

transformational leaders highlight change. Their speech is passionate and conveys a definitive vision. All of these things can encourage followers to think about what could be. In other words, they inspire a promotion focus in their followers. Q38

In contrast, transactional leaders focus on developing clear structures that tell their followers exactly what is expected of them. While they do explain the rewards people will get for following orders, they emphasise more how a follower will be punished or that a follower won't get rewarded if his or her behaviour doesn't change. In short, they emphasise the consequences of making a mistake. This emphasis will clearly lead followers to focus on avoiding punishment and problems. This is clearly a prevention focus. Q39

In conclusion, it is important to understand that one focus is not necessarily better than the other one. For a designer who works in a field where a lot of innovation is needed, a promotion focus is probably better. In contrast, a prevention focus which causes people to work more cautiously and produce higher quality work might be very appropriate for a job like a surgeon, for example. The main point of the research, though, is that the actions of leaders can greatly influence whether people approach a situation with more of a promotion focus or more of a prevention focus. Q40

TEST 4

SECTION 1

- MR THORNDYKE: Thorndyke's.
 EDITH: Good morning. Is that Mr Thorndyke?
 MR THORNDYKE: Speaking. How can I help?
 EDITH: I've got quite a few things which need painting and fixing in the flat and I wonder whether you'd be able to do the work.
 MR THORNDYKE: I'm sure I'd be able to help but let me take down a few details.
 EDITH: Yes, of course.
 MR THORNDYKE: Well, firstly, how did you hear about us?
 EDITH: It was my friend May Hampton ... you did some excellent work for her a couple of years ago. Do you remember? *Example*
 MR THORNDYKE: Oh, yes, that was in West Park Flats, lovely lady.
 EDITH: Yes, she is.
 MR THORNDYKE: And what's your name, please?
 EDITH: It's Edith Pargetter. Q1
 MR THORNDYKE: Edith ... can you spell your surname, please?
 EDITH: It's P-A-R-G-E-double T-E-R.
 MR THORNDYKE: Double T, right. And do you live in West Park Flats as well?
 EDITH: No, actually it's East Park, Flat 4. Q2
 MR THORNDYKE: Oh, right, that's over the road, I seem to remember – quite difficult to get to.
 EDITH: Yes, it's at the back of the library. Q3
 MR THORNDYKE: Right, I know. And what's your phone number?
 EDITH: 875934 but I'm out a great deal in the afternoons and evenings.
 MR THORNDYKE: So would the best time to ring you be in the morning? Q4
 EDITH: Yes.