important part of an employee’s life cycle and motivation to ***remain loyal to*** and employed with an organization. A number of activities or tasks of an HR team influence employee satisfaction levels. Therefore, HR people must also remember that how a company functions through its policies, senior management and culture will impact how happy employees are and will help it ***reap*** financial, cultural and brand ***equity benefits.***

Questions:

1. What is the result of employee dissatisfaction in the short term?

2. What will happen when an employee is dissatisfied but continues to work for a company?

3. What is the consequence of an existing employee speaking ill of the company?

Passage 2:

Many of you here have probably heard of the 10,000 hours rule. Maybe you even ***model*** your own life after it. Basically, it’s the idea that to become great in anything, it takes 10,000 hours of ***focused practice***, so you’d better get started as early as possible.

And in fact, when scientists ***track elite athletes*** ***over the course of*** their development, the pattern looks like this: They actually spend less time early on in “deliberate practice” in their eventual sport. By “***deliberate practice***,” I mean coached, ***error-correction-focused practice***, not just playing around. They tend to have what scientists call a “***sampling period***,” where they try a variety of physical activities, they gain broad, general skills, they learn about their interests and abilities, and delay specializing until later than their ***peers*** who ***plateau*** at lower levels.

The same pattern is found when exploring the developmental backgrounds of people we admire. One example is Vincent van Gogh who had had several different careers, each of which he ***deemed*** his true ***calling*** before ***flaming out spectacularly***. In his late 20s, he picked up a book called The Guide to the ABCs of Drawing. That ***worked out*** OK. Another example is Maryam Mirzakhani, who wasn’t interested in math as a girl – dreamed of becoming a novelist – and went on to become the first woman to win the Fields Medal, one of the most ***prestigious*** prizes in the world in math.

Research has also shown that early ***specializers*** start quitting their career tracks in much higher numbers, essentially because they were made to choose so early that they more often made poor choices. So the late specializers lose in the short term and win in the long term.

Questions:

1. What kind of development pattern have scientists found about elite athletes?

2. Which of the following is true of van Gogh?

3. What do we learn about Maryam Mirzakhani?

Lecture

In this lecture, I will be talking about one of the most frequently asked job interview questions – “Tell me about yourself.”, a question just behind “What are your strengths?” and “What are your weaknesses?” Many job seekers don’t take the question seriously, thinking it’s just an ***icebreaker*** meant to put them ***at ease.*** But they should carefully consider their response because it’s more than ***a throwaway opener*** for most interviewers.

When hiring managers pose this question, they’re hoping that candidates will give them some ***insight*** as to why they think they’re a good fit for the job. They’re also using it to learn about applicants’ ***priorities***, which gives them a better sense of who each candidate really is.

The best answers to this question ***succinctly*** and clearly explain how you’re qualified for this particular job and – just as important – why you want it. So, before you start ***crafting*** your answer, spend some time reviewing the job description in the ***recruitment*** ad for the position and researching the company. That way you’ll have a good understanding of what the hiring manager is looking for in terms of ***qualifications***, experience and ***fit*** within the workplace culture.

Next, prepare a short script that ***highlights*** the skills, strengths and ***expertise*** you have that make you especially qualified for the position. Follow that with the reasons you’re applying for the job, focusing on career-related ***motivation*** such as the desire to ***build your experience*** and ***take on added responsibilities***. ***Conclude*** with a short statement explaining why working for this specific company appeals to you.

No matter how you answer this question, don’t take up too much time with your response. You don’t have to tell the hiring manager every single thing that makes you a great fit for the position. Just give a few important details that will ***spark their interes***t in learning more and you’ll ***get off*** to a great start.

Questions:

1. Why do hiring managers pose the question “Tell me about yourself.”?

2. What is the first thing for an applicant to do to prepare for the question “Tell me about yourself.”?

3. What should an applicant highlight in answering the question “Tell me about yourself.”?

4. What is the key message conveyed in this lecture?