


Reading:

CAE Part 4

Multiple matching

- 1  What do you understand by the title of the article: 'The Fast Track to Burnout'? What causes some employees to burn out?
- 2 You are going to read a magazine interview with four young executives who left their jobs. For questions 1–15, choose from the executives A–D.

What to expect in the exam

- Part 4 tasks are multiple-matching tasks. There are fifteen questions in total.
- The text may be continuous or consist of a group of shorter texts, or sections of text. The following Part 4 text has been divided into sections.

How to go about it

- Re-read **How to go about it** on page 24 of Unit 2.
- To help you with numbers 1–4 below, key words in the questions have been underlined, together with the relevant parts of the text.
- Now look at numbers 5–15 and underline the key words in the questions in the same way. Then underline the parts of the text which provide the answers.

Of which young executive is the following true?

- Her sense of being unimportant did not change once she had been promoted. 1 ____
- Her current job does not provide her with a regular income. 2 ____
- She felt that her colleagues were being uncooperative on purpose. 3 ____
- A project that she was working on did not turn out the way she expected. 4 ____
- She admits to showing off the things she could afford to buy with her high salary. 5 ____
- She accepted the job because of the benefits that were additional to the salary. 6 ____
- She suggests that her young age meant she was unable to cope with a stressful situation. 7 ____
- She was trying to find a way to leave the company before she received a promotion. 8 ____
- The people she worked with could not relate to a decision she had made. 9 ____
- She suggests a lack of money in her childhood made a high salary more desirable. 10 ____
- She believes that other people could have done her job equally well. 11 ____
- She does not have any negative feelings towards the company she worked for. 12 ____
- The feelings she had towards her promotion quickly changed. 13 ____
- One of her qualities also disadvantaged her in a certain way. 14 ____
- She wanted more freedom while she was still at a young age. 15 ____



The Fast Track to Burnout

An increasing number of young executives are giving up their corporate positions after experiencing an overload of pressure and dissatisfaction with what they imagined would be a dream career. Kate Martins talks to four young people who turned their backs on high salaries and even higher expectations. Here's how to beat it.

A Tanya Burrows bears no grudge towards the corporation that rewarded her with five promotions within the same number of years. 'At twenty-seven, I was able to buy my own luxury apartment,' she says. 'For that reason I'll always be grateful to them.' Tanya admits that the high salary that came with each promotion was irresistible. 'We weren't poor but I don't think my parents ever bought anything that wasn't secondhand. That definitely played a role in my motivation. When someone's saying you can negotiate your own salary, it's hard to say no.' So what changed for Tanya? 'Honestly, I got sick of the materialism. I got sucked in too at first – you'd make sure other people knew what designer labels you were wearing, that they could see your cell phone was top of the range ... but it just wore thin for me.' Tanya decided to quit and pursue her real passion for photography. 'It doesn't offer much financial security as you don't know when you'll get your next contract, but I get to work in far more inspiring environments,' she says.

B Lily Tan left university with an MBA distinction and was quickly snapped up by a major retail chain. In just five years she achieved a senior management position and after receiving news of the promotion she was elated. 'I rang round just about everyone I could think of,' she laughs. 'But the next day I felt nothing. I had no inclination to get out of bed and face the constant pressure.' Despite her sudden disillusionment, she continued to persevere and was the brains behind a new strategy. 'Everyone seemed to be in favour of it at the planning stage,' she says. But during the implementation stage, unforeseen problems arose and eventually the strategy was abandoned. Lily's next performance appraisal gave her a really low rating which she found devastating. The whole experience was quite traumatizing and I was too emotionally immature to deal with it.' It wasn't long before Lily left and set up her own recruitment company which is now flourishing. She still regrets her discovery that there is no such thing as team spirit when one of the members makes a mistake.

C Jane Dawson graduated top of her class in a Bachelor of Business (Finance) degree and was offered a contract by three major investment companies. She accepted the one that was offering perks such as free tickets to major sporting events and a flash company

car. Just like the three other young high-flyers in these interviews, Jane's potential for leadership was quickly noted and she found herself promoted to team leader within six months. But, exceptionally, in her case, she had already been looking for an escape route. 'Sure it was good money but the hours were ridiculous. I felt I should have been carefree at that age but the burden of responsibility was enormous. I felt trapped.' Despite the fact that she'd been elevated to senior analyst, Jane still felt anonymous within the giant corporation. 'It was a real feeling of being the small cog in a big machine. Nothing I did really mattered.' She forced herself to stay on for another year, but then nervously asked for a sabbatical. To her amazement, her department head agreed. 'I guess they knew I'd reached burnout and didn't want to lose me altogether – but there were plenty of workmates perfectly able to step into my shoes,' she admits. She spent the year travelling and working on community projects in developing countries. By the time Jane was due to return, she knew she was in the wrong job. She applied to work for an aid organization, where she says 'At last I feel I'm doing something worthwhile.'

D Natalie Copeland was signed up to work for a leading PR consultancy. She admits to being a perfectionist, an attribute which saw her rise through the ranks in no time. 'It's a weakness, too,' she says. 'It can mean that you're reluctant to delegate and end up with the pressure of doing it all yourself.' For the first few years, however, she had no problem with overtime and her performance appraisals were almost always flawless. But Natalie feels she committed 'career-suicide' by opting to getting married and have a child at twenty-five. 'My colleagues seemed utterly mystified and tried to talk me out of it.' And on her return to work Natalie felt instant resentment towards her. 'I had to leave promptly at the end of the working day to take care of my daughter Anita but would come in an hour early and work through my lunch hour. It made no difference,' she explains. 'They simply alienated me.' By this she means that workmates were reluctant to update her on recent developments and withheld vital information on new projects. With little support from her seniors either, and refusing to compromise her time with her family, Natalie handed in her notice and now works for a smaller PR company offering flexi-time.



Reacting to the text

Do you sympathize with any of the four young executives? Why/why not?

Imagine you were a young executive. How would you feel about and react to:

- your colleagues showing off their wealth and possessions.
- a poor performance appraisal that you think is unfair.
- working much longer hours than most people you know.
- being excluded by people in your department.

Use of English:

CAE Part 4

Gapped sentences

- 1 In 1–8, complete each of the collocations with a noun from the box.

favour role ranks pressure notice grudge position contract

- 1 to bear someone a _____ (A)
- 2 to play a _____ (A)
- 3 to achieve a (management) _____ (B)
- 4 to face _____ (B)
- 5 to be in _____ of something (B)
- 6 to be offered a _____ (C)
- 7 to rise through the _____ (D)
- 8 to hand in your _____ (D)

Check your answers in the reading text on page 53. The letters in brackets refer to the sections in which the collocations can be found.

- 2 Use context to work out the meanings of the collocations in exercise 1.
- 3 For questions 1–5, think of one word only which can be used appropriately in all three sentences. All the words are either nouns or verbs from the collocations in exercise 1. Here is an example (0).

- 0 We don't take much notice of the dress code at work and we tend to wear what we like.
I just saw the manager putting up a notice advertising for a part-time sales assistant.
You didn't happen to notice where I put that file, did you?

How to go about it

- Read all three sentences before you think of a possible word because:
 - (a) this may prevent you from choosing a word that fits correctly in the first sentence but does not work in the second and/or third.
 - (b) even if you have no idea what could go in the first sentence, you may be sure of the answer in the second or third.
- The word must have the same form – but could function, for example, as a noun, a verb, or an adjective, eg a *light* / *to light* / *light* (adj)


- 1 Karen's in a higher _____ than me at work so I don't feel I can criticize her.
Your sales figures have fallen so you're in no _____ to ask for a higher salary.
What's the company's _____ on hiring people without a suitable degree?

- 2 The characters in her novels _____ a strong resemblance to those in the *Harry Potter* series.
When you prepare your CV, _____ in mind that it should be informative but also concise.
I can't _____ the thought of taking on any more responsibility!
- 3 You need to _____ the fact that Bettina doesn't want to go out with you anymore!
The team will be attempting to climb the north _____ of the mountain today. She was looking the other way so I asked her to turn round and _____ me.
- 4 The thing I like about our boss is that he never shows _____ to anyone – he treats us all the same.
If our clients want to postpone the meeting, the delay might actually work in our _____.
Thanks for answering my calls this morning – I owe you a _____.
- 5 The number of people leaving the nursing profession is on the _____ again.
The people were starving and had no choice but to _____ against the government.
In stunned silence, he watched his students _____ one by one from their seats and walk out of the room in protest.

Listening 2:

CAE Part 2

Sentence completion

- 1 'Too much to do and not enough time to do it.' To what extent does this apply to you? How well do you organize your time?
- 2  1.16 You will hear part of a talk by time management expert David Markham. For questions 1–8, complete the sentences.

Don't forget!

- Read through all the questions and predict the type of information required.

David says that the key to good time management is 1 .
 It's important to have 2 expectations of what we can achieve.
 David warns that 3 can prevent us achieving what we set out to do.
 He recommends giving priority to 4 if we feel overwhelmed.
 David advises against always trying to 5 in our work.
 Housework requires the same 6 that we need to exercise at work.
 David suggests we should reserve time for those pursuits we find 7 .
 He says it is a mistake to think of the 8 as a form of relaxation.

- 3  Do you manage 'to achieve the right balance between work and relaxation'?

Vocabulary: Time

- 1 Complete each gap in these extracts from the listening with a word from the box.

against aside for for in off up

- 1 ... what you hope to achieve **the time available**.
- 2 ... you have to phone in sick and **take time** **work**.
- 3 ... if **time is** **you**, if you're **pressed** **time**, don't worry if what you produce is less than wonderful.
- 4 ... what we all work for is to **make time** **ourselves**, to **free** **time for** the things we really want to do ...
- 5 It's essential to **set** **enough time** to pursue your interests ...

- 2 The following words can all be used before the noun **time**. Add a word from the box to the appropriate group **a–f**, then discuss the possible context in which you might expect to use or hear the collocations.

half flying harvest prime record-breaking sale spare

Example:

free leisure spare

You could use *free time*, *leisure time* and *spare time* when talking about what you do when you're not studying or working.

- | | | | |
|---|--------------|------------------|-------|
| a | kick-off | injury | _____ |
| b | qualifying | winning | _____ |
| c | arrival | departure | _____ |
| d | peak viewing | off-peak viewing | _____ |
| e | opening | closing | _____ |
| f | sowing | milking | _____ |

- 3 Choose three of the collocations from exercise 2 and write a sentence for each, leaving a gap where the collocate of **time** should be. Then show your sentences to your partner who will try to guess the missing word(s).

Example

United scored the winning goal in the last minute of _____ time.

[Answer: *injury*]