

1 Corporate culture

1.1 About business Work culture and placements

Internet research

Search for the keywords "work fun". Find out how companies are trying to create a fun atmosphere at work.

Discussion

1 You've just started working for a new company. Do you:

- a) wear your best clothes or b) wear jeans and a T-shirt like all the other employees? Why?
- a) stop work at five o'clock like everyone else or b) stay longer to finish your work? Why?
- a) share your ideas and opinions at staff meetings immediately or b) say nothing like most of your colleagues? Why?

Scan reading

2 Scan the article opposite to find:

- 1 what the monkey experiment demonstrated.
- 2 seven examples of unwritten rules.
- 3 what new staff learn about work culture and how they learn it.

The words in **grey** are explained in the *Wordlist* on page 148.

Discussion


3 In small groups, discuss the questions.

- 1 What do you think organizations and companies can do to avoid negative unwritten rules?
- 2 What unwritten rules do you imagine you might encounter in your country as an **intern** in:
 - a government department?
 - a small public relations firm?
 - a manufacturing company?

Think about:

- **office etiquette**, e.g. **dress code**, punctuality, personal calls, coffee and lunch breaks.
 - relationships with colleagues, management and clients / business partners.
 - **autonomy and initiative**.
- 3 Which work culture above would you prefer to work in? Which would be the most difficult to adapt to? Why?

Listening for gist

4  **1:01, 1:02** Listen to Alessandra, an Italian business student, and David, a British civil service manager, talking about problems they experienced with work placements, and answer the questions.

- 1 What problems did Alessandra and David have?
- 2 What were the misunderstandings that caused these problems?

Listening for detail

5 Listen again. What mistakes did the students and the supervisors make in each case?

Brainstorming and presentation

6 In small groups, hold a brainstorming meeting to decide how companies can help interns to adapt to their work culture. Design a set of guidelines for supervisors of interns. Then present your guidelines to another group, and give feedback on the other group's ideas.

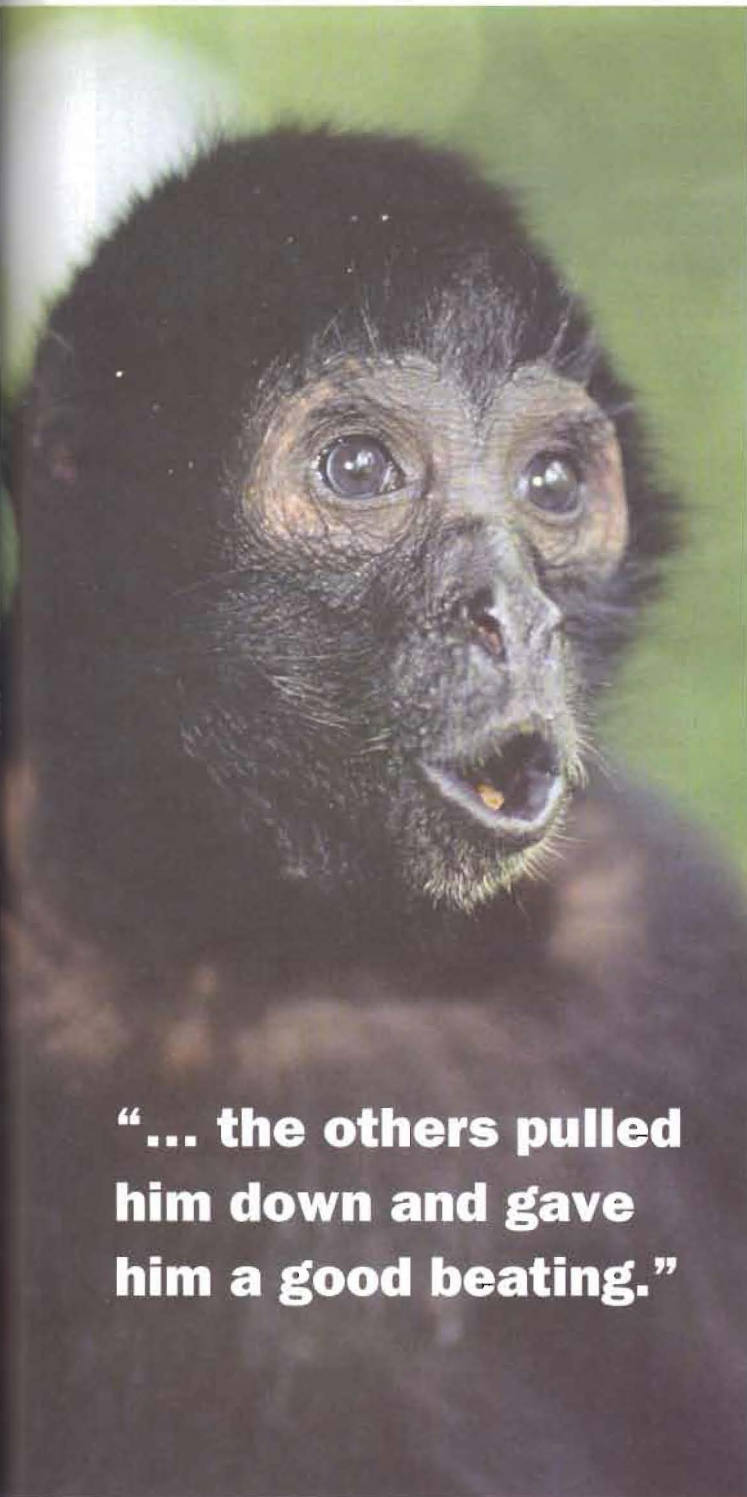
GUIDELINES FOR SUPERVISORS

Thank you for agreeing to supervise a student work placement. The following guidelines are designed to help you ensure your intern adapts quickly to the work culture of the organization.

- If possible, give advice about office etiquette by telephone before the beginning of the placement.
- Give the student a copy of the company rules on the first day.
-
-
-

Monkey business?

Scientists put a group of five monkeys in a cage. At the top of a ladder, they hung a banana. As soon as a monkey climbed the ladder, he was showered with cold water; the group soon gave up trying to reach the banana.



“... the others pulled him down and gave him a good beating.”

5 Next, the scientists disconnected the cold water and replaced one of the five monkeys. When the new monkey tried to climb the ladder, the others immediately pulled him down and gave him a good **beating**. The new monkey learned quickly, and enthusiastically joined
10 in beating the next new recruit. One by one, the five original monkeys were replaced. Although none of the new group knew why, no monkey was ever allowed to climb the ladder.

Like the monkeys in the experiment, every culture
15 and organization has its unwritten rules. These rules are probably the single most influential factor on the work environment and employee happiness. Though many work cultures embrace positive values, such as loyalty, solidarity, efficiency, quality, personal development and
20 customer service, all too often they reinforce negative attitudes.

In many businesses, an unwritten rule states that working long hours is more important than achieving results. In one medium-sized company, the boss never
25 leaves the office until it is dark. Outside in the car park, he checks to see who is still working and whose office windows are dark. Staff who risk leaving earlier now leave their office lights on all night.

Other common unwritten rules state that the boss is
30 always right, even when he's wrong; if you're not at your desk, you're not working; nobody complains, because nothing ever changes; women, ethnic minorities and the over 50s are not promoted; the customer is king, but don't tell anyone, because management are more
35 interested in profitability.

Often nobody really knows where these unwritten rules came from, but like the new monkeys, new recruits **pick them up** very quickly, despite the best intentions of induction and orientation programmes.
40 The way staff speak to management, to customers and to each other gives subtle but strategic clues to an organization's culture, as do the differences between what is said, decided or promised, and what actually gets done. New staff quickly learn when their ideas
45 and opinions are listened to and valued, and when it's better to keep them to themselves. They learn which **assignments** and aspects of their performance will be checked and evaluated, and whose objectives and instructions they can safely ignore. Monkeys may be
50 more direct, but work culture is every bit as effective at enforcing unwritten rules as a good beating.

1.2 Vocabulary Work organization and responsibility

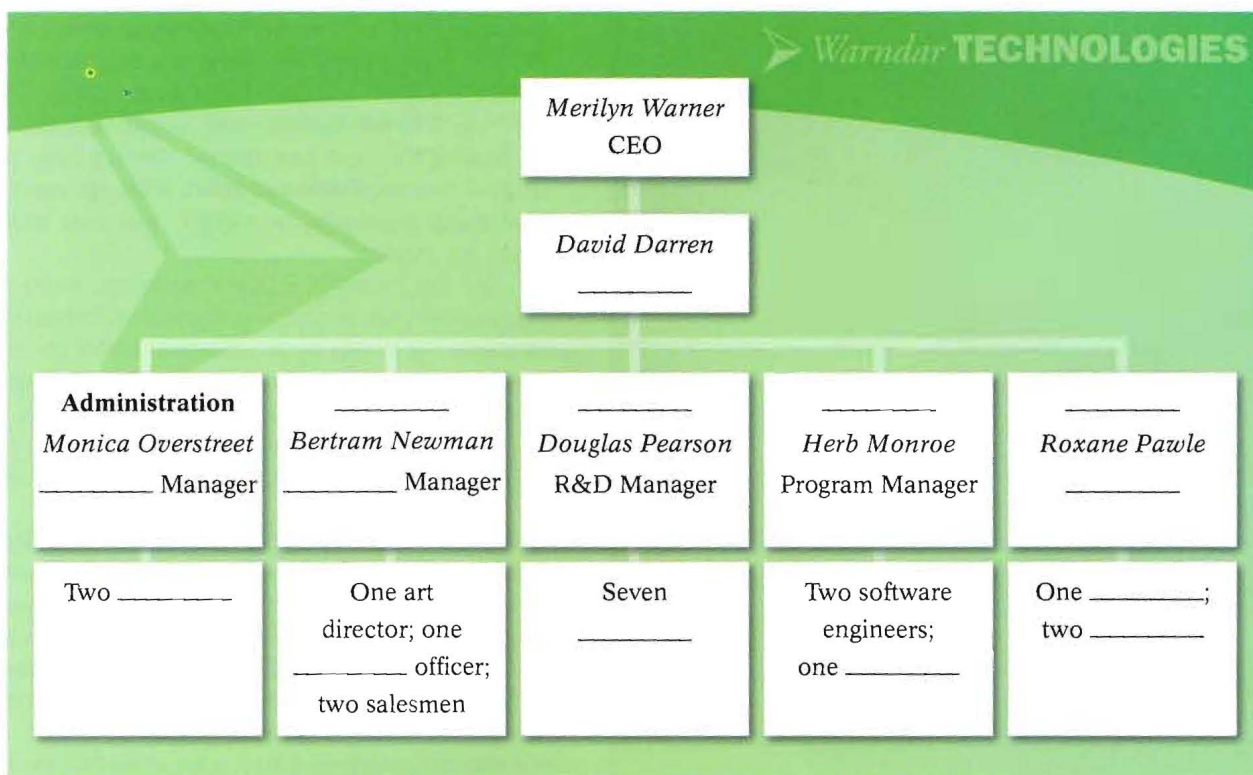
Discussion

1 With a partner, rank the words in each group according to importance or size.

- 1 line manager director project leader supervisor foreman
- 2 department division unit branch office subsidiary section company
- 3 job task assignment project

Listening for detail

2 1:03 Listen to a supervisor describing a company's structure to a new intern and complete the organigram.



3 Listen again and answer the questions.

- 1 Why is the organization simple for the moment?
- 2 Why does Bertram say it's going to change?
- 3 Why does the Office Manager also take care of personnel matters?
- 4 What is the difference between the roles of the CEO and the COO at Warndar?
- 5 Who are Irysis? What happened about two years ago?
- 6 What happened to Roxane Pawle's predecessor?
- 7 Which three departments are involved in development programmes?
- 8 How are development programmes coordinated?

4 Match the parts of these sentences from the listening to complete ways of describing responsibilities.

Internet research

CEO, COO, CFO ...
Search for the keywords
Chief Officer to find
more C...Os. Make a list,
dividing them into two
categories, serious and
humorous.

- | | |
|-----------------------------------|--------------------------------------|
| 1 You're going to report | a) on a day-to-day basis. |
| 2 She also looks | b) with strategy. |
| 3 She has two accountants working | c) directly to me. |
| 4 David runs the business | d) under her. |
| 5 Marilyn deals | e) after finance. |
| 6 Our Office Manager | f) to manage Marketing & Sales. |
| 7 He's responsible | g) with me in Marketing. |
| 8 Roxane is in charge | h) for building our product package. |
| 9 My role is | i) takes care of personnel. |
| 10 He liaises | j) of IT and Technical Support. |

Prepositions

5 Complete the electronic newsletter by using each preposition once.

on in alongside as under at

This month *Warndar News* is delighted to welcome Sam Shenton, our new intern. Sam, who hails from Boston, will be working (1) _____ Jake and Saidah in Marketing. Let's give her a real Texas welcome! Andy Highlands has moved from R&D. He is now working (2) _____ IT Manager Roxane Pawle in IT and Technical Support, a department which is scheduled to grow rapidly in the coming months. Good move, Andy! News of Jackson Tyler, our former IT Manager: after a short stay in Washington, working (3) _____ Head of IT (4) _____ Sterns & Lowe, a large consultancy, Jackson is now back in San Antonio, working (5) _____ the leisure industry. He hopes this is only a temporary position as he is also working (6) _____ a book about his experiences. We wish him the best of luck!

Discussion and presentation

6 Work in groups of three. You want to open a private music school that offers music lessons to people of all ages. Decide:

- who is responsible for the areas in the box below.
- how many extra staff members you will need.
- who everyone reports to.

Draw an organigram of the company structure.

purchasing recruiting teachers advertising registrations legal questions
organizing concerts CD and music library planning timetables discipline
cleaning and maintenance accounts public relations educational policy sound systems
quality and complaints instrument repairs salaries transport and logistics insurance
reception and office



7 Work with a partner from a different group. Present your music school's organization using relevant phrases and vocabulary from the previous exercises.

Defining words

8 With a partner, practise defining words relating to work organization.

Student A: turn to page 110.

Student B: turn to page 114.

Refresh your memory

Past simple

He told them.
completed actions

Past continuous

He was telling them.
background situations

Past perfect

He had already told them.
one past event before another

► Grammar reference page 118

Advice structures

► Grammar reference page 119

1.3 Grammar Past tenses and advice structures

Test yourself: Past tenses

- 1 Complete the anecdote by choosing the best tense in each case: past continuous (*was / were doing*), past simple (*did*) or past perfect (*had done*).

A large corporation had just hired a new CEO. As the old CEO was leaving, he discreetly presented his successor with three envelopes numbered one, two and three. 'If you have a problem you can't solve, open the first of these,' he (1) _____ (tell) the new CEO.

Well, at first things went smoothly, but after six months sales (2) _____ (fall) by 10% and the shareholders were getting very impatient. The CEO (3) _____ (begin) to despair, when he remembered the envelopes the old CEO (4) _____ (give) him.

He went to his office, closed the door and opened the first envelope. The message read, 'Try blaming your predecessor.' The new CEO (5) _____ (call) a press conference and tactfully blamed the previous CEO for the company's problems. The shareholders and the press were satisfied with his explanations, and a few weeks later the CEO was relieved to see that sales (6) _____ (improve) by 12%.

About a year later, the company was having serious production problems. The CEO (7) _____ (learn) from his previous experience: as soon as he (8) _____ (close) his office door, he opened the second envelope. The message read, 'You ought to reorganize.' He immediately reorganized production, and the company quickly recovered.

A year or two after that, costs (9) _____ (rise) day by day and the company was in trouble again. The CEO went to his office, (10) _____ (close) the door and opened the third envelope. The message read, 'You might want to prepare three envelopes.'

Test yourself: Advice structures

- 2 An intern needs help understanding a company's work culture. Complete the advice structures using *ask*, *asking* or *to ask*.

- 1 You should _____ your supervisor.
- 2 Have you considered _____ your supervisor?
- 3 How about _____ your supervisor?
- 4 It's a good idea _____ your supervisor.
- 5 Have you thought of _____ your supervisor?
- 6 You could _____ your supervisor.
- 7 It's wise _____ your supervisor.
- 8 Why don't you _____ your supervisor?
- 9 You ought _____ your supervisor.
- 10 You might want _____ your supervisor.
- 11 Have you tried _____ your supervisor?
- 12 It's important _____ your supervisor.


Which five phrases are examples of strong recommendations?

Which seven phrases are examples of careful or friendly suggestions?

Internet research

Search for the keywords "business jokes". Which other tenses do business jokes use? Tell a joke in your own words, without using notes.

Listening for detail

3  1:04 Listen to an after-dinner story. In each pair of events below, underline the event that happened first.

- 1 The CEO did very well for himself. The CEO gave a party.
- 2 The CEO challenged his team. He showed the executives the pool.
- 3 There was a loud splash. Everyone followed the CEO to the barbecue.
- 4 The CFO swam for his life. Everyone arrived back at the pool.
- 5 The CFO reached the edge. The crocodiles tried to catch him.
- 6 A crocodile tried to bite the CFO. The CFO climbed out of the pool.

4 Complete the sentences from the story. Then listen again and check your answers.

- 1 The boss _____ very well for himself, so he _____ the executives around his luxurious country house.
- 2 At the back of the house, he _____ the largest swimming pool any of them had ever seen.
- 3 They _____ to follow the CEO towards the barbecue when suddenly there _____ a loud splash.
- 4 Everyone _____ and _____ to the pool where the Chief Financial Officer _____ for his life.
- 5 The crocodiles _____ him when he _____ the edge of the pool.
- 6 He _____ to climb out of the pool when he _____ the mouth of the biggest crocodile close shut – snap – behind him.

Telling a story

5 With a partner, tell a story in your own words using appropriate past tenses.

Student A: turn to page 110.

Student B: turn to page 114.

Giving advice

6 Match the parts of these sentences to give advice to new employees.

- | | |
|-----------------------------|--|
| 1 You should _____ | a) expect to finish on time every day. |
| 2 It's unwise _____ | b) learn to set goals. |
| 3 It's a good idea _____ | c) dress appropriately. |
| 4 You should _____ | d) to make too many personal phone calls. |
| 5 You shouldn't _____ | e) to learn proper meeting behaviour. |
| 6 It's a good idea to _____ | f) accept responsibility for mistakes. |
| 7 It's important _____ | g) learn who does what and how things get done. |
| 8 You shouldn't _____ | h) not to neglect forming effective relationships at work. |
| 9 You should _____ | i) to reduce stress by balancing your life. |
| 10 You ought _____ | j) expect that you will like every task. |

7 With a partner, take turns asking for and giving advice.

Student A: turn to page 110.

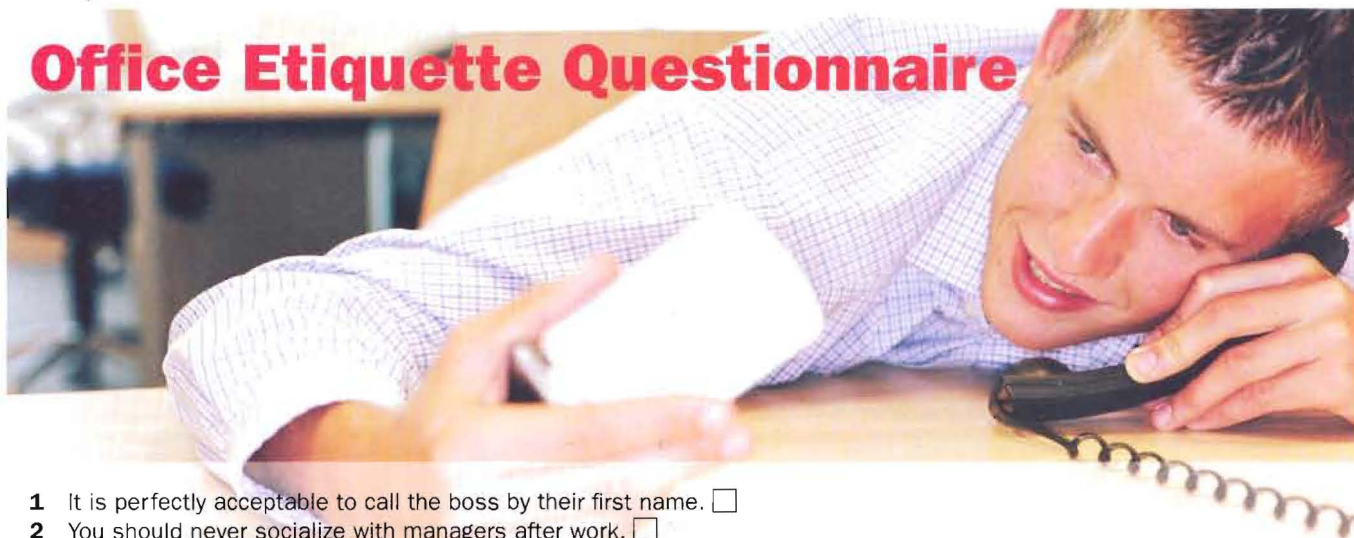
Student B: turn to page 114.

1 Corporate culture

1.4 Speaking Meetings – one-to-one

Discussion

1 Do the questionnaire from a business magazine. Mark the statements *T* (true), *F* (false) or *D* (it depends). Then compare and justify your answers. Talk about how different cultural and business contexts affect your answers.



Office Etiquette Questionnaire

- 1 It is perfectly acceptable to call the boss by their first name. ☐
- 2 You should never socialize with managers after work. ☐
- 3 If a superior asks you to bring coffee for a visitor, you can tell them politely it's not your job. ☐
- 4 Personal calls are acceptable only at certain times of the day. ☐
- 5 Staying late at the office to finish your work is a sign of inefficiency. ☐
- 6 In meetings it is advisable for junior staff to speak only when invited to do so. ☐
- 7 It is OK to offer suggestions to superiors about how to improve the business. ☐
- 8 It is not advisable to have a romantic relationship with a co-worker. ☐

Listening for detail

2 🎧 1:05, 1:06 Listen to two versions of a conversation between Tiffany, an intern, and Simon, her supervisor. Underline the words that describe Simon's behaviour. Then compare your answers with a partner.

Version 1 – Simon is:	Version 2 – Simon is:
objective impatient a good listener dogmatic diplomatic friendly firm understanding insincere authoritarian threatening weak frank	objective impatient a good listener dogmatic diplomatic friendly firm understanding insincere authoritarian threatening weak frank

3 With a partner, discuss how Simon's language is different in each version.

4 Listen again and complete the sentences.

Version 1

- 1 You _____ talk about your colleagues like that.
- 2 Yes, _____ to refuse.
- 3 You _____ from people like Maureen if you're rude.
- 4 You _____ there'll be trouble.

Version 2

- 1 I think _____ more careful about how you talk about your colleagues.
- 2 You _____ why she couldn't help you.
- 3 _____ get better results from people like Maureen by being a little more diplomatic?
- 4 _____ ask Maureen to have a coffee with you, and just clear the air?

Diplomatic advice

5 In Version 2, Simon uses modal verbs, introductory phrases and negative questions to make his advice more diplomatic. Add these phrases to the correct category in the table below. Some phrases are used in more than one category.

It seems to me that ... Wouldn't you agree that ...? Actually, I think ...
You could maybe ... Wouldn't it be better to ...? You'd do better to ...
Why don't you ... ?

Modals <i>would, could and might</i>	You might want to ...
Introductory phrases	I think perhaps ...
Negative questions	Don't you think ... ?



6 Make these comments more diplomatic.

- 1 You shouldn't disturb your co-workers.
- 2 You won't meet deadlines if you don't prioritize.
- 3 Delegate, or you'll never finish the job.
- 4 You shouldn't eat at your desk.
- 5 Don't make personal calls at work.
- 6 If you ignore your colleagues, don't expect them to help.
- 7 You'll make yourself ill if you don't take care of your life-work balance.

Pronunciation

7 In each sentence below, two words are more important than the others. These two keywords carry the stress. Underline the two keywords (or syllables) that are stressed in each sentence.

- 1 I hear you had a problem.
- 2 Perhaps you should be more careful.
- 3 You ought to do the same.
- 4 I appreciate that you work hard.
- 5 I didn't mean to be rude.
- 6 It can happen to anyone.

8 1:07 Listen and check your answers. Then practise saying the sentences with the stress on the keywords (or syllables).

9 The stresses have a regular rhythm. To allow this, the words between the stresses have to be very short and sound as if they are joined together, e.g. *youhada, youshouldbemore*. This is one of the main reasons why listening to English can be difficult. Listen to the sentences again. Then practise saying them with a regular rhythm.

Roleplay

10 With a partner, hold informal problem-solving meetings. Use diplomatic language to help you agree, unless you feel a more directive approach is necessary.

Student A: turn to page 110.

Student B: turn to page 116.

Internet research

Search for the keywords "learn English". What are the best e-learning resources for English available on the Web?

1.5 Writing A placement report



Discussion

1 Henry has just finished his placement at Cambro Corp. in Littlehampton and has to write a report on his experiences. Discuss what you think this report will contain and what style it will be written in.

Skim reading

2 Read the extracts from Henry's report and number the section headings one to five.

- ☐ Observations about the company
- ☐ Appendix
- ☐ Introduction
- ☐ Professional achievements
- ☐ Experience during work placement

1 ... a six-month placement with Cambro Corp. in Littlehampton from February to July, under the supervision of Mr Geoffrey Thomson, Marketing Manager. The objective of the internship was to design, conduct and analyse the results of a market study to identify customer needs for a new range of electronic gearboxes for industrial conveyor belts.

Cambro Corp. is a subsidiary of the HDE group based in New Jersey. The company has 450 employees in its Littlehampton plant, and designs, produces and markets gearboxes for the North American market. Founded in 1954, the firm ...

2 ... and this experience was extremely valuable. I had not expected such a poor response rate to the first mailshot. When customers were contacted by telephone, it became clear that many of them had not answered the questionnaire simply because they had not understood the first question. The order of the items was therefore modified and the response rate increased by 200% ...

3 ... a long history of involvement in the local community. Cambro's reputation as a company which looks after its employees and which sponsors local sports and cultural events is one of its greatest strengths. To obtain a similar result through media campaigns would cost millions. This aspect of the company's marketing and PR policy was most impressive ...

4 ... communication skills in particular. Developing and performing a market study in less than six months was a major challenge. Fortunately, I was able to apply the knowledge I had acquired in marketing in year two of my degree, and the results of my study were extremely well received. In future, I think it would be very helpful if ...

5 ... including the following documents:
A Daily journal B Thank you letter to Mr Thomson C Evaluation letter from Mr Thomson D Résumé
E Cambro brochure and sales literature

Reading for detail

3 Decide which section in 2 above these topics should be in.

- ☐ Conclusions
- ☐ Analysis of successes and failures
- ☐ Objectives of the internship
- ☐ Details of your responsibilities
- ☐ Analysis of what you learned
- ☐ Evaluation of the company as a potential employer
- ☐ Suggestions for the future
- ☐ Description of the company and how it is organized
- ☐ Practical details about the placement
- ☐ Observations on the company's culture and policies

Internet research

How and where can you find an internship? Search for the keywords *find internships* to learn more.

4 Match these informal diary entries with formal phrases used to talk about the same things in the extracts in 2. Underline the phrases.

1 My boss is a guy called Geoff.

6 ... was cool!

2 Today I called lots of customers.

7 It was really difficult and exhausting.

3 I finally understood what the problem was!


8 Thank goodness I'd learnt how to do a market survey!

4 So, I changed the questions around.

9 Geoff was really happy with what I did.

5 This is worth a fortune! Much better than paying for advertising.

Listening and note-taking

5  1:08 Listen to a conversation between Jason, who has recently completed a placement at Diftco, and his friend Alex. Take notes about Jason's placement in preparation for writing his placement report.

Ordering and writing

6 With a partner, organize your notes from 5 and Jason's notes below into the five placement report sections listed in 2. Then write Jason's placement report. Remember to use more formal language.

- good rapport with export staff, warehouse staff more difficult
- equipment assembled and packed in warehouse
- double-check information - very important lesson!
- waste problem in warehouse - don't recycle enough
- remember to attach daily journal - journal.doc
- one of most profitable firms in region
- learnt bar code system - interesting
- too much routine paperwork - very boring!
- copies of letters to and from Ms Witten, supervisor
- most of time in Export Office, also checking containers in warehouse
- very tiring - need a holiday now!




1.6 Case study Counselling

Discussion

1 What kind of personal problems can interns or employees experience when working abroad? With a partner, brainstorm a list.

Listening for detail

2  1:09 Listen to an extract from a lecture on counselling skills and complete the handout.

COUNSELLING

Counselling = helping someone _____ a personal problem using their own _____

COUNSELLING SKILLS

- | | | | |
|---------------------------------------|-------------------------------------|---|---|
| <input type="checkbox"/> listening | <input type="checkbox"/> helping | <input type="checkbox"/> assisting | <input type="checkbox"/> solving (for them) |
| <input type="checkbox"/> manipulating | <input type="checkbox"/> persuading | <input type="checkbox"/> exploring problems | |
| <input type="checkbox"/> talking | <input type="checkbox"/> telling | <input type="checkbox"/> reassuring | |

THE THREE PHASES OF COUNSELLING

Phase one = _____ Phase two = _____ Phase three = _____

3 With a partner, describe a situation when you helped someone with a problem, or when someone helped you. Did your experience correspond to what you heard in the lecture?

Counselling language

4 Match each phrase in the box to a counselling skill on the second handout below.

How did you feel? Why not start by *-ing* ... ? What's your first priority?
 You were *surprised*? What would happen if (+ *past tense*)? Right.
 So, to sum up, ... So you're saying that ... ? What are the options?

COUNSELLING SKILLS CHECKLIST

Counselling skill	Description of skill	Useful phrases or body language
1 Asking open questions	Ask <i>who, why, what, where, how</i> , etc. to get them talking about the issues.	
2 Paraphrasing	Clarify your understanding by rephrasing what they said, and feed it back to them.	
3 Paying attention	Use positive <i>body language</i> to show that you are really listening.	look person in the eye, smile, nod head
4 Encouraging	Show you're interested by nodding and saying <i>Uh-huh, Mmm, Yeah, I see</i> , etc.	
5 Echoing	Encourage them to tell you more about a topic by repeating a key phrase or word.	
6 Summarizing	Show you have understood all they said by pulling it all together in two sentences.	
7 Establishing options	Get ideas from them on possible alternatives to resolve the problem.	
8 Asking hypothetical questions	Encourage the problem holder to think through the implications of their suggestions.	
9 Prioritizing	Establish which of the possible options the problem holder chooses to tackle first.	
10 Action-planning	Suggest a clear first step they can take to help them manage their problem.	

5 Add one more phrase of your own to each counselling skill in the handout in 4.

Internet research

Find out more about living and working in either Japan, the UK or the USA.

Roleplay

6 Work in groups of three. Take turns being the problem holder, the counsellor and the observer.

Problem holder

Problem holder A: turn to page 110.

Problem holder B: turn to page 114.

Problem holder C: turn to page 116.

Use the information given to respond to the counsellor.

Counsellor

Guide the problem holder through the three phases of counselling in 2. Use the counselling skills in the checklist in 4 to help the problem holder find solutions to their problems.

Observer

Observe the counselling session and take notes. Use the checklist in 4 to note which counselling skills the counsellor uses and how well they use them. At the end of the session, give the counsellor feedback to help them improve their skills.

Writing

7 Work with a partner. You are on a placement in a foreign country.

- 1 Write an email to your partner explaining the problems you are having.
- 2 Exchange emails with your partner. Write a reply, giving your advice. Use some of the expressions in the box to show that you understand your partner's problems and to encourage them to think positively.

I can see exactly what you mean about ... It can't be easy to ... when / if you ...
You must be feeling very ... I know just how you feel. It's perfectly normal to feel that way.
You have to keep things in perspective. I'm confident you'll be able to find a solution.
I'm sure you'll bounce back.

