

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ДОНЕЦЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ІМЕНІ ВАСИЛЯ СТУСА

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CORPORATE ENGLISH

Практикум для вивчення корпоративної англійської мови для здобувачів вищої освіти ОС «Магістр» спеціальності В11 Філологія ОП «Англійська та друга іноземна мови та літератури (переклад включно)», «Німецька та друга іноземна мови та літератури (переклад включно)»

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Практикум «Corporate English» містить добірку теоретичних матеріалів, тренувальних та лексичних вправ і може використовуватись як основне або допоміжне джерело для здобувачів вищої освіти ОС «Магістр» спеціальності В11 Філологія ОП «Англійська та друга іноземна мови та літератури (переклад включно)», ОП «Німецька та друга іноземна мови та літератури (переклад включно)».

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ПЕРЕДМОВА

Засвоєння основних теоретичних засад практикуму «Corporate English» відбувається переважно через виконання практичних завдань під час занять. Вони спрямовані на ознайомлення та опанування лексики з медичної проблематики, а також розв'язання поставлених питань на основі отриманих практико-орієнтованих знань. Це сприятиме розширенню спектра навичок здобувачів освіти та забезпечить можливість ефективної самореалізації відповідно до сучасних вимог до майбутніх фахівців.

Робота з практикумом «Corporate English» сприятиме розвитку іншомовних комунікативних умінь до рівня, який забезпечує використання англійської мови в широкому колі реальних ситуацій медичної сфери, забезпечення засвоєння студентами аналогічної термінології за умови домінування прагматичної, соціокультурної і фахово-професійної компетенції.

Внаслідок роботи з практикумом здобувачі закріплять уміння:

- ефективно працювати з поданою тематикою: добирати необхідну інформацію з різних джерел, критично аналізувати й інтерпретувати її, впорядковувати, класифікувати і вміти її застосовувати в практичних ситуаціях;

- усної інтеграції: брати активну участь у неформальних і формальних дискусіях та розмовах побутового, професійного змісту; розуміти чужі думки та пропозиції, коментувати, оцінювати та робити висновки; будувати висловлювання з залучанням лексичних структур та комплексів, набутих протягом вивчення курсу;

- аудіювання: розуміти тексти, пов'язані з темами, які вивчаються; сприймати загалом та в деталях інформацію загальних тем навіть за додаткових звукових перешкод і варіацій акцентів;

- усного продукування: чітко та детально висловлювати думки щодо різноманітних актуальних тем, використовуючи широкий спектр мовних засобів, висловлювати своє ставлення до певних ситуацій; давати чіткі описи з дослідженої теми, робити резюме, узагальнення; адекватно та компетентно реагувати на спонтанні коментарі;

— оволодіння необхідним лексичним матеріалом із тем, що вивчаються, для вільного та послідовного викладення суті проблемних питань, пов'язаних із запропонованими темами.

LESSON 1

1. Company Structure. Vocabulary. Here are twenty words often used to talk about company structure.

<u>1</u>	Accounts Dept.	<i>n.</i> department responsible for administering a company's financial affairs
<u>2</u>	A.G.M.UK	<i>abbr.</i> Annual General Meeting of a company's shareholders
<u>3</u>	board of directors	<i>n.</i> a group of people chosen to establish policy for and direct or control a company
<u>4</u>	chairmanUK	<i>n.</i> person who heads a Board of Directors; head of a company; chairperson
<u>5</u>	director	<i>n.</i> a member of the board of directors
<u>6</u>	executive officerUS	<i>n.</i> person who manages the affairs of a corporation — chief executive officer <i>n.</i>
<u>7</u>	headquarters	<i>n.</i> a company's principal or main office or centre of control
<u>8</u>	manager	<i>n.</i> person responsible for day-to-day running of a dept.; executive officerUS
<u>9</u>	managing directorUK	<i>n.</i> senior director after the chairman responsible for day-to-day direction

<u>10</u>	Marketing Dept.	<i>n.</i> dept. responsible for putting goods on market, inc. packaging, advertising etc
<u>11</u>	organisation chart	<i>n.</i> a table or plan showing a company's structure graphically
<u>12</u>	Personnel Dept.	<i>n.</i> department responsible for recruitment and welfare of staff or employees
<u>13</u>	presidentUS	<i>n.</i> the highest executive officer of a company; head of a company
<u>14</u>	Production Dept.	<i>n.</i> department responsible for physical creation of product
<u>15</u>	Purchasing Dept.	<i>n.</i> department responsible for finding and buying everything needed by a company
<u>16</u>	R & D Department	<i>n.</i> department responsible for Research and Development of (new) products
<u>17</u>	reception	<i>n.</i> the place where visitors and clients report on arrival at a company
<u>18</u>	Sales Department	<i>n.</i> department responsible for finding customers and making sales
<u>19</u>	shareholder	<i>n.</i> person who holds or owns shares in or a part of a company or corporation
<u>20</u>	vice presidentUS	<i>n.</i> any of several executive officers, each responsible for a separate division

2. Read the text, summarise the information:

Organizational structure is typically a hierarchical arrangement of lines of authority, communications, rights and duties of an organization. It determines how roles, power and responsibilities are assigned, controlled and coordinated and how information flows between the different levels of management.

Structure doesn't only allow an organization to run smoothly; it also helps prescribe how an organization runs. In fact, organizational structure can help dictate culture, values, and success.

An organization can be defined as an entity comprising multiple people working towards a common goal, linked to an external environment.

Organizational structure, then, is a visual diagram of an organization that describes what individuals do, whom they report to, and how decisions are made.

Imagine a bee colony, which can consist of up to 80,000 bees. The pristine, precise octagonal lattice work of its honeycomb hive, wealth of golden nectar, and survival of each bee depends on the structure, coordination, and communication within the colony. Queen, worker, drone: each bee has clearly defined role.

At the foundation of a company's organizational structure is its mission; it's the reason it does what it does. A good organizational structure will support a company's mission, and it will attempt to meet the needs of various stakeholders. Even though some knee-jerk capitalists will state that the mission of their company is to make money, there must be more to it than this.

For example, Apple had a lofty mission to «put a dent in the universe.» Apple set its organizational structure around a strong leader in Steve Jobs, who, many would argue, did exactly that.

Sound organizational structure helps set priorities. How resources are earmarked communicates what is and isn't important to

an enterprise. Most companies set priorities, high-to-low, with their overall brand image as their very top concern. Other priorities might include strategic initiatives, sales, growth, operational efficiencies, security, and regulatory compliance.

The bigger the company, the more complex its structure tends to be. Very large corporations tend to be multinational and often have a number of different branches and subsidiaries. Although there is great diversity in how such large companies are organized, they usually follow a general basic pattern.

The board and shareholders

Most very large corporations these days are owned by the public. This means that ownership of the company is divided into shares that people can buy and sell. Because good corporate governance is very important to shareholders, most companies have a board of directors that oversees the company and protects the shareholders' interests. The board reports on the business's success and progress to the shareholders via an annual and/or quarterly report.

Upper management

At the head of every large corporation you'll find the big shots in the C-suites! This is a group of executive officers like the CEO, COO and CFO, who have responsibility for making the strategic decisions that will give value to the shareholders. Just below these top executives are the different presidents, vice-presidents and directors in charge of the company's various divisions. A typical large corporation might have five divisions, with marketing, accounting, finance, IT and HR being the most common.

Middle management

Next in the typical hierarchy are the middle managers, who are the link between the upper management and the lower levels of an organization. These are the people involved in the day-to-day running of a company, who perform a valuable role in implementing

the executive strategy. Like the executives, middle managers need to have good leadership and decision-making qualities.

Lower-level employees

You could say that these are the people who do all the actual work! They range from blue collar workers who assemble goods on a factory line, to receptionists who answer the phones, and customer service and sales reps who interact with the public. Although low-level employees are paid less, they are vital to the success of an organization. Indeed, some big corporations ask their upper-level employees to work among the ranks of low-level workers so that they understand better how the organization operates.

The structure of a company is often closely connected to its culture. In a small company it's easier to be dynamic and innovative, whereas in a large company things are often slow-moving and bureaucratic. Similarly, if the company is hierarchical (many levels), then people at the bottom aren't allowed to take initiatives without permission from their seniors; decision-making and communication are top-down. If the structure is flat (few levels), then the flow of information can be more bottom-up. In all cases you hope that the company culture is honest, open and transparent (= not trying to keep things secret).

Task 3. Find the abbreviations in the text? Explain their meaning

Work in groups. Using the template of the company structure, create your own start-up or business company.

- a) What kind of company do you want to work for?
- b) In which department?
- c) What do you think your first position will be?
- d) Do you expect to have one immediate boss, to work for more than one superior or to be part of a team?



TEMPLATE: Giving the history of your company

We were founded / set up / established in 1981.

We merged with X company in 1990.

We set up a subsidiary in the UK.

The subsidiary was sold off two years after and the remaining company was split into five different divisions.

We floated on the stock exchange last year, and we are now listed on the London Stock Exchange.

Talking about your products and services

We make / produce packaging material.

We manufacture car engines.

We supply paper products.

We launched a new washing powder last month. It has revolutionised the washing process. We have pioneered new ways of reducing energy costs in domestic appliances.

We are researching new products for the home entertainment industry. We hope to roll them out early next year.

We are developing new software for the Internet. Our R&D department is working closely with our international partners.

Company performance

We are the market leaders in three countries.

We have expanded our operations.

Our company has grown by one-third.

We make annual profits of \$1 million.

Our turnover is in excess of \$2 million.

Company structure

At the head is the President, or CEO.

Below the President is the Managing Director, who has overall responsibility for the day-to-day running of the company.

The company is divided into different departments, each with its own director. The Marketing and Sales department consists of the sales team, and customer services. The Administration department also includes Human Resources.

We employ more than 2000 people worldwide.

Responsibilities

I report to the Marketing Manager.

I deal with customer enquiries.

We work closely with the sales team, who are in charge of customer accounts.

We co-operate with our offices worldwide.

We have more than one branch in some countries.

We are responsible for our own markets.

Departments

The list of departments below is typical for many business — each one corresponds to a business function. Companies also have other departments related to their own particular business activity.

- Production might also include Purchasing and Quality Assurance (QA).
- Operations refers to all the internal processes of a company and might include, for example, Logistics.
- Sales might also include Business Development.
- Customer Services might include Technical Support.
- Marketing might include Market Research.

- Communications refers to all promotional activities including a strong focus on Public Relations (PR).
- Finance has many subdivisions, such as Financial Control, Treasury, Accounts and Payroll (= managing salary payments).
- Human Resources (HR).
- Information Technology (IT).
- Research and Development (R&D).

[Describing the activity of a department]

My department deals with marketing.

My department is responsible for administration. We organize tests/studies/research.

We work with customers/suppliers/subsidiaries/other companies in the group.

[Describing the staff of a department]

There are (20) people in the department.

Pierre Ducros is in charge of the department.

I am one of the managers/technicians/secretaries/engineers.

[Describing the equipment/premises of a department]

We have a large office/three laboratories/a small building.

We use computers/fax/e-mail a lot.

We have a well-equipped laboratory/a lot of technical equipment.

Risks

The majority of businesses fail (= go out of business). There are many reasons, which include:

- The founder can't get a loan, perhaps because of insufficient collateral (= property you agree to give the bank if you fail to give back the money you borrowed).
- The company can't meet its monthly repayments to the bank.
- The company fails to get enough customers.
- Competition from other companies.
- Changes in the market (demand for the products falls).
- Poor management of cash flow and/or insufficient capital.
- Management problems (eg the founder finds it difficult to delegate work to other people).
- Failure to integrate an acquired business after a takeover.

4. Rearrange the letters to make words. Use the definitions in brackets to help you.

1. entreenur — entrepreneur (someone who starts a company and makes business deals)

2. citapal —(money used to start or invest in a business)

3. funoder — (someone who starts an organization)

4. prmeiss — (the buildings that a company uses)

5. puchrase — (formal buy something)

6. tunvorer — (the money a business makes = revenue)

7. seahrs — (the equal parts of a company which people can buy and sell)

8. actisiquion —(buying another company;
= take-over)

9. cotellaral —(property or money that
you promise to give the bank if you cannot pay back a debt)

10. damend — (the desire or need that
customers have for a product)

5. Underline the correct word in italics.

1. My brother is a plumber. He's *autonomous* / *self-employed*.
2. The people who own a private company might include the founder of the company, some family members, and perhaps a few business *associates* / *companions*.
3. In a public company anybody can buy *the actions* / *shares*.
4. A public company is *listed* / *posted* on a stock exchange.
5. Our railways were recently privatized. I think the service was better before, when they were *a public company* / *state-owned enterprise*.
6. The Purchasing Department is responsible for buying parts and *raw materials* / *making the final product*.
7. If you have a complaint, please contact *Consumer Services* / *Customer Services*.
8. All recruitment and selection is done by our *Human Relations* / *Human Resources Department*.
9. Innovation is the key to our success and we have recently expanded *the Research and Design* / *Research and Development Department*.
10. In the Legal Department we have three *lawyers* / *advocates trained* in commercial law.

11. It's the CEO's job to *control / run* the company.
12. Our Business Development Officer is *responsible for / the responsible for* finding new business opportunities.
13. I can't take that decision. It will have to be referred to *higher people / more senior people*.
14. That decision will have to be taken *at a higher level / a more superior level*.
15. In the department there are six Sales Representatives and *their line director / line manager*.
16. The Sales Department has *to liaise / liaison* closely with Marketing.
17. She *is part of / makes part of* a team of designers.
18. I am the Financial Controller, and I *relate directly / report directly* to the Finance Director.

6. For five minutes, get groups of students to act out a typical situation

- *Humour*. Ask to what extent humour enters into business relationships — or even jokes. In some countries, such as Britain, joking is often used to relieve tension. In others, such as Germany, that might be regarded as flippant or unprofessional. Sean O'Casey, the Irish playwright, said that the Irish turn a crisis into a joke and a joke into a crisis.

- *Women in business*. In which cultures is this unlikely? Where are women having an increasingly prominent role in business? (Italy and the UK are examples, although less than 10 % of company executives in the UK are women.) In some countries, despite legislation aimed at improving career opportunities for

women, few reach the top (Norway, for example, although the field of politics is an exception) ..

- *Alcohol and business.* In cultures where alcohol is taboo, this is, of course, not an issue. However, while it is not unusual to have a glass of wine or a beer with lunch in Europe, it is very bad form to drink too much. In Italy, a nation of wine drinkers, it is very unusual to drink outside meal times, whereas in Sweden it is not unusual to have a beer with colleagues after work.

- *Coffee.* In many countries, coffee and business seem inextricably linked. Coffee seems to be what cements relationships, everywhere from Saudi Arabia to Argentina, via North America and Norway. Tea. In China and Japan, tea is more popular.

- *Eye contact is important.* Not maintaining eye contact indicates someone who is unfriendly, insecure, untrustworthy, inattentive and impersonal. But it is considered rude to stare. Americans signal interest and comprehension by bobbing their heads or grunting.

7. Translate:

1. Під *структурою* (від латин. *structura* — побудова, розміщення) розуміють внутрішню будову чогось, певний взаємозв'язок складових цілого. Більш точно — це внутрішній устрій роботи системи, тобто сукупність елементів системи та сталих зв'язків між ними
2. Створення організаційної структури не повинно починатися з верху, тобто від дирекції і до виконавців. Навпаки, спочатку проектуються конкретні роботи, з'ясується їх зміст, обсяг і вимоги до них. І лише наприкінці приймається рішення щодо структурної конфігурації.
3. Цікавим прикладом побудови організацій є компанії, що займаються прямим продажем своєї продукції за до-

помогою розповсюджувачів. Такі компанії будують свої дистриб'юторські мережі на підставі цивільно-правових договорів, які вони безпосередньо укладають з десятками і навіть сотнями тисяч фізичних осіб, які стають згодом індивідуальними підприємцями.

4. Структурні взаємозв'язки в організаціях знаходяться в центрі уваги багатьох дослідників і керівників. Для того, щоб ефективно досягалися цілі, необхідне розуміння структури робіт, підрозділів і функціональних одиниць.

5. Організація роботи людей багато в чому впливає на поведінку працівників. Структурні та поведінкові взаємозв'язки, в свою чергу, допомагають визначити цілі організації, впливають на відносини і поведінку працівників.

6. Не потребує доказів той факт, що кожна організація є досить складна в технічному та економічному плані структура. І від вибору стратегії її роботи, від конкретного способу взаємодії і сполучення ланок її складових, залежить успіх підприємства в цілому.

7. Організація структури управління — це сполучний елемент, який дозволяє всім розрізненим підрозділам здійснювати свою роботу узгоджено, в єдиному ключі поставленої перед організацією завдання.

8. Цілком логічно, що кожному підприємству, що займається конкретним видом діяльності необхідна певна організаційна структура, яка відповідала б саме таким вимогам, які пред'являються до цього підприємства в його специфічних умовах.

LESSON 2

SOCIALIZING AT WORK

1. Answer the following questions.

1. Do you think many people socialize with their coworkers?
2. Do you think most of this socializing happens inside or outside of the office? Or both?
3. Can it be beneficial for the career to socialize with colleagues? Name the reasons.
4. Should employees be careful not to socialize too much with their coworkers?
5. How much is coworker socializing good for your career?
6. Can socializing be detrimental for your job?
7. What are some smart ways to socialize with coworkers?
8. What do you think are the pros and cons of socializing in the workplace?
9. Continue the sentences: Ideal relationships are ...
Bad relationships at work make people feel...
Good relationships at work make us feel...

2. Read the passage. Is socializing at work really important? What reasons does the writer give for it? Add two more reasons to the list.

Well, it does depend on what type of work you are in, but I think socializing is a good skill to have. I'm not surprised when

the people person type of employees get promoted. I mean, in most jobs you have to liaise with other people — have good interpersonal skills. While some people spend little time at their desks, they have solid relations with other departments, customers, co-workers, etc.

Very useful to have! I find troubleshooting easy because I'm fully aware of what's going on in the organization. While I leave my desk only for short breaks, I'm visited all the time by other people for a chat. It is really made my life easy knowing everyone and getting the inside gossip on what is going on. OK, some of it is pure entertainment but work-related info is always useful.

3. Read and translate the text:

Socializing at Work

Getting along with the people you work with is essential to effective and productive teamwork. A good start is having a positive attitude that makes you the kind of a person people want to be around. Additionally, finding allies — coworkers you can count on for direction and honest feedback will be helpful to your fitting in. To be sure that your «social» behaviour on the job is working for you.

Here are a few guidelines:

Take an interest in everyone, don't exclude people or become part of a «clique».

Attend company activities such as sporting events, dinners, staff parties.

Avoid gossiping, talking behind someone's back or taking «sides» in internal conflicts.

Do not partake in discussions or «humour» that is sexist, racist, or otherwise offensive.

Do not accept or be a passive observer of any form of workplace harassment.

Do not ask coworkers to buy products from you, and be assertive if you don't want to buy them.

Accept coworkers as they are and avoid passing judgement on their lifestyle choices.

Tips for Conversation

First, don't make assumptions about what people may be interested in. Not all men follow hockey, not all women are into fashion and not everyone who wears baggy pants loves rap.

Second, listen to what your coworkers talk about and join in when it is something that interests you. Don't try to fake knowledge — ask questions instead.

Third, and most important, don't bring details of the most personal aspects of your life, especially problems, into the workplace.

Close Relationships

Coworkers do sometimes become close friends — or more. To keep this from becoming an issue, consider these guidelines:

Try to understand the reasons your boss, or other coworkers may object.

Do not let friendship get in the way of being a part of the whole team.

Do not use work time to discuss outside plans or activities.

Approach any romantic situation cautiously, being aware of company policy and any potential harassment.

4. Answer the following questions to the text:

1. What is essential to effective and productive teamwork?
2. What is the best advice about «social» behaviour on the job is working for you?

3. What are the three tips for the efficient conversation with your coworkers?
4. What should employees always remember about close relationships at work?

5. Work in pairs. You are socializing with someone from another subsidiary or organisation at a party. Prepare a dialogue including the following:

greet your partner

say what has been happening in your department recently

include two items of gossip

respond to each other's news and gossip

6. Role-play. You are at a conference and you want to make some useful contacts.

Student A: Complete your role card. Introduce yourself and network with another person. Then move on and meet someone else. You are a TV presenter and have worked for several TV channels (...) and hosted TV shows including (...). You have interviewed many famous people, such as (...). Your hobbies and interests are (...). You want to produce a new documentary series about unusual people. You'd like to write a book, maybe with a co-author.

Student B: Complete your role card. Introduce yourself and network with another person. Then move on and meet someone else. You are an adventurer. You have travelled around the world for (...) years and visited all these places (...). You have climbed Everest as well as (...). Your hobbies and interests are (...). You'd like to find sponsors for your next big adventure to sail around the world. One day you want to set up sports and education programmes for young people.

Student C: Complete your role card. Introduce yourself and network with another person. Then move on and meet someone else. You are a former sports star (sport?...). You have won (...). You have retired from professional sport and now you (...). Your hobbies and interests are (...). You are thinking of becoming a TV sports presenter. You give a lot of money to children's charities.

Student D: Complete your role card. Introduce yourself and network with another person. Then move on and meet someone else. You are a writer. You have written books about (...) and articles for various publications including (...). You have lived in different countries (...). Your hobbies and interests are (...). You aren't sure what to write your next book about. You are looking for someone interesting to speak at your children's school.

7. Read about the categories of difficult people to deal at work with.

What category do you belong to?

- a hardcore bully
- an ego-centered princess
- a passive-aggressive
- a baby
- negative Ned or Nancy
- a people pleaser
- a non-player

Hardcore bully

Hardcore personalities are hostile, abusive and intimidating. They always have to be right and will charge like angry bulls if you challenge or cross them. Take a deep breath. Let them blow off steam and express their anger and frustration. But do not let them get abusive. Address them by name to maintain control. Then state your position clearly and avoid the temptation to argue. You won't win a battle with them, especially in a public forum.

Princess

Princesses are experts and appear to know more than others should about a particular subject. Facts are power to them and since they know the facts, they feel superior. They want to be special and center stage. Make sure you know more facts and information. They love to show off and have others appreciate their knowledge. Use their knowledge strategically.

Passive aggressive

Passive aggressive personality types take potshots. They undercut your authority by using sarcasm, which they often disguise as a joke. They will not be direct with their criticism. Try to turn their attention and comments to the issues not the personalities involved. Once they realize that you won't put up with their sniping, they usually stop. They do not want to be center stage, so tend to avoid open confrontation.

The baby

Babies see everything negatively. They complain and act defeated. Since they often believe no one thinks they are important, start your interactions by listening to what they say. Steer them toward the facts, which are usually much less negative than what they believe. Direct the baby's attention to the more positive aspects of the situation. When baby asks a negative question, turn to the rest of the group to answer. Don't give them much eye contact.

Negative Ned or Nancy

Negative Ned isn't just negative, he distrusts anyone in power. He believes that his way is the only right way and his motto is «I told you so. Stay positive, but realistic. Refuse to argue with them and stick to the facts.

People pleaser

While these people are easy to like, they can be difficult personalities to deal with. They over commit themselves and their staff because they cannot say «NO». Carefully limit how much you

ask of them to eliminate the disappointments caused by missed deadlines. In meetings, they may tend to volunteer for way too much. Try: «You're working on so many worthy projects... who else would like to sign up for this one?» Affirm their contributions and help them say «no».

Non-player

These people are the most difficult personalities to deal with. They don't reveal their true motives, and you end up in a guessing game trying to find out what makes them tick. It is vital to get them to participate in meetings, so they don't leave with their hidden agendas and work counter to the team. The most effective strategy is to draw them out with open-ended questions.

8. Discuss on how to build good relationships at work. Use the tips:

Vocabulary:

obstacle ['ɒbstəkl]

перешкода

law of reciprocity [lɔ: ɔv resi'prɒsɪtɪ]

закон взаємності

blind side [blaɪnd saɪd]

нишком

Tips:

Bring suggested solutions with the problems to the meeting table.

Don't ever play the blame game.

Never blind side a coworker, boss.

Keep your commitments.

Your verbal and nonverbal communication matters.

Recognizing and respecting individual differences.

Engage the law of reciprocity.

Go out to lunch or for a drink.

Find out their challenges and obstacles (it's not always personal).

12 TYPES OF DIFFICULT GROUP PARTICIPANTS					
1. THE QUIET (SHY) ONE	2. THE CHALLENGER	3. THE DOMINATOR	4. THE UNFOCUSED ONE!	5. THE SUPERACHIEVER	6. CENTER OF ATTENTION
Put people in smaller groups & create a variety of ways to engage.	Remind people that <i>they're</i> the experts in coaching, not the coach!	Ask questions to get to the 'bottom-line' & practice the coaching skill of intruding!	Get their buy-in: provide an overview & ask them what <i>they</i> want out of coaching.	Be sure everyone knows that success and timing is <i>unique</i> to each person.	Help them be seen with a spotlight role eg. time-keeper, flip-charter etc.
9. ARGUMENTATIVE ONE	10. THE KNOW-IT-ALL	11. THE VERBOSE ONE	8. DEVIL'S ADVOCATE	7. THE JOKER	12. THE SIDEBAR TALKERS
Allow the <i>group</i> to decide if further discussion is merited on a topic.	Acknowledge their passion! How can they share their knowledge more helpfully?	Let the group know there is space for all. Share skills of 'laser speak' & 'headlining'.	Celebrate the richness of perspectives! Consider what important issues are raised.	Can humour be infused into issues? Ask the joker to consider their impact on others.	Be <i>genuinely</i> curious; invite the talkers to share their conversation with everyone.
       					

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Based on the article, "12 Types of Difficult Participants in Group and Team Coaching & How to Deal With Them" by Jennifer Britton for The Coaching Tools Company.

9. Match the descriptions of the clients with appropriate solutions on how to deal with them:

1. *The Ultra-Hands-On Client*

You know the one: They call the second they send you an email to make sure you got it. They follow up before the deadline on a project to make sure it's on track.

In the office, they're known as the Micro-manager. But since you're a consultant, it's a bit weird that they try to get so involved. After all, they're paying you to do what you do best, right?

2. *The Untrusting Client*

This is the one who isn't quite sure you're able to handle the task or understand their company as well as they do. They're right to be a bit territorial. But it's your job to reassure them that you're skilled in what you do, and get them to let go of their firm grip on things.

A. lot of times, it's about control in this situation. And you can't fight someone's will to be in control. To that end, include your client in the process.

Ask for feedback and get their opinion — unless you start to get the sense that they think you're doing so because you're unsure of yourself. In that case, show extreme confidence in what you do. If it's early in your relationship, point them to other clients that can give you a shining recommendation.

B. Make them feel like you're there to lighten their load. Stress the importance of them focusing on what they do best (run their company) while you do the silly, boring work they hired you to do.

3. The «I Can Do It Better Myself» Client If your client wasn't so busy running their business, they'd be writing, designing and/or programming whatever you do.

They took a survey course in that field in college 10 years ago, so they know what they're doing. (But do they really?) So they try to impart their opinion on everything you do. It's getting in the way of you actually getting quality work done, and sometimes their opinions — aren't shared by the general public.

C. My advice here is to establish boundaries.

I've had such a client call me on the weekend — yes, the weekend. I firmly let them know I'd be available at 8 AM on Monday to discuss the nonurgent marketing emergency they felt they were having. You can also give yourself some breathing room on deadlines so you can meet them before the client has a chance to check up on you. If you tell them you'll complete a project on Friday and you know they'll call on Thursday, finish it on Wednesday to avoid them breathing down your neck.

10. Read the text.

Resolving conflict rationally and effectively

In many cases, conflict in the workplace just seems to be a fact of life. We've all seen situations where different people with different goals and needs have come into conflict. The fact that conflict exists, however, is not necessarily a bad thing; as long as it is resolved effectively, it can lead to personal and professional growth. In many cases, effective conflict resolution can make the difference between positive and negative outcomes.

The good news is that by resolving conflict successfully, you can solve many of the problems that it has brought to the surface.

The discussion needed to resolve conflict expands people's awareness of the situation, giving them an insight into how they can achieve their own goals without undermining those of other people.

Styles of resolving conflicts:

Competitive: People who tend towards a competitive style take a firm stand, and know what they want. They usually operate from a position of power, drawn from things like position, rank, or persuasive ability.

Collaborative: People tending towards a collaborative style try to meet the needs of all people involved. These people can be highly assertive but unlike the competitor, they cooperate effectively and acknowledge that everyone is important.

Compromising: People who prefer a compromising style try to find a solution that will at least partially satisfy everyone. Everyone is expected to give up something, and the compromiser him — or herself also expects to relinquish something.

Accommodating: This style indicates a willingness to meet the needs of others at the expense of the person's own needs. The accommodator often knows when to give in to others, but can be persuaded to surrender a position even when it is not warranted.

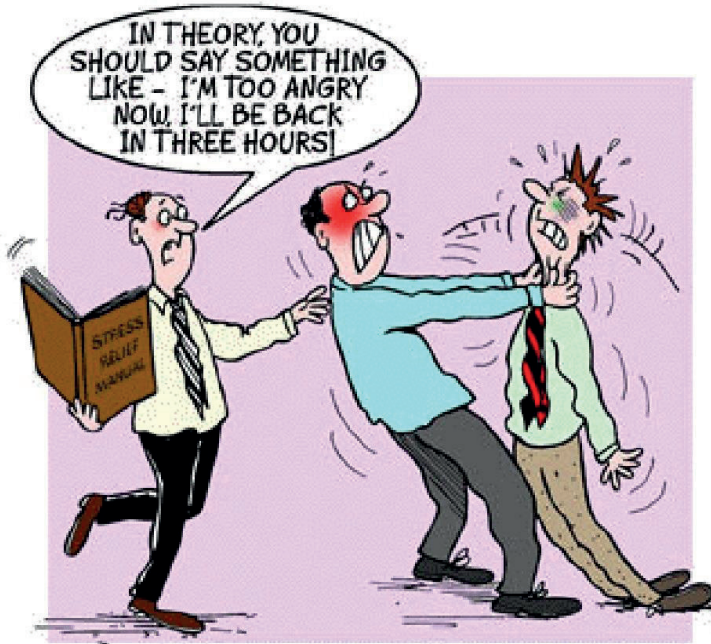
Avoiding: People tending towards this style seek to evade the conflict entirely. This style is typified by delegating controversial decisions, accepting default decisions, and not wanting to hurt anyone's feelings.

11. Write pros and cons of resolving conflicts by using the styles of resolving conflicts mentioned above:

Competitive Collaborative Accommodating Avoiding Compromising

Pro

Con



12. Use one of the conflict resolving styles given above to role play the conflict situations between:

a QA specialist and a junior software developer

a customer(boss) and a junior software developer

two team members

Phrases you can use:

Problem-solving phrases to deal with angry customers.

I understand how annoying that must be.

I don't know, but I'll find out for you.

I'd be happy to help you with this.

I really appreciate you letting me know about this problem.

I will take responsibility.

Please give me an opportunity to try and resolve this for you.

We appreciate hearing about your experience.

Please accept my sincere apology.

I am sorry for any misunderstanding you may have experienced.

I'm so sorry that you feel this way.

As a solution, may I suggest that.

Thank you for letting me know about this situation.

Thanks for letting me resolve this issue.

I agree with many of your points.

**Conflict resolution examples and problem solving phrases
for your colleagues in the office.**

I understand your point of view, but I see it differently.

We may have a misunderstanding, so let me explain my point of view.

What can I do to support you / to help you.

I didn't mean to hurt your feelings.

13. Learn the Idioms.

bend over backwards

To bend over backwards means to do everything possible to achieve something.

change one's mind

To change one's mind means to change one's decision.

common ground

Common ground refers to mutual understanding between two parties.

get down to business

To get down to business means to stop making small talk and talk about the topic at hand.

hit below the belt

To hit below the belt means to say something to unfairly hurt someone.

hold/bite one's tongue

to hold/bite one's tongue means to remain silent.

lay one's cards on the table

To lay one's cards on the table means to be honest about one's motivations, intentions, etc.

meet someone halfway

To meet someone halfway means to make a compromise with someone.

not have a leg to stand on

If someone *doesn't have a leg to stand on*, they don't have a valid argument.

on the fence

Someone *on the fence* about something is unable to decide.

out of the question

If something is *out of the question*, it is not worthy of consideration because of difficulty or an unwillingness to do it.

play one's cards right

To play one's cards right means to make the right moves to get what is desired.

see eye to eye

If people *see eye to eye*, they are in agreement about an issue.

short end of the stick

Someone who gets *the short end of the stick* has been treated unfairly and has gotten the worse part of an agreement, deal, assignment, etc.

sleep on it

If someone *sleeps on it*, they wait until the next day to make a decision.

stand one's ground

To stand one's ground means to maintain one's position and not give in.

the ball is in one's court

If the ball is in someone's court, it means it is their turn to decide or act.

until someone is blue in the face

Until someone is blue in the face communicates that someone can say something over and over again but won't change the other person's mind.

upper hand

The person with the *upper hand* has a position of control or advantage over someone else.

water under the bridge

Water under the bridge refers to problems or disagreements in the past that are no longer relevant now.

Do the task:

1. We are very different people, and we almost never see eye to ____.
2. I'm the only one in my department who has to work late today. It looks like I got the short end of the ____.
3. I don't think being indirect will work. Let's lay our ____ on the table and tell them exactly what our demands are.
4. We've bent over ____ to ensure we're offering good customer service.
5. I was ____ the fence about whether to accept the offer. After several days, I finally decided to accept it.
6. We could argue about this until we're ____ in the face, but I don't think we're going to change each other's minds.

7. I know you were angry, but mentioning his recent divorce was hitting below the ____.

8. Which country do you think has the upper ____ in the peace talks?

9. Public officials stood their ____ and refused to give in to the union's demands.

10. It's a big decision. Why don't you go home and ____ on it. You can tell me your decision in the morning.

11. I listened to his argument, but I knew there was no way he was going to ____ my mind.

12. I know we've had our share of disagreements, but that's all water under the ____ now.

13. You can file a complaint if you want, but you don't have a ____ to stand on. It's your word against his — no one else was there.

14. We've made Conrad an offer. Now all we can do is see if he accepts it. The ball is in his ____.

15. I was really angry, but I managed to ____ my tongue and not say anything in front of the rest of the team. (two possible answers)

16. I think we can easily resolve this disagreement if you compromise with us and ____ us halfway.

17. Our leaders failed to reach an agreement. It seems they didn't have any ____ ground to stand on.

18. We made small talk about soccer and the weather before getting down to ____ and discussing the deal.

19. I'm willing to travel internationally, but relocating is ____ of the question. I don't want to live in another country.

20. If we play our ____ right, this could be a very profitable deal for us.

14. Translate into English, using the idioms.

1. Поки вони сперечалися, ми намагалися вирішити проблему, але, враховуючи специфіку їх характерів (один зануда, а інший перфекціоніст), всі наші зусилля були марними, ми не мали спільного підґрунтя.
2. Коли ми прийшли вранці до офісу, наш бос розмовляв дивним тоном. Це все тому, що готував для всіх співробітників сюрприз, але ми до останнього моменту не знали який саме. От агент!
3. Поки дівчина відволікала увагу клієнта, хлопець взяв його гроші і стрімголов вибіг на вулицю, це був справжній удар по репутації банку.
4. Клієнт наполягав на тому, щоб ми змінили вигляд головної сторінки веб сайту, оскільки ні кольорова гама, ні контент його не влаштовував.
5. Мій колега допомагав клієнтові зрозуміти схеми роботи, коли я пила каву. Але, коли я повернулася, довелося знову вести роз'яснювальну діяльність, бо ніякого розуміння глибин проблеми у клієнта не було.
6. Протягом п'яти годин він намагався нав'язати мені свою точку зору, але я тримала свої позиції. Ця безглузда розмова тривала би безкінечно, але секретарка, ввірвавшись наче вихор, оголосила термінове зібрання в мітінг-румі.
7. На мою думку, нам не вистачає головного чинника до успіху нашої кампанії, тому пропоную завтра побрейнштормити і знайти компроміс.

8. Я не можу гарантувати Вам негайний результат, стільки води вже сплило, що зараз вести чесну гру просто неможливо.
9. Замість того, щоб сперечатися з клієнтом, допоможи йому і ні в якому разі не репетуй, бо своїм негативізмом ти відлякуєш потенційних клієнтів.
10. Як важко в наших умовах вести чесну гру, так хочеться часом не викладати всі карти, а крадькома скористатися ситуацією.

LESSON 3

LEADERS

Warming up: Answer the questions.

Do you always turn down offers to cooperate?

Have you ever denied responsibility for your mistake?

Would you deny your laziness?

Do you always reject the requests of your colleagues?
spouses? children?

Have you ever declined coffee:)?

Continue the sentences

Leader is ...

I am (not) a leader because...

Are the leaders born or made?

Read the synonyms of the word «leader».

head	manager	employer	_coach
president	ruler	chief	_authority
principal	big cheese	boss	

Read the features a leader should possess and add to the list.

openness ['əʊpnɪs] відкритість

integrity [ɪn'tegriː] цілісність

dedication [dedɪ'keɪʃn] посвячення

assertiveness [ə'sɜːtɪvnəs] настирливість

generosity [dʒenə' rɒsɪtɪ]	великодушність, щедрість
creativity [kri:ei'tɪvɪtɪ]	творчість
humility [hju:'mɪlɪtɪ]	людяність, скромність
a sense of humor	почуття гумору
fairness ['feənɪs]	справедливість

Read the text and get ready to discuss:

Over the last decade or so management theorists have been arguing that in a turbulent environment organizational effectiveness can no longer be dependent on (traditional) management alone. Much will depend on leadership. Defining management as coping with complexity by planning, organizing, budgeting and staffing, leadership is concerned more with managing strategic change, which involve articulating a vision and deciding the direction in which the organization should be heading. Often leaders were visualized in the heroic mold, as someone possessing the power and charisma to transform organizations by creating, expressing and communicating a vision, and through these personal characteristics able to change the values and assumptions of organizations.

Others argue that in order to be effective (especially on local level) there must be leadership on both the political and the managerial side. At the end of the 1990s that concern for (the lack of) effective leadership still remains, centred on the dearth of high-profile leaders and the role that politicians play in the decision-making process. In general the effectiveness of managerial leadership is highly dependent on political leadership.

Leadership is usually considered to be an important factor in the motivation of employees. It is necessary to be a good leader in order to be a good manager, but the words are not synonymmous. Managers possess power as a result of their organizational position; leaders possess power as a result of the concurrence of

their followers. Some managers are leaders in the sense that their relationship with subordinates is such that subordinates comply with their requests not just out of fear for the consequences, but because they are willing followers.

How to become an effective team leader

1. Don't Settle for Mediocre: It's not fun to fire people, so employers often settle for the first so-so person they hire. However, this practice can lead to weaknesses within a team. Once you realize a member of the team is performing at a mediocre level, call him out, but more importantly, support him to do better. If there's no improvement, it's time to find a new rock star for your team.

2. Be a Thought Leader: Top talent is too good to work for middling companies with weak brands. The more you can position yourself as an authority in your industry, the more talent will naturally be attracted to your business. I try to contribute to at least two publications each month to share my expertise with others, and those articles show up when potential hires research my company.

3. Trust is Crucial: A team member can be highly intelligent and a hard worker, but if you can't trust that person, it's time to let him go. If you keep that person on, you'll have a bigger problem to deal with when disaster strikes. Your daily operations could take a big hit if you retain employees you can't trust.

4. Forget the Money... at First: Hire a person whose main motivation is to build a team, or someone who has a passion for your business in general. Money is extremely important, but when it's the main thing on someone's mind, it can be a distraction. It's important for your employees to care about the success of your business, and if all they see are dollar signs, their hearts may not be in it.

5. **Personal Lives are important:** Recognize that your team members have personal lives. It's easy to take small steps to celebrate birthdays, weddings, or other significant moments in their lives. If you see an opportunity to help a team member outside of work, it pays to take it. It helps build loyalty with your employees, and they tend to pay it forward with other team members.

6. **Maintain Systematic Processes:** Once you've achieved success in a certain area, create a process that mimics that success over and over. A great read on this topic is «The Checklist Manifesto.» In it, a hospital created checklists to create a systematic process for maintaining good health in the building, and they decreased infections by 66 %. Checklists increase the effectiveness — and success — of a team.

7. **Diversity Brings Innovation:** There's a reason diversity is a common topic among employers. To build a great team, you need diverse thinkers. A variety of races, ages, and sexes can help a team think outside the box and hit problems from many different angles. Plus it makes your office a more interesting place to work.

8. **Play to People's Strengths:** Find out what your employees are great at, but don't forget about their weaknesses. Each team member should be spending time doing what he or she does best, but you should recognize weaknesses and help your employees improve. Don't miss out on creating an all-around rock star employee just because he really «kills it» at one thing.

9. **Great Teams Read Together:** Leaders are readers, so if you're going to create leaders within the team, they should consistently read. We're always sharing articles and books among our team. It keeps us on top of recent trends and helps stimulate strategic thoughts.

10. **Invest in Your First Five Hires:** The more time you invest in training your first five hires, the less time you have to spend training the ones who join the company later. Make it a point to set aside time

with each member to support him or her so everyone is prepared to show that same support to new employees as your company grows.

11. Give Recognition: Recognize people when they do something extraordinary. It not only gives people a sense of accomplishment, it inspires others to make efforts to go above and beyond their normal duties as well. We give a Championship Belt to a team member each week to recognize that person for doing something incredible. Even small efforts can make your employees feel appreciated and inspire them to do even more.



Managers	Leaders
are appointed and have formal authority within an organization;	- may be elected, appointed, or merely emerged from within a group; - may or may not have formal position; - may be able to move people to do things far beyond the call of duty
has a formal position;	
can expect people to follow proper, official orders;	

Match the words in column A with the ones in column B (see the text)

A	B	
1. heroic	a) leadership	1.
2. assumptions	b) change	2.
3. political	c) mould	3.
4. strategic	d) characteristics	4.
5. personal	e) of leaders	5. personal characteristics
6. dearth	f) of organizations	6.

LEADERSHIP SKILLS

Read the following

Leadership is a very important part of effective management. The concept of leadership has changed over time. Leadership affects the motivation and the performance of subordinates. As leaders, supervisors communicate vision for their organizations and engage their subordinates in reaching that vision. To do so requires gaining the confidence of workers and developing ways to accomplish the goals of the organization.

Characteristics of Leaders

Sense of vision	Communication skills	Interpersonal skills	Listening ability and skills	Integrity
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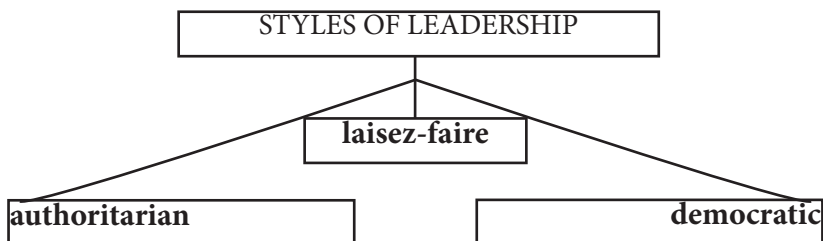
- Leaders need to foster understanding among members of the organization.
- Leaders have to share power and empower others.
- Leaders must overcome the tendency to want to control and shed the aura of superiority in order to be successful.

- Leaders are likely to have a coherent set of goals for their group to focus on.
- They are likely to be good communicators. It is important to talk to your staff.
- Listening is extremely important in a leader.
- It is essential for a leader to have honesty, frankness, truthfulness, integrity and ethics.

Behaviour of Leaders

There are three main styles of classic approach to leadership: authoritarian, laissez-faire, democratic.

Fig. 6.1. Styles of Leadership



• The authoritarian style is totally boss centered and leaves no room to discretion and input by subordinates. Control and coercion are the methods of supervision.

• The laissez-faire style is just the opposite, with no direction of any kind. The group is left to itself to function without direction or encouragement.

• In the democratic style, the leader is there to help and encourage.

The democratic leader focuses on what needs to be accomplished, provides guidance in a very informal way, and uses positive reinforcement such as praise to encourage desired behaviours.

The effectiveness of any leadership style seems to depend on two major factors: the personality of the leader and the situation, including the subordinates and their perspectives.



Strategies of Leaders

- Leaders must be able to evaluate their situation and understand themselves to be effective in leading the organization.
- Leaders' major concerns are:
 - Accomplishing the tasks of the organization
 - Relating to the people who make up the organization
- Leaders must act to gain consensus from subordinates.
- Leaders must be hard workers. Good example helps in establishing leadership.
- Leaders must empower people to work creatively
- Leaders must take risks and empower their employees to take risks
- Leaders must help their subordinates learn from the failures as well as success. They need to be supportive of their workers and stand behind them when mistakes are made.
- Leaders must involve people in the process of managing and decision making.
- Leaders must be able to delegate to employees. People need freedom and discretion to be able to do what is expected of them.
- Leaders should recognize employees and do so publicly. («Praise in public and criticize in private»)

Leadership Lessons

- Refuse to be limited by job descriptions. Surprise people with your initiative and your hunger for excellence.

- Adapt your tactics and your objectives to circumstances and to available resources. Learn to multiply the forces at hand. Never neglect an opportunity to leverage your current resources.
- Earn the loyalty of those you lead by identifying with their needs, their strengths, and their weakness.
- Dare to be unconventional. Achievement will vindicate you.
- Your organization depends on who you are and what you do — be excellent to yourself and others.
- Bigger is not necessarily better. Consider the effectiveness of small, tightly integrated teams tackling well defined tasks quickly and efficiently.
- Never be afraid to dream, but always think in terms of realizing how to realize your dream.
- Ask for help and always from those best qualified to help you.
- Invest in people.
- Take nothing for granted. Assess, analyze, determine where change is needed, then make the necessary changes.
- Curiosity should be encouraged and rewarded.
- Explain yourself and invite others to explain themselves
- Refuse to stop learning.
- Surround yourself with great advisors. Listen to them. Stay open to them. Then make your decision.
- Always lead with eye toward the future.

Match the words in column A with the appropriate ones in column B

A	B	
Example: 1. to delegate	a) power	1. to delegate to employees
2. to foster	b) forces	2.
3. to share	c) the task	3.
4. to accomplish	d) understanding	4.
5. to multiply	e) to employees	5.
6. to provide	f) guidance	6.

A	B	
1. set	a) to leadership	1.
2. approach	b) teams	2.
3. hunger	c) of goals	3.
4. well-defined	d) for excellence	4.
5. integrated	e) tasks	5.

Choose three words or phrases that match each style of leadership.

Autocratic Leadership		Open, modern, directive. hierarchical, creative, traditional
	<i>directive</i>	
Democratic Leadership		Group-oriented, communist, team-based, communicative, simple charismatic

Laissez-faire Leadership		Open, non-existent, co- operative, creative, strong modern

Charismatic Leadership		Political, personality-driven, goal-oriented, inspirational, bureaucratic
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**“To be an effective team leader, you need
patience, strength, insight, tenacity and courage.
If that doesn’t work, bribe them with doughnuts.”**

Check yourself. Answer the following questions.

1. What are the two major factors which the effectiveness of any leadership style depends on?	
2. What are the three main skills of a leader?	

Read and translate the issue handling phrases. Make up a dialogue, using the phrases.

I do understand the inconvenience you have faced _____.

I will be happy to assist you _____.

Rest assured that we will do all _____.

I completely understand the reason why _____.

I will ensure that _____.

What I will do for you right away is...

I assure you I will try my best...

I'm sorry for the inconvenience that you have faced, what I can do for you is ...

All you need to do is to ...

As soon as you receive...

You will only be charged...

We have a variety of ...

It's a good service where instead of _____, you can _____ ...

Read and translate the text. Try the team building activities mentioned in the text:

Importance of Team-Building Activities

by Crystal Vogt

According to Inc. Magazine, many small businesses find high-performing teams critical because «people must work closely together, wear many hats and work effectively across the organization to get tasks accomplished quickly enough to remain competitive». Because teamwork is so critical to a business success, team-building activities are vital.

Build Trust

Team-building activities can help develop trust among your employees. Trust is a critical component to business, especially when teamwork is required on a daily basis to achieve objectives and grow companies. According to John Castro, the CEO of Merrill Corporation, «Trust is critical in business because it can make or break a team, and business can no longer survive without teams.» Mutual trust fostered by team-building activities can allow your employees to depend more on one another and be more productive and efficient as a result. One team-building activity that can build trust pairs employees and requires them to maintain eye contact for at least 60 seconds without looking away. According to cloud collaboration company Huddle, this activity can make employees «become more comfortable and trusting of each other through the practicing of eye contact.»

Ease Conflicts

Depending on the varied personalities of your employees, unnecessary conflicts and disputes might arise. Team-building activities can play an important role in easing conflicts between coworkers by allowing employees to bond with one another and become more accustomed to each others' personalities. To ease conflicts, use team-building activities that allow coworkers to get

to know one another on a personal level. These type of exercises might include having each employee share three interesting personal facts about herself with the group.

Increase Collaboration

Team-building activities can establish a stronger bond between coworkers who might blame one another when problems arise within shared business projects. This bond can help in increasing collaboration among employees during daily business activities. According to Inc. Magazine, an effective team is one with «a penchant for collaboration and a keep awareness of interdependency.» Assign team-building activities that require all employees to participate at once.

Effective Communication

Through team-building activities, employees can learn how to better communicate with one another because they probably will be faced with activities that need to be solved as a group. For example, one activity could include giving one sheet of paper to each of your employees. Split your employees into two groups and ask them to compete in making the tallest structure out of the paper provided. These two groups will be forced to pool their resources and communicate to build the tallest paper structure. This type of communication practice can translate into more productive and efficient daily work and allow employees to function better as an overall team. During team-building activities, encourage your workers to verbalize issues as they arise in a calm and professional manner.

Work in groups of two: Continue the sentences about team building

The main benefit of teams is ...

One important reason teams make sense for an organization is ...

In order for a team to work the team leader must...

The number one thing that weakens teams is

The key factor for a team's success is.....

In order to make a team effective, team members must agree to

An important indicator of team empowerment is...

Fill in Team Interaction Chart and tell us about Key Interpersonal Skills your (a good) team should practice:

Key Interpersonal Skills Some things to work on

Example: «Think before you speak.» «Be aware on NOT interrupting as others speak.»

- 1.
- 2.
- 3.
- 4.

What team building activities do you consider to be imposing/ useful/entertaining? Comment on the following activities:

Dress code.
Mandatory English classes.
Obligatory congratulations.
Corporate parties.
Playing sports.
Trips with colleagues.
Kissing and hugging.

Debate:

What is your attitude towards team building activities! Read two controversial quotes and comment on them and then say your arguments either for or against team building activities:

— *Coming together is a beginning. Keeping together is progress. Working together is success. Henry Ford*

— *Wearing the same shirts doesn't make a team. Buchholz and Roth*

How to solve problems in a team: game

Step 1. Say your problem (it may concern your relationships at work)

Step 2. Choose the problem to be discussed in a group

Step 3. Brainstorming

Step 4. Choose the best decision

Step 5. Discuss the decision of the opposite group

Step 6. Comment on the decision offered by the opposite team

Game: Desert Island

IV. Translate the sentences.

1. Ефективна команда — та, яка схильна до співпраці, з відчуттям взаємозалежності, але, при цьому кожен не забуває про свою аутентичність та особистісну цінність.

2. Взаємна довіра сприяє більшій продуктивності і товариській атмосфері команди.

3. Для покращення команди необхідно заохочувати робітників проводити час разом.

4. Обов'язкові тренінги чи заняття з англійської мови також є необхідними для покращення відносин у колективі.

5. Покращувати згуртованість команди та її бойовий дух — є обов'язком кожного лідера.

6. Професіоналізм персоналу стає одним із стратегічних, ключових чинників сталого розвитку не тільки бізнесу, але і державної служби.

7. Команди формуються тоді, коли люди із спільними уподобаннями, і ставленнями бажають прийти і працювати разом для досягнення спільної мети. Команди грають дуже важливу роль як в організації, так і в житті окремо взятої особистості. Найбільш яскраво підкреслює важливість спільної роботи у команді вираз Генрі Форда: «Зібратися разом це початок. Залишатися разом це прогрес. Працювати разом це успіх».

8. Команди стають ключовим інструментом для організації роботи в сучасному корпоративному світі. Команди мають потенціал, щоб відразу накопичити ресурси, організувати працю, виконати поставлену роботу і розійтися. Команди є ефективним інструментом мотивації персоналу.

9. Перший етап розвитку команди (формування) можна розділити на 4 стадії:

1. *Підготовка, коли вирішується яку роботу необхідно виконати; чи необхідна команда для виконання завдання; яку структуру управління повинна мати команда; визначаються цілі команди.*
2. *Створення робочих умов, тобто здійснюється забезпечення усіма необхідними матеріалами і обладнанням для виконання робіт та гарантування того, що команда складається з людей, які дійсно необхідні для виконання роботи.*
3. *Побудова команди — стадія, на якій визначаються межі тих, хто є членом команди; приходять до згоди щодо процесу виконання завдань; визначають рамки поведінки, які необхідні для усіх членів команди.*

4. Сприяння у роботі здійснюється через втручання для вирішення проблем; поповнення команди матеріальними ресурсами; здійснення заміни тих, хто залишив команду.

Таким чином, команда проходить еволюцію від робочої групи, яка створюється для виконання того чи іншого виду діяльності, до команди вищої якості.

10. Другий етап розвитку команди — штурм. Під час цього етапу члени команди почали працювати. Конфлікти можуть виникати тоді, коли люди приносять різні ідеї щодо того, як досягти мету. В цей час, вони помічають відмінності, а не схожі риси, що призводить до того що деякі члени покидають команду. На цьому етапі дуже важлива комунікація. Напруженість буде збільшуватися, а публічне визнання стає важливим елементом взаємодії.

11. Третій етап розвитку команди — нормування. Цей етап характеризується тим, що люди починають усвідомлювати спільні риси та стилі взаємодії, спільну мету. Отже, вони, як правило, більше взаємодіють, проводять час з користю у хорошій атмосфері. Для зміцнення команди, при необхідності, у робочий процес можна запровадити тренінги та навчання, що повинні заохотити членів команди комфортно працювати один з одним.

12. Четвертий етап — виконання — характеризується тим, що члени команди є підготовленими, компетентними, а також мають можливість приймати свої власні рішення щодо проблем, які виникли. У цей час усі сили повинні спрямовуватися на розвиток команди, а не лише на спільну роботу. Команда є зрілим утворенням. Члени розуміють свої ролі і обов'язки такладають більше зусиль у виконувани процеси.

13. П'ятий етап — розпуск — заключний етап. Він характеризується тим, що завдання виконане, ціль досягнута, а члени покинули команду.

LESSON 4

SOFT SKILLS. HARD SKILLS. TOP PERFORMER ATTRIBUTES

1. Watch the video for more info:

<https://www.youtube.com/watch?v=0FFLFcB9xfQ>

<https://www.youtube.com/watch?v=74S8h3BpBP>

<https://www.youtube.com/watch?v=K4mY1MNqpNI>

What information is about hard, and what is about soft skills?

_____ skills are teachable abilities or skill sets that are easy to quantify. Typically, you'll learn these skills in the classroom, through books or other training materials, or on the job.

_____ skills, on the other hand, are subjective skills that are much harder to quantify. Also known as «people skills» or «interpersonal skills,» these skills relate to the way you relate to and interact with other people.

2. It is necessary to know:

During the job application and interview process, employers look for applicants with hard skills and soft skills. Successful candidates will make sure to put both skill sets on display. In order to do so effectively, it helps to understand the difference between these two types of skills.

Hard Skills



Hard skills are teachable abilities or skill sets that are easy to quantify. Typically, you'll learn hard skills in the classroom, through books or other training materials, or on the job. These hard skills are often listed in your cover letter and on your resume and are easy for an employer or recruiter to recognize. Hard skills are also called «resume keywords,» which are words recruiters use to search applicant tracking systems for candidates. For a resume to be highly searchable, it should include the exact hard skills found in the job description.

You need Hard skills (the narrow professional skills) to solve particular problems in their daily business activity. For a translator, an example of a hard skill is the ability to work with CAT tools, and for a mechanical engineer, it could be the talent to handle a sander. You can study Hard skills in a few weeks and measure their effectiveness. Hard skills are required for specific professional tasks and are based on technical knowledge.

Hard skill include:

- Proficiency in a foreign language
- A degree or certificate
- Typing speed
- Machine operation
- Computer programming

The 7 essential translator skills — your core competency

These are the basic translator skills you need to work as a professional translator.

1. Advanced language knowledge

You can't translate something unless you understand it.

And if you don't understand the text fully, you risk misinterpreting it and delivering a translation that's not completely accurate.

So good translators need to understand all meaning — including all the subtle nuances implied in the text.

That level of understanding requires advanced, near native level, knowledge of your source language.

Nothing less will do.

2. Excellent writing skills

To be a good translator you must be a very good, and not merely adequate, writer in your target language.

You must have a way with words, the ability to write with flair.

And you'll likely need to do that across a variety of text styles — promotional and marketing, formal/legal, casual, technical, etc.

To some extent you either have excellent writing ability and expression or you don't.

But it's also a skill you can hone and improve with experience and application.

3. In-depth cultural knowledge

Good translators have a deep understanding of both source and target cultures.

That's general cultural knowledge like values systems and how people view the world.

And culture-specific aspects like pastimes, customs, etc.

You'll often need cultural knowledge to grasp the significance or implication of text you're translating.

And understanding the differences between your source and target language cultures will alert you to text that won't work well or will have reduced impact when translated.

4. Sound research skills

Translators are always researching things — wording, meanings, vocab, jargon, background info.

The more efficiently you can do it the better

5. Best practice translation and review processes

Translation is mentally challenging, and it's dead easy for the odd shortcoming to slip through.

A little inaccuracy here, less than ideal wording there.

That's why good translators stick like barnacles to proven translation processes.

You need to too.

6. Sound translation judgement

Good translators make consistently good translation decisions.

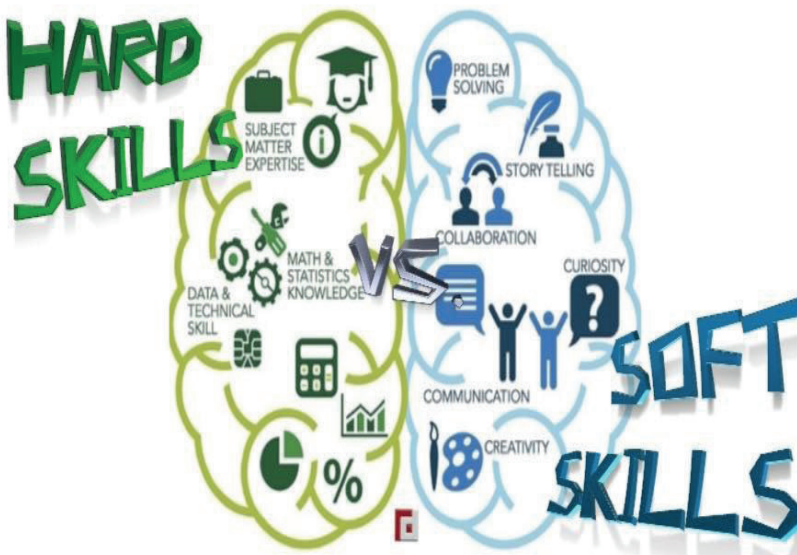
On vocabulary and structures to use, when to be more literal / freer, what and how much to research, etc.

Much of this is instinctive, but with the right effort any translator can markedly improve this basic skill.

7. Computing and CAT skills

You'll need to have good command of commonly used office programs — Word, Excel, PowerPoint, etc.

And you should be an expert on your chosen TM software.



Soft Skills

Soft skills, on the other hand, are subjective skills that are much harder to quantify. Also known as «people skills» or «interpersonal skills,» soft skills relate to the way you relate to and interact with other people. Soft skills are personal habits and traits that shape how you work, on your own and with others. Effective communication, for example, is a key soft skill many employers seek. Some others include dependability, effective teamwork and active listening. Soft skills are essential to your career and as you search for jobs. While hard skills necessary to successfully perform technical tasks in a job, soft skills are necessary to create a positive and functional work environment. For this reason, employers often seek individuals who possess proven soft and hard skills. Some employers may prefer to select candidates who have a stronger set of soft skills over hard skills, as soft skills are at times more difficult to develop.

Soft skills include:

- Communication
- Flexibility
- Leadership
- Motivation
- Patience
- Persuasion
- Problem solving abilities
- Teamwork
- Time management
- Work ethic

8 personal qualities every good translator will have

1. Attention to detail

Without this quality, translators won't consistently produce fully accurate, well-worded translations

2. Good organisation

Successful translators manage their time well, have good recordkeeping and are efficient in what they do.

3. Self-motivation

The energy and discipline to do what you have to do, and go the extra mile when you need to, can only come from you.

4. Dependability

Clients must be able to rely on you to respond promptly to communications and meet translation deadlines.

5. Adaptability

The quality to take non-standard translation projects and unusual client requests in your stride. And to consider reviewer critiques and suggestions with an open mind.

6. Integrity

To play by the «rules» — maintain confidentiality, observe business and professional ethics, respect your client/supplier relationships.

7. Curiosity

Translators who are naturally curious find all texts interesting, so enjoy every translation project. And people who enjoy their work tend to do a better job.

8. Professional pride

The quality that will spur you to always produce high quality work and present yourself in a professional manner.

Top Skills Employers Look For

While certain hard skills are necessary for any position, employers increasingly look for job applicants with certain soft skills. That's because it's generally easier for an employer to train a new employee in a hard skill (such as how to use a certain computer program) than to train an employee in a soft skill (such as patience).

Analytical skills, communication skills, interpersonal skills, and leadership skills are among the top skills employers look for from prospective employees.

Employers are increasingly looking for candidates with hybrid skills, which are a combination of soft and technical skills. Candidates with this skill set are very competitive in a continually evolving, technologically-focused economy. If you possess the top skills employers seek in candidates for employment, incorporate them into your resume and cover letters and mention them during job interviews.

Emphasize Both Hard and Soft Skills

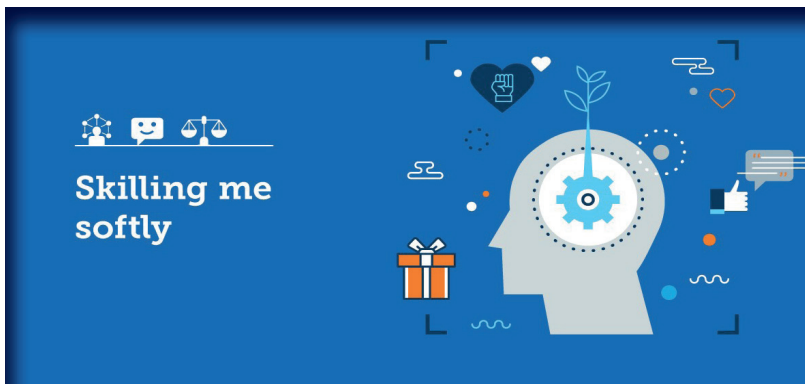
Since they're both important, emphasize both your hard and soft skills during the job application process. This way, even if you lack a hard skill required by the company, you can emphasize a particular soft skill that you know would be valuable in the position. For example, if the job involves working on a number of group projects, emphasize your experience and skill as a team player and your ability to communicate with team members.

How to Highlight Your Skills To make sure potential employers are aware of your skills, highlight them on your resume and cover letter. Weave in mentions of your skills during job interviews.

- **Incorporate Skills Into Your Resume:** On your resume, include a skills section that lists out relevant skills. You

can also point to your skills in the job description. For instance, if you're applying for a job where you need legal knowledge and the ability to communicate with clients successfully, you can include similar experience in job descriptions.

- **Include Relevant Skills in Your Cover Letter:** Your cover letter is also an opportunity to highlight both sets of skills. When it comes to soft skills, however, rather than saying you have a soft skill, demonstrate that you have it. For instance, rather than saying «I have leadership skills,» say, «At my role at Company ABC, I steered the sales team to record numbers, creating a bonus structure that generated strong results.»
- **Share Your Skills During Job Interviews:** During interviews, the STAR interview response technique can help you show off soft skills. STAR, which stands for Situation, Task, Action, Result, is a way to answer behavioral interview questions («Describe a time when...») that involves recounting a work-related challenge, what role you played, what you did to affect the outcome, and what the result of the action you took was on the situation.



3. Read the vocabulary list and make sure you know the meaning of the skills. Tick which skills are hard and soft.

<i>Skill</i>	<i>Translation</i>	<i>Hard</i>	<i>Soft</i>
1. Leadership skills			
2. Adaptability and flexibility			
3. Problem-solving			
4. Analyzing			
5. Project management			
6. Proofreading/ editing			
7. Event management			
8. Decision-making			
9. Creativity			
10. Team-working			
11. Knowing Foreign Languages			
12. Data Analysis			
13. Time management skills			
14. Willingness to learn			
15. Copywriting			
16. Creating internal newsletters			
17. Developing ideas			
18. First aid skills			
19. Effective communication			

<i>Skill</i>	<i>Translation</i>	<i>Hard</i>	<i>Soft</i>
20. Translation			
21. Accepting feedback			
22. Confidence			
23. Delivering presentations			
24. Driving			
25. Research skills			
26. Creative thinking			
27. Basic Language Skills			
28. Using database software			

4. Write your 5 soft and 5 hard skills on a separate sheet of paper. Hand it out. Guess whose skills are read by the teacher.

OR:

Then each person should say what three soft skills you have, if they guess, they get a point. The winner will be the person who will collect the biggest number of points.

Now prove one of the soft skills you have with a short story. Say how to achieve the soft skill which you possess.

5. Discuss.

What type of skills is more important at work, hard or soft?

What skills are easier to develop? And to measure?

6. Answer a typical question to reveal soft skills.

1. What would you do if your team rejected all of your ideas?

2. How do you calm angry customers?
3. If you're presenting ideas during a meeting and your audience seems disengaged, what would you do to get their attention?
4. What's the best way to make decisions when working on a group project?
5. How do you motivate your team members during challenging projects? Please give an example from your experience.
6. If you were assigned multiple tasks at the same time, how would you organize yourself to produce quality work under tight deadlines?
7. What are the three things that are most important to you in a job?
8. Tell me about a time when you were asked to do something you had never done before. How did you react? What did you learn?
9. Have you ever worked for an extremely talkative manager? How did you ensure you were communicating effectively?
10. How would you explain a complicated technical problem to a colleague with less technical understanding?

7. Work in pairs. Ask and answer the questions with your partner. One of you is HR, another is a prospective employee. What skills are necessary for a good career:

Communication

Tell me about yourself in 2 sentences.

Explain to your 95-year old grandmother what you do for a living.

Use up to 5 sentences to sell me a pencil.

Your colleague is publicly belittling your work achievements. What do you do?

Do you prefer written or verbal communication?

Which one is more important to you and why: to be a good listener or a good communicator?

Teamwork

Which one do you prefer and why: teamwork or working alone?

How important are team events for you?

Tell me how you would overcome a situation where a team is doing badly because members aren't getting along.

Your teammates are all in agreement on how to approach a task but you disagree. How do you react?

What does team spirit mean to you and how would you go about building it?

How would you deal with a teammate who wasn't doing their share of work?

Leadership

You know your manager is 100 % wrong about something. What do you do?

Your team members are quitting one after another. What do you do?

How do you go about delegating responsibilities to a team?

What do you expect from a manager?

Flexibility/adaptability

What is the most difficult change you've encountered in your career?

Do you like surprises?

How do you go about rearranging your schedule if something unplanned occurs?

Give me an example of when you've had to deal with a short notice request.

Do you like routine work?

Problem-solving

Give me an example of when you've successfully solved a problem.

Give me an example of a time when you've had to be creative or unconventional in solving a problem.

Tell me about a time when you had to analyze information to successfully solve a problem.

Tell me about a time you identified a problem and solved it in its early stages.

Describe a time when you had to solve a problem in a crisis.

Creativity

If your life was a book, what would it be called?

How would you spice up meetings to boost creativity?

Give me an example of a business being creative in order to be successful.

In what ways have you encouraged your work team to be more creative and innovative?

Interpersonal skills

What are the key ingredients to building good relationships with others?

How do you deal with situations where there is tension between you and a colleague?

Describe how you would communicate difficult or unpopular information to someone?

Tell me about a time when you built a good relationship with someone you didn't particularly like.

Time management

Do you multitask?

Which one better describes you: 'done is better than perfect' or 'everything has to look perfect'?

How do you prioritize your work if you have a number of looming deadlines?

Tell me about a time when you've struggled to meet deadlines. What did you do?

Your manager assigns you a big task right before the end of the day. How would you reply?

Motivation and enthusiasm

How do you stay motivated when working alone on a project?

How do you stay motivated when working on a project that doesn't interest you?

How do you generate enthusiasm on days when you'd prefer not to be at work?

How do you deal with colleagues who are lacking in enthusiasm?

Which one of these is the most important aspect for you at work? Career development, perks, and benefits, salary, or nice coworkers?

What do you hope to achieve during your first six months here?

Organizational skills

Give an example of when your planning led to effective results.

How do you stay organized when you are working on multiple projects?

How do you keep track of your progress when working on projects?

How often do you go to your desk, files and electronic files to clear out what you no longer need?

Negotiating

Describe a difficult negotiating situation you've been in. What was the outcome?

How would you change an institutional «this is how we always do it» attitude if you felt there was a better approach?

How would you go about negotiating something with a manager or supervisor?

What is the most effective technique for winning someone over when negotiating?

Handling stress

What are your techniques for handling stress?

Tell me about your most stressful work situation. How did you deal with it?

What are good ways of preventing things from getting too stressful in the first place?

What work-situations get you most stressed?

Decision-making

Give an example of when you've had to make a decision under pressure. How did you deal with it?

Do you like the responsibility of decision-making or would you prefer to leave it to someone else?

What's the toughest decision you've had to make at work? How did you decide?

What do you do if you realize you've made a bad or wrong decision?

What do you find are the most difficult decisions to make?

Confidence

Your project fails miserably. How do you deal with it?

Have you ever done something at work through believing in yourself, although your co-workers or bosses told you not to do it?

What do you do to increase your confidence in situations where it is lacking?

How do you prevent yourself from becoming over-confident?

Presentation skills

How do you prepare for delivering a presentation?

What would you do if you noticed that your audience looked bored during a meeting?

Describe a time when you had to announce bad news to your team.

When is it appropriate for speakers to use humor?

Let's reveal the material.

When searching for a job, it is useful to be able to describe your skills. Job skills are often described in two categories: hard skills and soft skills.

Hard skills are those you learn through on-the-job or institutional training. These include skills specific to a particular occupation, such as those involved in planning and teaching for teachers, or the ability to use specialized tools for a dental technician.

Soft skills are those that can be used in any occupation. These skills are often called transferable skills because you can transfer them from one job to another. Often, these are the skills that you use and develop in everyday situations, not necessarily in relation to work. Soft skills include organizational and team work skills, as well as qualities such as initiative and attention to detail.

8. Self Check Up

A ____ skill can be used in any job. A ____ skill is learned for particular jobs. Being able to work well with others is a ____ skill. A teacher who knows how to plan a lesson has a ____ skill.

Indicate whether the following are hard or soft skills:

pay attention to detail — skill	use dental technician tools — skill
translate the novel — skill	problem-solving — skill
do research on the Internet — skill	repair a car — skill
communicate effectively — skill	install carpeting — skill
resolving conflict — skill	facilitate meetings — skill
build a fence — skill	make contributions in meetings — skill
operate a cash register — skill	make decisions — skill
design a bridge — skill	landscape a yard — skill
maintain small talk — skill	wait on tables in a restaurant — skill
write an email or business letter — skill	nurse patients in a hospital — skill

1) Get ready with a short speech giving tips how to develop a certain soft skill (you may choose any).

9. Translate:

Тверді навички — це технічні можливості або набір навичок, які легко визначити кількісно і які можна наочно продемонструвати. Як правило, їх можна вивчити, відвідуючи курси, семінари, читаючи книги і отримавши специфічний досвід. Приклади «твердих» навичок:

Знання іноземної мови

Швидкість набору тексту

Програмування

Переклад.

З точки зору працевлаштування найчастіше саме ці навички є основними, адже фахівець в якійсь області повинен в першу чергу володіти спеціальними вміннями.

З іншого боку гнучкі навички — це комплекс неспеціалізованих, але важливих для кар'єри і успіху в житті надпрофесійних навичок, які відповідають за високу продуктивність і є «наскрізними», тобто не пов'язані з конкретною предметною областю. Вони суб'єктивні і їх важко виміряти.

Приклади м'яких навичок:

Відповідальність

Дисциплінованість

Лідерство

Тайм менеджмент

Вирішення проблем

Критичне мислення

Терплячість

Командна праця

Незважаючи на те, що зараз все частіше можна почути саме про «м'які» навички, це не означає, що «тверді» не мають цінності. Швидше, навпаки: ви можете бути організованим і відповідальним, але якщо крім цього не володієте спеціальними професійними навичками, то не зможете реалізуватися повною мірою.

Soft skills часто «обманюють» людину, яка вивчає їх, адже прочитавши одну книгу або прослухавши лекцію, може здатися, що навик освоєно. Це швидко, але свій точний прогрес, перевірити складно. А ось такий «твердий» навик як володіння іноземною мовою — це те, що потрібно довго

і наполегливо вивчати. Його користь може бути набагато відчутніша, але на розвиток будуть потрібні місяці і навіть роки. Більшість же м'яких навичок вимагають практики в реальному світі, проб і помилок, а також розвиток інтуїції.

10. If you have leisure, read it with pleasure. Add your own variants for improving and developing soft skills.

What are some unique hobbies that can help you hone your soft skills? Below is a list of some unusual hobbies that can provide you with the skill set you need for your next job.

1. Playing the Banjo

Ongoing creative activities are great for staying calm and relaxed. Many people in high-stress positions find that playing instruments such as the ukulele and the banjo can help them to manage many of their negative feelings, such as stress. The good news for those who have never picked up an instrument is that instruments, like the banjo, are relatively easy to pick up on as an adult, even if you have never had any formal training. Playing music is also known to help your body to release endorphins, further aiding you in relaxing and remaining calm in stressful situations. By being able to control stress, you are more likely to be able to handle high-stress situations, such as angry customers, without losing your cool.

2. Telling Campfire Stories

Everyone loves a scary story told from the light of a campfire, but what you may have failed to realize is by telling these stories, you are not only engaging your creative side but working on your public speaking skills. These types of stories teach you to engage your audience better and make eye contact to create a rapport and build a story up, bringing it to a climax and resolution, much like a compelling speech should.

3. Twister

Though most often thought of as a game for kids, more and more adults are finding the game a twister a fun and entertaining game to work on their flexibility and get a few laughs in the process. While the game may seem like following simple instructions and having fun, it does require a certain amount of negotiation and teamwork, to keep from falling and to complete the task. It also helps you to be more comfortable with being in close personal space with others without closing off.

4. Poker

Maybe not considered a weird hobby, but not one that everyone considers a hobby, poker is one of the best games played for those who are looking to hone their ability to read nonverbal cues. Poker relies heavily on getting the right cards, but even more so on the ability to read the other people at the table. Throughout play, you will be watching the other player for tells, which are nonverbal cues that can help you determine what cards they may have in their hands.

6. Karaoke

Karaoke is definitely a hobby that can instill confidence in people who may normally be shy or reserved. Even people who have a difficult time speaking in public may find themselves loosened up enough to try their hand at singing. What is an added bonus is that most of the patrons watching are supportive of whether your voice will land you any future gigs or not. By being able to open up in front of a supportive audience, you will be able to improve confidence and also ease yourself into public speaking.

7. Improv

Improv acting touches on a number of skills that you will need to be successful in any future job. With improv, you need to listen to what each previous actor has previously said and make quick

decisions on how to continue the story to keep it flowing. You also will need to engage with the audience by exuding confidence even though your part was made up on the fly. Improv is very quick-paced and allows you to turn these skills into a second nature so you will utilize them without even realizing it.

8. Cooking Vlogs

Cooking requires the careful following of measurements, timing, and cooking skills. With cooking and recipe exchanges becoming popular online, cooking vlogs are becoming a unique hobby that people looking to share their knowledge on the internet are beginning to partake in. Starting your own cooking vlog is a great way to work on leadership and training skills, as you will need to present your recipe in a way that those watching can easily follow and achieve the same result.

9. Salsa Dancing

For those looking for a physically active hobby that can help them with both their listening and teamwork skills, might find salsa dancing a way to bring some fun and excitement to a weekend evening. Salsa is intense and requires you to not only listen and learn a series of steps but to trust your partner and allow them to lead. This can be a good hobby for those who have a hard time letting others take the lead or building trust with those they work with.

10. Couponing

Some people may never even heard of couponing as a hobby, but it is one that is taken seriously by many people looking to maximize their savings or conquer supermarket conglomerates. Couponing is an ideal hobby for those looking to improve their math skills, but it improves more than that. Couponing requires attention to detail, research skills, and strategy to combine coupons with sales to save as much as possible.

11. Fantasy Football

Another hobby that involves research skills and strategic planning is a hobby rapidly gaining popularity known as fantasy football. You will have to formulate a strategy to get the best players for your team while utilizing teamwork and negotiating skills to obtain these players during the fantasy draft portion each year. To help put together your winning team, you will need to be able to rely on research and forecasting skills to put yourself in the best situation. Note that there are many other strategy games.

12. Adult Coloring

This is not your childhood coloring books. The hobby of adult coloring uses extremely detailed drawings that require focus, precision, and a steady hand to color in and create the final piece. Many people find the process of coloring relaxing and cathartic. The hobby also helps you to intensely focus on a task, using small steps, to create the bigger picture.

13. Paintball

Teamwork and strategy are key components to success in the world of paintball. While this hobby may be a once-in-awhile event for many people, true hobbyists of the sport are members of teams who participate in regular competitions and weekend events. You will also be able to work on your listening skills by following instructions by the team leader and participating in the determined strategy to be victorious in your matches.

14. Escape Rooms

One hobby that combines many of the most sought-after soft skills is escape rooms. Team members will be able to complete puzzles and decipher clues to find their way out of the room in sixty minutes or less. Solving clues will require listening, problem-solving skills, communication, strategy, and teamwork

in order to be successful. You will also have to be able to remain calm and trust your teammates so that you can work with each other instead of against each other.

Hobbies are a great way to get your mind off work while still honing the skills you need to be successful in any career that you choose. If you are looking to improve on your soft skills, considering giving one of the hobbies above a try.

Top Performer Attributes

Watch and clarify the key issues, highlighted by the speakers:
https://www.youtube.com/watch?v=JjwQZYHQ2Vw&list=LLltsNcpOgQ76wNW_kpsETOQ&index=3&t=160s

1. Listen to the song and fill in the gaps: <https://www.youtube.com/watch?v=mk48xRzuNvA>

Yeah, You could be

You can be

You can be..... banging on your chest

You couldthe world

You could beat the ...

You could talk to God, go banging on his door

You can throw your

You can be the clock

You can move a mountain

You canrocks

You can be a

Don't wait for luck

Dedicate yourself and you can find yourself

Standing in the hall of

And the world's gonna know your name

Cause you burn with the brightest
And the world's gonna know your name
And you'll be on the walls of the hall of
You could go the distance
You could run the...
You could walk straight through hell with a...
You could be the ...
You could get the...
Breaking all the records that thought never could be broke
Do it for your people
Do it for your
Never gonna know if you never even try
Do it for your country
Do it for you name
Cause there's gonna be a day
When your, standing in the hall of ...
And the world's gonna know your name
Cause you burn with the brightest...
And the world's gonna know your name
And you'll be on the walls of the hall of
Be a champion, Be a champion, Be a champion, Be
a champion
On the walls of the hall of

2. Comment on the quotes:

In order to be a star performer you have to have someone to play against.

To be a top performer you have to be passionately committed to what you are doing and insanely confident about the ability to pull it off.

3. Read a part of the text and summarize in 1 sentence the main idea, say it to the group. After you finish, analyze your performance and list top performer attributes you have and what you need to improve:

Top Performers Attributes

1. They are high trust individuals; character and competence. To be successful, people have to be able to trust you. This goes well beyond the basic foundations of being honest, not stealing, etc. Your track record has to answer tough questions for others...Can he really do what he promised? Trust is the foundation for strong relationships which are critical to creating and sustaining high performance.

2. They manage themselves. The best performers are driven to succeed and they are self aware, focused on their own consistent improvement, and have a thirst for growth and learning. They look first at themselves as the potential source of «the problem» and recognize that they must change their approach or develop new skills to achieve a better outcome.

3. They are open to criticism. Being open to criticism, they're able to accept negative feedback about themselves and their work without reacting overly emotionally. They take any negative feedback as an opportunity to learn.

4. They align personal goals with company goals. Achieving the company goal, or solving the company issue, gets them one step closer to their own personal goals.

5. They take the toughest assignments. You have most certainly heard the terms to describe these people...» problem

solver, troubleshooter, etc)...who always are willing to rise to the challenge and take on the assignment that no one else wants.

6. They make decisions based on facts. True, every decision will not have all the facts you would like. Also true, decisions made on gut feel alone can have huge consequences. Top Performers are great decision makers and have a unique blend of using their instincts to guide them without allowing their emotions to get the best of them and lead to a poor decision.

7. They see the big picture. They have the ability to zoom in and get deeply immersed into the details to get things done, and then zoom completely back out to maintain the proper perspective of how the issue at hand impacts the larger situation (company, stakeholders, future, etc).

8. They are positive — «can do; let's go». A Top Performer has an unshakable confidence that allows them to view almost everything as something they can handle or overcome. Words like can't, try, too hard, etc, are not in their vocabulary.

4. Vocabulary work. Use appropriate word below in its correct form to fill in the gaps:

Tough
sustain
consistent
outcome
align
troubleshooter
gut feeling
perspective
consequences
handle
overcome

He was hopeful about the_____ of the meeting.

I thought he _____ the situation very well.

He seems to find it difficult to _____ relationships with women.

Her work is sometimes good, but the problem is she's not _____.

The company is going through a _____ time at the moment.

_____ your budget to your plans.

You're approaching the problem from a completely different _____.

He became the most respected _____ in IT business.

My _____ was that she was a good web designer.

The delay may have serious _____.

He _____ all obstacles in his path to the top.

5. Grab a pen and give yourself a mark for each one that applies to you. If you ticked 12 items and more, you are a top performer:

1. You are clear on your goals for the month and the year.
2. You plan your day before you start work
3. You have all your work tasks on a To Do List.
4. You review that To Do List at least daily.
- 5 You are absolutely clear on your most important activities.
6. Most of your day is spent on the most important activities.
7. You are calm and focused at work.
8. You do your emails in blocks, not as they come up.

9. You work quickly and effectively.
10. You talk to yourself in a positive, encouraging manner.
11. You know your 3 top values and live them.
12. You take time each day to visualize yourself performing well.
13. You do what is hard and stay positive when things are tough.
14. You maintain a sense of humor and enjoyment while working.
15. You are fully committed to your company.
16. You regularly do more than what is asked.
17. People can count on you. You stick to deadlines.

6. What to do to increase your performance. Comment and say how to tackle it.

- Set Milestones.
- Organize, Plan and Prioritize.
- Stay Focused and Avoid Distractions.
- Manage Interruptions. Don't lose your temper.
- Do one Thing at a Time (Don't Multitask!).
- Don't Leave Things Unfinished.
- Read Something New Every Day.
- Communicate Effectively.
- Have a break when you need one.

LESSON 5

JOB INTERVIEW

1. Read about some general ideas about job interview:

Job interview — is a process in which a potential employee is evaluated by an employer for prospective employment in their company, organization, or firm. During this process, the employer hopes to determine whether or not the applicant is suitable for the role.

In different countries, different conventions apply to the process of job application and interviews. In most parts of the world, it's common to submit a typed or printed CV (curriculum vitae — British English) or resume (American English). It contains all the unchanging information about you: your education, background and work experience. It usually accompanies a letter of application, which in some countries is expected to be handwritten, not word-processed.

<https://www.youtube.com/watch?v=6aO6cGTcnUg> — video for watching

The contents of a CV can be roughly categorized as: 1) personal information (address and telephone number), 2) job objective, 3) education, 4) experience, 5) skills, 6) extracurricular activities, 7) references.

Many companies expect all your personal information to be entered on a standard application form. There are different kinds of interviews: traditional *one-to-one interviews*, *panel interviews* where one or two candidates are interviewed by a panel of interviewers and even «*deep-end*» interviews where applicants have to demonstrate

how they can cope in actual situations. The atmosphere of interview may vary from the informal to formal and interviewers can take a friendly, neutral or even hostile approach.

Different interviewers use different techniques and the only rules that applicants should be aware of may be **«Expect the unexpected» and «Be yourself»!**

Progress interviews are interviews where employees have a chance to review the work they are doing and to set objectives for the future. Such interviews usually take place after a new employee has been working with a company for several months, and after that they may take place once or twice a year.

Go to the interview alone; do not take your friends or children with you. Plan to arrive about ten minutes before the appointment time. Wear appropriate clothing; a neat appearance will make a good impression.

During the interview look directly at the interviewer and answer all of her (or his) questions as specifically as you can. Ask any questions that you have about the job, such as hours, salary or job benefits. Write down these questions before you go to the interview. Before you leave, there should be a clear understanding about all aspects of the job.

At the end of the interview, express your thanks and be sure that the interviewer knows how to contact you if she wants to hire you.

Complete the sentences

1. The job interview is important because.

- a) All the applicants for a single position have to have interviews
- b) The applicants must show that she or he is capable
- c) The applicants must be on time

2. When an applicant smiles during an interview, it is considered.

- a) polite and friendly
- b) funny
- c) a mistake

3. Job hunters read books and take courses.

- a) After they have successful job interviews
- b) If they are well-prepared
- c) To prepare themselves for their job interviews

4. It is important to be punctual for a job interview because.

- a) Even women shake hands
- b) It is considered impolite to be late
- c) Job applicants should always be neat and clean

5. It is a good idea to talk about your skills and abilities during the interview, but it not a good idea to.

- a) talk proudly
- b) look directly into the eyes of the interviewer
- c) lie

Say if the statements are true or false

1. In different countries, the same conventions don't apply to the process of job application and interviews.
2. The resume contains all the unchanging information about you: your education, background, family, weight, stature and work experience.
3. Many companies expect all your personal information to be entered on a special application form.

4. There are two kinds of interviews. (can you name them)?
5. The atmosphere of interview may vary from the informal to formal and interviewers can take a friendly, neutral or even hostile approach.
6. Different interviewers use standard techniques.
7. Applicants should be aware of may be «Expect the unexpected» and «Be a perfect actor».

2. Answer the questions:

1. Have you had a job interview?
2. What should / shouldn't people do during an interview?
3. What questions does an interviewer usually ask?
4. What questions can an interviewee ask during an interview?
5. What is one of your strengths?
6. If you are feeling unmotivated, who helps you get yourself going?
7. What subject in school turned out to be your favorite?
8. If you could magically do one thing, what would you do?
9. What always makes you feel good about yourself?
10. If you won a five-minute shopping spree at any store, where would you choose?
11. If you won a million dollars, what might you change about your life?
12. How might people improve their self-esteem?

13. Agree or disagree with the tips of advice concerning your interview:

- Arrive about 10–15 minutes earlier.
- Greet the interviewer with a smile and a firm handshake.
- Make your CV accessible online or on a USB stick in case you forget to bring extra copies.
- Prepare some questions to ask the interviewer.
- Use this opportunity to ask more questions about the role and the company.
- Take your time answering questions, using examples.
- Turn your mobile phone off.
- Focus on your strengths using relevant examples.
- Be late.
- Lie.
- Bad mouth previous employers.
- Appear to be focused only on the salary and benefits.
- Discuss controversial topics such as politics, religion etc.
- Argue with the interviewer.
- Swear.
- Chew gum in the interview.
- Answer phone calls during the interview.

What kind of difficult questions have you been asked at an interview? Rank the following questions in order of difficulty (1 = most difficult).

a) What are your strengths and weaknesses?

- b) How would your colleagues/friends describe you?
- c) What can you offer our organisation?
- d) Why do you want the job?
- e) Would you ever lie to get what you want?

3. Read the stories about job interviews. Have you ever had such experience in your life?

No Pain, No Gain

When I started in the financial services industry and had my first interview at Smith Barney, I felt totally prepared. Super fabulous resume? Check. Snazzy suit for my interview? Check. Prep-work done? Check. I was thrilled to be living in New York at the time and excited to get moving on my career.

What I wasn't prepared for was my foot falling asleep midway through the interview. You wouldn't think this was such a big deal, but as I had just been sitting for 45 minutes in the same position, I had completely cut off the blood supply to my right foot.

Thankfully my interviewer had already offered me the job, but as I stood to shake her hand, I put some weight onto my foot and spectacularly toppled over and crashed into the chair next to me, consequently spraining my ankle. I have never seen anyone look as shocked or at loss for words as my interviewer in that moment as I righted myself and started apologizing profusely.

I limped away with as much dignity as I could master, saying I would be in touch with my answer. As I hobbled out all I could do was laugh at myself and the absurdity of the situation.

Damn You, Auto-Correct

I had just finished interviewing with a company for a nonprofit job that I really wanted. I decided to be super-

proactive and email the executive director a few hours after my interview. I was out and about, so I emailed her from my iPhone.

While I thought I wrote «I can hardly contain my excitement about the possibility of working with your organization,» autocorrect changed «excitement» to «excrement.» It was far and away the worst auto-correct disaster I have ever had. I immediately called the executive director back to apologize profusely. She was laughing so hard on the other end that I knew my auto-correct nightmare wouldn't hijack all of my chances for getting the job.

While I didn't end up getting the job there, I did remain connected with the executive director. She said she would «never forget me.» There's no way I'll ever forget it.

Fainting Fail

Sarah Stevens was applying to be a developmental aide at a preschool for children with special needs. She was walking around the school with the hiring manager when she began to feel dizzy and hot. Seconds later, she was lying on one of the kid's nap mats and was being offered a cup of orange juice. Sarah said: *«Incredibly enough, I got the job. When I later asked her why, when I had actually PASSED OUT mid-interview, she said that when I came to and got a little juice in me, I looked her dead in the face and said: «So tell me more about your program.» She said that anyone who could keep their sh*t together after something like that had what it took to work with special needs kids.»*

The Strangest Interview

This job applicant heard back from a position she had applied for at a restaurant and was asked to pass by the following morning to see the manager. To her surprise when she got there he wasn't in so the lady at the front desk called him on his phone and he said that he

had forgotten about the arrangements and for the candidate to go and meet him on the golf course that he was at. She thought it was strange but decided to go. The day went from bad to worse as she couldn't find him anywhere; when she eventually did she walked the course in her heels and answered some stupid interview questions while he continued to hit some balls. She told the Muse that when she got home «there was a message waiting for me from his boss saying that I was not to accept any offers until he could speak to me in person. Now, I was totally baffled! A few days went by, and the big boss called again and wanted to speak with me. Turns out, the manager was a drunk, and they fired him. They then offered me his job. I did take the job and worked for them for a couple of years.»

A petty interviewer

«A military vet (since retired), I had completed my bachelor's and master's degree and [was] seeking a position where I might help others. My first civilian job that I interviewed for was a social service generalist at the [Department] of Family and Children Services. The interview was going well until the interviewer asked the dreaded 'where do you see yourself in five years' question. Granted, I realized I had to start at the entry level, but with a master's of sociology and a master's of management and human relations, demonstrated job knowledge, and excellent evaluations, I would qualify for the specialist position, which was the next step on the ladder, and said that. I noticed the interviewer looked funny at my reply. Noticing her name tag indicated she was a specialist, I asked how long she had worked there, and how long it took her to be promoted. She answered she had worked at DFS for 14 years and that she had been promoted the past year. Although she asked me a few more questions, I could tell this interview was actually over.»

4. a) Tell your partner about your strengths answering the questions of the interviewer: «Tell us about yourself.» Try to advertise your hard and soft skills.

Listen to it: <https://www.linguahouse.com/esl-lesson-plans/general-english/the-job-interview>

b) Role-play:

Choose two or three students who will apply for a job of a teacher of English and two interviewers (the rest of the students are watching, listening and voting for the best suitable for the position applicant):

Tips for interviewers:

Can you tell me a little about your background?

What kinds of jobs or training did you have in the past?

What does being a child mean to you?

Are you currently employed?

Can you describe a typical day/week on the job?

What did you like least about your old job?

Why should we hire you and not somebody else?

What do you consider to be your greatest weakness?

Why are you interested in this job?

How much do you expect to be paid?

What are your strengths?

What teaching methods do you consider the best?

What are your strengths?

When your interviewer asks you this question, they want to know all your positive qualities. These positive qualities need to relate to what they want and are looking for.

So before you head into your interview, make sure you do your research as to what kind of person suits this job, especially if you're a newbie (new) and entering the workforce for the first time. Treat this question as a chance to advertise yourself — you are the product, now market yourself. The thing to remember here is not to just list a number of adjectives (anyone can do this). Instead, use examples to support your point.

For example, you could answer with any of the following:

To be punctual — *to be on time.*

I'm a punctual person. I always arrive early and complete my work on time. My previous job had a lot of deadlines (time when you must finish something by) and I made sure that I was organized and adhered to (respected) all my jobs.

To be a team-player — *to work well with others.* I consider myself to be a team-player. I like to work with other people and I find that it's much easier to achieve something when everyone works together and communicates well.

To be ambitious — *to have goals.* I'm ambitious. I have always set myself goals and it motivates me to work hard. I have achieved my goals so far with my training, education and work experience and now I am looking for ways to improve myself and grow.

To take initiative — *to do something without having to be told to do it.* When I work, I always take initiative. If I see something that needs doing, I don't wait for instruction, I do it. I believe that to be get anywhere in life, you need this quality.

To be proactive — *To do things and make them happen.* I'm proactive. When I think about things, I do them. I like to see results and it's important in this industry to be proactive and responsible for your own actions.

To keep your cool — *To stay calm in all kinds of situations.* I think it's really important to be able to stay calm when you're working as a reporter. It can get really stressful, but one of my greatest qualities is that I can keep my cool and I don't allow the pressure to get to me, which helps me achieve all my goals and remain focused. Here are a number of other words that can help you answer this question:

Focused (Adj)	To concentrate well	Confident (adj)	Not shy
Problem-solver (N)	Can find answers to problems easily	Team building skills (N)	You're able to take the lead and be the leader of the group.
Negotiate (V)	To be able to get a better deal that is favorable to you	To have a good work ethic (V)	To work hard, follow the rules and respect your duties of the job.

REMEMBER: It's really important that you give good, solid answers and back them up with evidence otherwise it's just going to sound like you've memorized what you're saying. Some companies won't directly ask you what your strengths are, they could ask the same thing, but using different words, such as:

- *Why do you think we should hire you?*
- *Why do you think you're the best person for this job?*
- *What can you offer us?*
- *What makes you a good fit for our company?*

What are your weaknesses?

What? I don't have any weaknesses! Of course you do — no one's perfect. Everyone has weaknesses, but what they're checking for here

is how you try to fix your weaknesses and they also want to know how self-aware (how much you know about yourself) you are.

Another trick here is to turn those weaker qualities into positive qualities. For example, your weakness is that you spend too much time on projects which makes you work slower. Turn that into a positive by saying: I sometimes am slower in completing my tasks compared to others because I really want to get things right. I will double or sometimes triple-check documents and files to make sure everything is accurate (correct).

Another great trick is to talk about a weakness (like being disorganized) and mention some methods that you are using to help overcome this: e.g. I have created a time-management system, which allows me to list all my duties and organize my deadlines so I have a clearer idea of what I need to do.

5. Why did you leave your last job?

If you're applying for your first job, this question is not for you.

However, if you've worked before, the interviewer wants to find out why you left your old job. Did you leave because you were fired? (Your old boss asked you to leave for doing something wrong). Did you quit? (Resign — Did you choose to stop working?) Or were you laid off? (Made redundant — no longer needed because the job is no longer available?)

If you chose to leave your old job, avoid saying anything negative about your old workplace or boss (even if this is true). The person or people interviewing you will just look at you in a negative way. You can say the following:

- *I'm looking for new challenges.*
- *I feel I wasn't able to show my talents.*
- *I'm looking for a job that suits my qualifications.*
- *I'm looking for a job where I can grow with the company.*

6. Answer some weird questions a recruiter can ask you:

https://www.youtube.com/watch?v=mMXvMf_2EKs — watch it

<https://www.youtube.com/watch?v=5TdyedBDcYo>

<https://www.youtube.com/watch?v=ZVz0WkHmHzE>

How would you get an elephant into a refrigerator?

If you caught a colleague cheating on his expenses, what would you do?

How would you cure world hunger?

Pepsi or Coke?

Why aren't you earning more at your age?

You are on your way to the office (which is rather far from your home) and you are going to be late for a meeting. You suddenly find out that you have forgotten your purse at home. What are your actions?

If Germans were the tallest people in the world, how would you prove it?

Does life fascinate you?

Please spell 'diverticulitis'.

Explain to me what has happened in this country during the last 10 years.

What do wood and alcohol have in common?

How do you weigh an elephant without using a weight machine?

You are in charge of 20 people, organize them to figure out how many bicycles were sold in your area last year.

If you were a brick in a wall which brick would you be and why?

Room, desk, and car — which do you clean first?

Just entertain me for five minutes, I'm not going to talk.
You're in a row boat, which is in a large tank filled with water. You have an anchor on board, which you throw overboard (the chain is long enough so the anchor rests completely on the bottom of the tank). Does the water level in the tank rise or fall?

Name 5 uses of a stapler without staple pins

If you could be any superhero, who would it be?

How many bottles of beer are drank in the city over the week.

Rate yourself on a scale of 1 to 10 how weird you are.

You are in a dark room with no light. You need matching socks for your interview and you have 19 gray socks and 25 black socks. What are the chances you will get a matching pair?

You have a birthday cake and have exactly 3 slices to cut it into 8 equal pieces. How do you do it?

7. Want to know (or use) some of the most common interview questions and answers?

Here's a comprehensive list, along with some of the best answers

1. «Tell me a little about yourself.»

If you're the interviewer, there's a lot you should already know: The candidate's resume and cover letter should tell you plenty, and LinkedIn and Twitter and Facebook and Google can tell you more.

2. «What are your biggest weaknesses?»

Every candidate knows how to answer this question: Just pick a theoretical weakness and magically transform that flaw into a strength in disguise!

3. «What are your biggest strengths?»

I'm not sure why interviewers ask this question; your resume and experience should make your strengths readily apparent.

4. «Where do you see yourself in five years?»

Answers to this question go one of two basic ways. Candidates try to show their incredible ambition (because that's what they think you want) by providing an extremely optimistic answer: «I want your job!»

Or they try to show their humility (because that's what they think you want) by providing a meek, self-deprecating answer: «There are so many talented people here. I just want to do a great job and see where my talents take me.»

5. «Out of all the other candidates, why should we hire you?»

Since a candidate cannot compare himself with people he doesn't know, all he can do is describe his incredible passion and desire and commitment and ... well, basically beg for the job.

6. «How did you learn about the opening?»

Job boards, general postings, online listings, job fairs ... most people find their first few jobs that way, so that's certainly not a red flag.

7. «Why do you want this job?»

Now go deeper. Don't just talk about why the company would be great to work for; talk about how the position is a perfect fit for what you hope to accomplish, both short-term and long-term.

8. «What do you consider to be your biggest professional achievement?»

Here's an interview question that definitely requires an answer relevant to the job. If you say your biggest achievement was improving throughput by 18 percent in six months but you're interviewing for a leadership role in human resources ... that answer is interesting but ultimately irrelevant.

9. «Tell me about the last time a co-worker or customer got angry with you. What happened?»

Conflict is inevitable when a company works hard to get things done. Mistakes happen. Sure, strengths come to the fore, but weaknesses also rear their heads. And that's OK. No one is perfect.

10. «Describe your dream job.» Three words describe how you should answer this question: relevance, relevance, relevance.

11. «Tell me about the toughest decision you had to make in the last six months.»

The goal of this question is to evaluate the candidate's reasoning ability, problem-solving skills, judgment, and possibly even willingness to take intelligent risks.

8. Read a leaflet from a recruitment agency giving some advice about interviews. Choose the most suitable headings for paragraphs A-D. There are three extra headings.

- 1) shock tactics 2) attitude 3) appearance 4) survey results
5) hypothetical questions 6) one person's experience 7) advice*

A _____

When it comes to interview questions, it pays to expect the unexpected. This is a true story of one candidate's experience. This is how his interviewers greeted him:

'We've been interviewing candidates all morning and we're getting bored. Do something to impress us.' Then the interviewers got out their newspapers and started reading them. The candidate said, 'Well, I've been waiting in this office for more than two hours because you've been running late. Actually I'm not impressed by your organisation and not sure I want to work for you.'

Goodbye.

The interviewee walked out, was invited back the next day and was offered the job.

B _____

How would you act in a situation like this? That interview was rather extreme, but a lot of employers have turned to using ‘killer questions’ or ‘shock tactics,’ such as these:

‘Tell me something about yourself that you have never told anyone.’

‘Which three famous people would you invite to a dinner party and why?’

‘We have employed people from your university, and they haven’t been good. Can you tell us why you think you’d do better?’

Killer questions often come early in the interview and are aimed at throwing the candidate of guard. By surprising the candidate with an original or difficult question, interviewers can get an honest reaction and an unplanned response. They also want to see candidates think through their responses calmly.

C _____

Interviewers also ask candidates other kinds of difficult questions to see how they react under pressure. For example, they may ask a hypothetical question related to work, such as: ‘Imagine you are an employee in customer services. What would you do if an important customer were very rude to you?’

However, some experts think that hypothetical questions are not useful because they only generate hypothetical answers. They prefer candidates to talk about their past experience.

D _____

So, what should you do in these circumstances? Imagine: an interviewer has asked you a ‘killer question’ and you just don’t know how to answer it — your mind is blank. Remember, the interviewer isn’t interested in your response as much as the way you respond. So,

stay calm, take a few deep breaths and buy some time, e.g. 'Actually, that's interesting. I haven't thought about it, but maybe I'd.....' It's a good idea to practise asking and answering some of these questions with friends. You can find some typical 'killer questions' on the front of this factsheet.

c) Which of the following ideas are mentioned?

1. Your answers to killer questions are extremely important.
2. An interviewee left the interview before it was meant to finish.
3. Difficult questions often come at the end of an interview.
4. Some experts prefer candidates to talk about things they have done rather than answer hypothetical questions.
5. You should not hesitate when answering killer questions.

d) Find words in the leaflet for someone who:

1. is applying for a job.
2. asks questions at an interview.
3. has other people working for him/her.
4. is attending an interview.
5. is paid to work for an organisation or another person.
6. has special knowledge of a subject.

e) Discuss the following.

1. Do you think it is fair to ask killer questions?
2. Do you think hypothetical questions are useful?
3. How do you react under pressure?
4. Think of some killer questions and tell the name of the student to answer them.

8. Translate the following:

Співбесіду з потенційним кандидатом на вакансію зазвичай розпочинає представник відділу кадрів, який досить глибоко може не вникати в усі нюанси. Далі естафету може перейняти людина, яка або ухвалює остаточне рішення щодо прийняття на роботу, або її думка важлива для прийняття остаточного рішення.

Часто співбесіди проводяться колегіальним способом. Один з присутніх веде співбесіду, інші — задають додаткові запитання.

Практикуються також групові співбесіди. Це коли співбесіду проходить група кандидатів. Оцінюється поведінка в групі, уміння спілкуватися на загал, виявляти ініціативу. Потім будуть індивідуальні співбесіди, але вже з попередньо відібраними кандидатами. Проявляй активну участь, але не дій агресивно щодо інших кандидатів, демонструй коректність.

Останнім часом співбесіди проводяться у формі ділової гри, ситуативних вправ чи відео завдань. Всі вони допомагають оцінити, як ти справляєшся з конкретними ситуаціями.

Але, скільки не було б видів співбесід, аксіома № 1: до співбесіди потрібно готуватися. Підготовчий етап є запорукою твого успіху. Перш за все, переконайся, що ти можеш чітко, стисло і логічно пояснити все, що написано в твоєму резюме. Подумай, чи можеш ти навести конкретні приклади власних досягнень (особливо тих, що мають безпосереднє відношення вакансії).

Побудуй власну промову так, щоб було зрозуміло, як ти зможеш ефективно використати свій попередній досвід, виконуючи роботу, на яку ти претендуєш. Не забудь, на завершення, пояснити чому ти хочеш працювати саме тут і на цій посаді.

Пам'ятай, що твій час буде досить обмеженим (здебільшого співбесіда триває від 30 хвилин до години), ти хвилюватимешся і можеш розгубитися, щось забути або почати повторювати вже сказане. Тому підготовка і практика твоєї промови дуже важливі.

Також варто відпрацювати відповіді на найбільш вірогідні питання у формі репетиції-співбесіди з батьками, друзями чи однокурсниками.

Присвяти достатньо часу пошуку інформації про організацію, у якій тобі призначено співбесіду. Ознайомся з інформацією на їхньому сайті, почитай матеріали про них у пресі, перевірь їхні профілі в соціальних мережах, дізнайся, хто їхні основні конкуренти, спробуй знайти інформацію про людей, які будуть присутні на співбесіді.

Наводимо деякі з найпоширеніших питань, на які варто підготувати відповіді заздалегідь. Це дозволить тобі почуватися впевнено під час співбесіди і звернути увагу на свої сильні сторони та досягнення:

Розкажіть коротко про себе: Вашу освіту, попередній досвід роботи, компетенції та навички, які Ви маєте для виконання цієї роботи.

Чому Ви хочете отримати цю роботу?/Чому Ви зацікавлені у цій вакансії?

Чому ми маємо обрати саме Вас з-поміж інших кандидатів?

Які Ваші сильні сторони?

Які Ваші слабкі сторони?

Як пов'язані Ваші академічні досягнення з вимогами щодо цієї вакансії?

Ваше найзначніше досягнення на сьогодні?

У Вас є питання до нас?

LESSON 6

*«Time you enjoy wasting is
not wasted time.»
(Marthe Troly-Curtin)*

Time management. Procrastination.

1. A Scientific Guide on How to Stop Procrastinating

<https://jamesclear.com/procrastination>

Procrastination is a challenge we have all faced at one point or another. For as long as humans have been around, we have been struggling with delaying, avoiding, and procrastinating on issues that matter to us.

During our more productive moments, when we temporarily figure out how to stop procrastinating, we feel satisfied and accomplished.

Human beings have been procrastinating for centuries. The problem is so timeless, in fact, that ancient Greek philosophers like Socrates and Aristotle developed a word to describe this type of behavior: Akrasia.

Akrasia is the state of acting against your better judgment. It is when you do one thing even though you know you should do something else. Loosely translated, you could say that akrasia is procrastination or a lack of self-control.

Here's a modern definition:

Procrastination is the act of delaying or postponing a task or set of tasks. So, whether you refer to it as procrastination or

akrasia or something else, it is the force that prevents you from following through on what you set out to do.

Why Do We Procrastinate?

Ok, definitions are great and all, but why do we procrastinate? What is going on in the brain that causes us to avoid the things we know we should be doing?

This is a good time to bring some science into our discussion. Behavioral psychology research has revealed a phenomenon called «time inconsistency,» which helps explain why procrastination seems to pull us in despite our good intentions. Time inconsistency refers to the tendency of the human brain to value immediate rewards more highly than future rewards.

The best way to understand this is by imagining that you have two selves: your Present Self and your Future Self. When you set goals for yourself — like losing weight or writing a book or learning a language — you are actually making plans for your Future Self. You are envisioning what you want your life to be like in the future. Researchers have found that when you think about your Future Self, it is quite easy for your brain to see the value in taking actions with long-term benefits. The Future Self values long-term rewards.

However, while the Future Self can set goals, only the Present Self can take action. When the time comes to make a decision, you are no longer making a choice for your Future Self. Now you are in the present moment, and your brain is thinking about the Present Self. Researchers have discovered that the Present Self really likes instant gratification, not long-term payoff.

So, the Present Self and the Future Self are often at odds with one another. The Future Self wants to be trim and fit, but the Present Self wants a donut. Sure, everyone knows you should eat healthy today to avoid being overweight in 10 years. But

consequences like an increased risk for diabetes or heart failure are years away.

Similarly, many young people know that saving for retirement in their 20s and 30s is crucial, but the benefit of doing so is decades off. It is far easier for the Present Self to see the value in buying a new pair of shoes than in socking away \$100 for 70-year-old you.

This is one reason why you might go to bed feeling motivated to make a change in your life, but when you wake up you find yourself falling back into old patterns. Your brain values long-term benefits when they are in the future (tomorrow), but it values immediate gratification when it comes to the present moment (today).

The Procrastination-Action Line

You cannot rely on long-term consequences and rewards to motivate the Present Self. Instead, you have to find a way to move future rewards and punishments into the present moment. You have to make the future consequences become present consequences.

This is exactly what happens during the moment when we finally move beyond procrastination and take action. For example, let's say you have a report to write. You've known about it for weeks and continued to put it off day after day. You experience a little bit of nagging pain and anxiety thinking about this paper you have to write, but not enough to do anything about it. Then, suddenly, the day before the deadline, the future consequences turn into present consequences, and you write that report hours before it is due. The pain of procrastinating finally escalated and you crossed the «Action Line.»

There is something important to note here. As soon as you cross the Action Line, the pain begins to subside. In fact, being in

the middle of procrastination is often more painful than being in the middle of doing the work. Point A on the chart above is often more painful than Point B. The guilt, shame, and anxiety that you feel while procrastinating are usually worse than the effort and energy you have to put in while you're working. The problem is not doing the work, it's starting the work.

If we want to stop procrastinating, then we need to make it as easy as possible for the Present Self to get started and trust that motivation and momentum will come after we begin. (Motivation often comes after starting, not before.)

How to Stop Procrastinating Right Now

There are a variety of strategies we can employ to stop procrastinating. Below, I'll outline and explain each concept, then I'll provide you with some examples of strategy in action.

Option 1: Make the Rewards of Taking Action More Immediate

If you can find a way to make the benefits of long-term choices more immediate, then it becomes easier to avoid procrastination. One of the best ways to bring future rewards into the present moment is with a strategy known as temptation bundling.

Temptation bundling is a concept that came out of behavioral economics research performed by Katy Milkman at The University of Pennsylvania. Simply put, the strategy suggests that you bundle a behavior that is good for you in the long-run with a behavior that feels good in the short-run.

Here are a few common examples of temptation bundling: only listen to audiobooks or podcasts you love while exercising. Only watch your favorite show while ironing or doing household chores. Only eat at your favorite restaurant when conducting your monthly meeting with a difficult colleague.

Option 2: Make the Consequences of Procrastination More Immediate

There are many ways to force you to pay the costs of procrastination sooner rather than later. For example, if you are exercising alone, skipping your workout next week won't impact your life much at all. Your health won't deteriorate immediately because you missed that one workout. The cost of procrastinating on exercise only becomes painful after weeks and months of lazy behavior. However, if you commit to working out with a friend at 7 a.m. next Monday, then the cost of skipping your workout becomes more immediate. Miss this one workout and you look like a jerk.

Another common strategy is to use a service like Stick to place a bet. If you don't do what you say you'll do, then the money goes to a charity you hate. The idea here is to put some skin in the game and create a new consequence that happens if you don't do the behavior right now.

Option 3: Design Your Future Actions

One of the favorite tools psychologists use to overcome procrastination is called a «commitment device.» Commitment devices can help you stop procrastinating by designing your future actions ahead of time.

For example, you can curb your future eating habits by purchasing food in individual packages rather than in the bulk size. You can stop wasting time on your phone by deleting games or social media apps. (You could also block them on your computer.)

Similarly, you can reduce the likelihood of mindless channel surfing by hiding your TV in a closet and only taking it out on big game days. You can voluntarily ask to be added to the banned list at casinos and online gambling sites to prevent future gambling sprees. You can build an emergency fund by setting up an automatic

transfer of funds to your savings account. These are all examples of commitment devices that help reduce the odds of procrastination.

Option 4: Make the Task More Achievable

As we have already covered, the friction that causes procrastination is usually centered around starting a behavior. Once you begin, it's often less painful to keep working. This is one good reason to reduce the size of your habits because if your habits are small and easy to start, then you will be less likely to procrastinate.

One of my favorite ways to make habits easier is to use The 2-Minute Rule, which states, «When you start a new habit, it should take less than two minutes to do.» The idea is to make it as easy as possible to get started and then trust that momentum will carry you further into the task after you begin. Once you start doing something, it's easier to continue doing it. The 2-Minute Rule overcomes procrastination and laziness by making it so easy to start taking action that you can't say no.

Another great way to make tasks more achievable is to break them down. For example, consider the remarkable productivity of the famous writer Anthony Trollope. He published 47 novels, 18 works of non-fiction, 12 short stories, 2 plays, and an assortment of articles and letters. How did he do it? Instead of measuring his progress based on the completion of chapters or books, Trollope measured his progress in 15-minute increments. He set a goal of 250 words every 15 minutes and he continued this pattern for three hours each day. This approach allowed him to enjoy feelings of satisfaction and accomplishment every 15 minutes while continuing to work on the large task of writing a book.

Making your tasks more achievable is important for two reasons.

- Small measures of progress help to maintain momentum over the long-run, which means you're more likely to finish large tasks.

- The faster you complete a productive task, the more quickly your day develops an attitude of productivity and effectiveness.

I have found this second point, the speed with which you complete your first task of the day, to be of particular importance for overcoming procrastination and maintaining a high productive output day after day.

How to Kick the Procrastination Habit

The Daily Routine Experts Recommend for Peak Productivity

One reason it is so easy to slip back into procrastination time after time is because we don't have a clear system for deciding what is important and what we should work on first. (This is yet another example of the system often being more important than the goal.)

One of the best productivity systems I have found is also one of the most simple. It's called The Ivy Lee Method and it has six steps:

1. At the end of each work day, write down the six most important things you need to accomplish tomorrow. Do not write down more than six tasks.
2. Prioritize those six items in order of their true importance.
3. When you arrive tomorrow, concentrate only on the first task. Work until the first task is finished before moving on to the second task.
4. Approach the rest of your list in the same fashion. At the end of the day, move any unfinished items to a new list of six tasks for the following day.
5. Repeat this process every working day.

Here's what makes it so effective:

It's simple enough to actually work. The primary critique of methods like this one is that they are too basic. They don't account for all of the complexities and nuances of life. What happens if an emergency pops up? What about using the latest technology to our fullest advantage? In my experience, complexity is often a weakness because it makes it harder to get back on track. Yes, emergencies and unexpected distractions will arise. Ignore them as much as possible, deal with them when you must, and get back to your prioritized to-do list as soon as possible. Use simple rules to guide complex behavior.

It forces you to make tough decisions. I don't believe there is anything magical about Lee's number of six important tasks per day. It could just as easily be five tasks per day. However, I do think there is something magical about imposing limits upon yourself. I find that the single best thing to do when you have too many ideas (or when you're overwhelmed by everything you need to get done) is to prune your ideas and trim away everything that isn't absolutely necessary. Constraints can make you better. Lee's method is similar to Warren Buffett's 25-5 Rule, which requires you to focus on just five critical tasks and ignore everything else. Basically, if you commit to nothing, you'll be distracted by everything.

It removes the friction of starting. The biggest hurdle to finishing most tasks is starting them. (Getting off the couch can be tough, but once you actually start running it is much easier to finish your workout.) Lee's method forces you to decide on your first task the night before you go to work. This strategy has been incredibly useful for me: as a writer, I can waste three or four hours debating what I should write about on a given day. If I decide the night before, however, I can wake up and start writing immediately. It's simple, but it works. In the beginning, getting started is just as important as succeeding at all.

It requires you to single-task. Modern society loves multi-tasking. The myth of multi-tasking is that being busy is synonymous with being better. The exact opposite is true. Having fewer priorities leads to better work. Study world-class experts in nearly any field-athletes, artists, scientists, teachers, CEOs-and you'll discover one characteristic runs through all of them: focus. The reason is simple. You can't be great at one task if you're constantly dividing your time ten different ways. Mastery requires focus and consistency.

Regardless of what method you use, the bottom line is this: Do the most important thing first each day and let the momentum of the first task carry you into the next one.

How to Avoid Chronic Procrastination With Visual Cues

Another way to overcome the trap of chronic procrastination is to use visual cues to trigger your habits and measure your progress.

A visual cue is something you can see (a visual reminder) that prompts you to take action. Here's why they are important for beating procrastination:

Visual cues remind you to start a behavior. We often lie to ourselves about our ability to remember to perform a new habit. («I'm going to start eating healthier. For real this time.») A few days later, however, the motivation fades and the busyness of life begins to take over again. Hoping you will simply remember to do a new habit is usually a recipe for failure. This is why a visual stimulus can be so useful. It is much easier to stick with good habits when your environment nudges you in the right direction.

Visual cues display your progress on a behavior. Everyone knows consistency is an essential component of success, but few people actually measure how consistent they are in real life. Having a visual cue-like a calendar that tracks your progress-avoids that

pitfall because it is a built-in measuring system. One look at your calendar and you immediately have a measure of your progress.

Visual cues can have an additive effect on motivation. As the visual evidence of your progress mounts, it is natural to become more motivated to continue the habit. The more visual progress you see, the more motivated you will become to finish the task. There are a variety of popular behavioral economics studies that refer to this as the Endowed Progress Effect. Seeing your previous progress is a great way to trigger your next productive action.

Two of my favorite strategies that use visual cues are The Paper Clip Strategy, which is helpful for beating procrastination day-after-day, and The Seinfeld Strategy, which is great for maintaining consistency over longer periods of time.

1. Is procrastination a problem that affects all people equally? Why?
2. Is it easy to overcome procrastination?
3. How can someone procrastinate less and increase their productivity?
4. Can chronic procrastinators become successful people?

2. Watch the videos and analyse the issues.

https://www.youtube.com/watch?v=UPcLkAqS_GE

<https://www.youtube.com/watch?v=y6mGuFe5YNc>

What is time management?

What is procrastination?

Time management is the art, science, and practice of gaining better control (not absolute control) over the entire 24 hours in your day to create both personal balance and increased productivity.

Procrastination (from Latin's «procrastinare») is the avoidance of doing a task that needs to be accomplished. Sometimes, procrastination takes place until the «last minute» before a deadline. Procrastination can take hold on any aspect of life-putting off cleaning the stove, repairing a leaky roof, seeing a doctor or dentist, submitting a job report or academic assignment or broaching a stressful issue with a partner. Procrastination can lead to feelings of guilt, inadequacy, depression, and self-doubt. To procrastinate can hinder productivity.

Answer the questions.

1. How do you manage time?
2. Do you often waste time? Do you regret about wasting time later?
3. How bad is the procrastination habit?
4. Is the fact that we all procrastinate at some time or another true?
5. Do you often procrastinate? Why?
6. Give reasons why people often procrastinate.
7. What are your tips to stop procrastinating?
8. How do you spend each hour of the day? How would you like to spend a typical day? Why/how are these answers different? How do you spend your hours overall during the week? How would you like to spend a typical week? Why/how are these answers different?
9. What are your top three priorities on a day-to-day basis? What should they be?
10. How much time do you spend «giving back» to others (including your family, university, or community)? Do you think you spend too much time caring for others? Do you feel like you spend the right amount of time?

If you don't feel like you spend enough time caring for others, how might you spend more time?

11. When/how do you practice self-care? Is this enough time? Too little? Too much?
12. If you could do anything with your time, what would it be?

<https://www.youtube.com/watch?v=n3kNIFMXslo> watch for better time management.

Take note of strategies. Laura Vanderkam list:

- Write the family holiday letter to identify your top priorities
- Make a three category priority list and include your priorities in your weekly planner before you include other tasks and appointments
- Keep a time diary
- Maximize «in-between» moments by putting down your phone and instead doing what matters most to you

Reflection questions:

- What can you do to plan your time so that it reflects your most important priorities and so you feel good about the way you spend it?
- What might be difficult in doing so?
- Who can support you in managing your time well?

3. Vocabulary Practice. Read and translate the expressions and make up sentences.

- it's just about time to —
- a good time for —
- to fix the time —
- to hit the big time —

- to arrange for some time —
- to gain time —
- to waste/lose time —
- to get out of time —
- to bide one's time —
- to run out of time —
- to make up for lost time —
- to take up time —

4. Learn how to say «I am busy». Make your own sentences using these expressions.

1. I am busy + V(-ing)

I am busy working on the report.

2. Busy as a beaver

Syn. — busy bee.

Last weekend I was busy as a beaver, so I didn't have a chance to have a good rest.

3. Swamped

Slang

I am so swamped with work!

4. Slammed

Slang

I am slammed with work today, so I can't go to the concert with you, sorry.

5. To be snowed under

overloaded with work

I am snowed under a lot of work and have no free time.

6. A lot on one's plate

Sorry, pal, I already have a lot on my plate.

7. Biz

«*busy*»

Apparently Amy is biz, so she doesn't answer my calls.

8. Tied up

Sorry, I am a bit tied up right now, so I call you back later.

5. Practise this tongue twister: «I am busy, busy, busy» said a little busy bee. (as if you were angry, amused, astonished, hysterical, shy (bashful), satisfied, disappointed, scared, combative (quarrelsome), bored, miserable, happy)

Provide 5 or 6 answers for each of the following sentence stems:

If I didn't procrastinate I'd. . .

1. If I didn't struggle with procrastination how would my life be different? What would I do differently?
2. If I stopped procrastinating what new problems or situations would I have to face that I don't have to contend with now?

6. Giving advice.

1. «I always have that nagging feeling that I've forgotten to do an important piece of work. What should I do?»
2. «I can work for 8–10 hours straight, especially when I'm working to a deadline. But I feel like I can't think creatively and work effectively. What should I do?»
3. When you have a big deadline looming (an essay or exam), how do you prepare for it? I can't do a little work each day, or should I wait until the last minute?
4. It's impossible to work well under pressure? Save me!

5. I find it so difficult to organize my time effectively?
What can I do?

OK. I'm going to finish my report in an hour, study for math, take a break, and then start next week's reading.

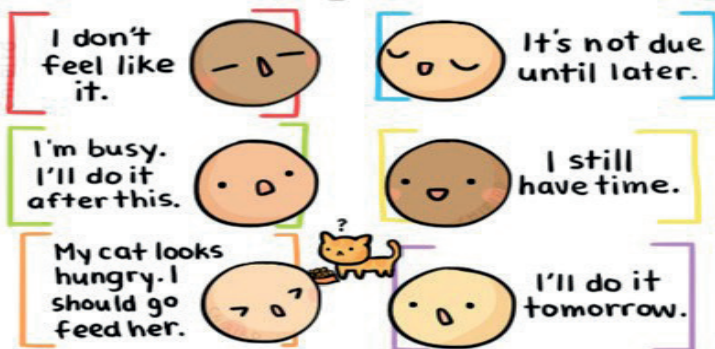


5 hours later...

I DIDN'T GET ANYTHING DONE.



excuses for procrastinating chibird



7. Procrastination Quiz

Useful Vocabulary:

frenzy — божевілля

to tend to ignore — схилитись до ігнорування

to have a tough time — мати важкий час

to stall out — затриматись, зупинитись
 to tackle the projects — впоратись з проектами
 to wing — імпровізувати
 to feel constrained by... — відчувати стриманість
 barely make smth — ледь зробити щось
 cubicle — невеличка кімната
 to dawdle — поспішати
 dithering — коливання, тремтіння

There are plenty of reasons why we procrastinate, but one of the first steps toward overcoming this often destructive tendency is to evaluate your own behavior.

1. You have a major deadline approaching and lots of work to finish.

- a. I usually find things to distract myself until the last minute and then finish just in time in a hair-raising frenzy.
- b. I work on things here and there but still find myself rushing to finish at the last minute.
- c. I set a schedule, work a little each day, and actually end up finishing early.

2. How do you feel about deadlines?

- a. What's a deadline? Seriously, I just tend to ignore them.
- b. They are annoying and I always feel like I'm struggling to get things done in time.
- c. I enjoy them. They help me stay focused and on track.

3. Do you have a tough time getting started, particularly with things that you don't enjoy doing?

- a. Yes! I sometimes spend hours just planning to get started.

b. Sometimes. Or I will start something and then stall out before I finish.

c. Never. The soon I get started, the sooner I'll be done.

4. How do you react when something is difficult or if you are not sure how to do it?

a. I usually just avoid doing it altogether.

b. I'll put it off until the last minute.

c. I'll do some research or ask for help and then get started. I'd rather tackle the difficult projects right away.

5. What approach do you use for staying on track?

a. I like to just wing it and I never make plans.

b. I hate feeling constrained by schedules so I like to leave things open.

c. I make to-do lists for each project and set deadlines for each step.

6. How often do you find yourself feeling stressed out because you waited until the last minute to finish a project?

a. Almost every day. I feel like I'm always behind on something.

b. Sometimes, especially if I'm dealing with a big project.

c. Rarely. I try to stay on top of things because I hate dealing with last-minute stress and anxiety.

7. How often do you wait until the last moment to pay bills?

a. All the time. Most of my payments are actually a couple of days late. Oops!

- b. Sometimes I forget and barely make my payments on time.
- c. Never. I carefully track all of my payments and utilize any automatic payment options that are available to help me stay on track.

8. Which motto sounds most like you?

- a. Why do today what I can put off until tomorrow»
- b. «It's easier to keep up than to catch up.»
- c. «The best way to get something done is to begin.»

9. How often do you think about improving your time management skills?

- a. Frequently, but it just seems like a lot of work.
- b. There are times I think I could probably do better.
- c. Rarely. I'm a time management maven.

10. What's your favorite way to waste time at work?

- a. I think I spend more time playing online games, checking my email, and playing on Facebook than I spend working.
- b. Sometimes I wander into another cubicle to chat with a co-worker for a few minutes.
- c. I sometimes switch to working on other work-related tasks just so I can stay on top of things.

Scoring Your Procrastination Quiz Results

Mostly A's: If you answered A on most of the questions, then you probably have a fairly serious problem with procrastination. Your habit of putting things off might be having a negative impact on multiple areas of your life, including your personal life, work, and social life. It may be a good idea to review a few tips that can help you stop procrastinating as much.

Mostly B's: If you answered B on most of the questions, then you probably don't have a terribly serious problem with procrastination. Sure, you might find yourself dawdling on certain things, but you have managed to avoid making a habit out of dithering. If you find that there are certain times of day or tasks that you procrastinate more often, explore some tips on overcoming those challenges.

Mostly C's: If you answered C on most of the questions, then you are not much of a procrastinator. You are good at organizing your time. You enjoy tackling projects and crossing them off of your to-do list. Keep this up and don't let procrastination become a bad habit in the future.

We all procrastinate just a little bit and it's not the end of the world. It only tends to become a problem if it interferes with our work, social and home life, or if it leads to a dangerous situation. Keep this quiz in mind and do your best to avoid putting things off too long. You might notice a significant reduction in stress when you do.

8. Watch this video and answer the questions: <https://www.youtube.com/watch?v=arj7oStGLkU>

Is there any difference between the brains of a non-procrastinator and procrastinator?

What does each one look like?

What does the Instant Gratification Monkey care about?

What does the Rational Decision Maker care about?

What is Orange Zone?

What is Blue Zone?

Who is the Panic Monster? When does he show up?

How does the procrastinator's system look like?

What are two kinds of procrastination?

Create a time log for the coming week. At the end of the week, compare the actual time log with the Time Management Activity you completed at this lesson. Identify similarities and differences between the actual log and their estimates. Have a discussion focused on the following questions:

- What caused the differences you see between the time you anticipated/estimated spending on each activity and the time you actually spent on each activity?
- How does it make you feel when you don't do what you set out to do? Are there times when it feels ok? Times when you feel badly? What makes the difference?
- How can you strategize to make better use of your time? How can you strategize to make sure you both take care of others and yourself?
- How does good time management impact our ability to help others and ourselves?
- What aspects of how you currently spend your time are you most proud of? Least proud of? How much of your time is currently spent taking care of yourself? Others? Is this the «right» amount of time?

9. Translate the following.

1. А час летить, і нам необхідно вирізняти і обмежити ті види діяльності, які крадуть наш час, щоб не витратити час даремно на соціальні мережі, телевізор і телефонні дзвінки. Нам вічно бракує часу.

Але, розставивши пріоритети, ми можемо відвоювати час і присвятити його своїй справі: для того, щоб вести що-

денник, спілкуватись вживу з розумними і цікавими людьми, зайнятися спортом, вивчити пару мов. І, нарешті, опинитися в потрібний час в потрібному місці.

2. Темп життя сучасних людей складно назвати розмірним — це постійний дефіцит часу і аврари, регулярне перебування у стані, коли незрозуміло, за виконання якої роботи хапатися саме зараз. Звісно, все це негативно позначається на особистій продуктивності працівників. Дізнайтеся, як впровадити в життя раціональне планування робочого часу, адже кадровикам та фахівцям з управління персоналом обов'язково потрібно не лише зробити це самим, а ще й навчити цього своїх співробітників.

Тайм-менеджмент — це техніка управління часом, яка включає в себе правила і принципи, що допомагають людині правильно організувати свій час і досягти максимальної ефективності в будь-якій справі. Прямий переклад даного терміна «time management» з англійської повністю передає його сенс і звучить як «управління часом».

3. Процеси тайм-менеджменту чи управління часом базуються на наступних головних принципах:

— правильна постановка мети (головне аби вона була чітко визначеною та досяжною);

— мотивація (бажання зекономити час повинно бути усвідомленим і пов'язаним із задоволенням якихось важливих потреб);

— результативність (управління часом необхідно для того щоб зняти чи, принаймні, знизити дефіцит часу, виконуючи певні завдання за коротший період).

Кожна людина має набір якихось схильностей, отриманих на генетичному рівні та вироблених протягом життя. Одні люди віддають перевагу самостійному плануванню й

розподілу часу, інші почуваються комфортніше, якщо їм хтось допомагає це зробити в якості досвідченого експерта чи навіть контролює ці процеси як їх безпосередній керівник.

4. Серед основних причин виникнення прокрастинації виділяють:

- *Авторитарність батьків.* Затягування може бути відповіддю на авторитарний стиль виховання батьків.
- *Страх невдачі.* Людина боїться, що не впораєшся з поставленим завданням, побоюється, що у неї не досить здібностей, умінь або часу. «Вже краще не робити зовсім, ніж виглядати безглуздо», — думає прокрастинатор. Низька самооцінка, невпевненість в собі — ось що заважає.
- *Перфекціонізм.* Людина не приймає середніх результатів. Якщо вже братися за справу, то виконувати її бездоганно.
- *Незрозумілі цілі.* Якщо керівник не позначив, в якому напрямі треба рухатися, зате пояснив, що пріоритетів немає і усе головне — людина опиняється в повній розгубленості і прагне відтягнути виконання незрозумілих завдань. Вона просто не знає, з якого боку підійти до проблеми, а як натура нерішуча, боїться брати на себе відповідальність.
- *Невірні переконання.* Людині здається, що якщо загнати її в рамки, вона можеш виконати роботу набагато краще.
- *Лінь і відсутність інтересу.* Нам властиво відкладати «на потім» нецікаві і нудні заняття, особливо якщо йдеться про такі моторошні речі, як похід до стоматолога — цю справу ми, як правило, відкладаємо і відкладаємо.

В. Бикова, досліджуючи особливості студентської прокрастинації, стверджує, що причини і особливості прояву прокрастинації у студентів і дорослих є різними. Прокрастинація у студентів виникає, найчастіше, в ситуаціях і справах, що пов'язані з інтелектуальною напругою, вимагаючи самоорганізації і планування діяльності, що характеризуються відтермінованою винагородою, з недостатньою мотивацією, необхідністю взаємодії з людьми, які викликають негативні емоції.

Причини появи синдрому прокрастинації:

- не улюблена робота, нудна і неприємна справа, якою потрібно займатися;
- невміння розставляти пріоритети;
- неясність головних життєвих цілей, власних спрямувань;
- невміння організувати себе і свій час;
- відсутність мотивації;
- невпевненість у своїх силах.

Наслідками наявності прокрастинації є стрес, відчуття провини, втрата продуктивності, невдоволення навколишніх через невиконання зобов'язань. Прагнучи завершити справу в обмежений проміжок часу, людина відчуває серйозний емоційний і фізичний стрес. Нервова напруга, постійне недосипання, зловживання кофеїном, енергетичними напоями — усе це може мати неприємні наслідки для організму. Крім того, прокрастинація є підставою для виникнення почуття провини за незроблену роботу, відсутність самореалізації, упущення можливостей тощо і є наслідком поганого самоконтролю.

LESSON 7

MOTIVATION

1. Look at the pictures and give the definition of Motivation.



2. a) Warming-up questions:

- Have you ever tried to lose weight? Have you ever tried to quit smoking? What motivated you to start a diet? Can someone destroy your motivation? How'd you define motivation?
- Do you feel motivated when learning something new? Do you share goals and plans with others so that they will help you maintain your motivation and drive?
- How do you plan to motivate yourself to improve your hard and soft skills?
- Steve Jobs, the late co-founder of Apple said in his autobiography that he asked himself this one question each morning: «If today were the last day of my life, would I want to be doing what I'm doing?
- If you fail to achieve your goals, what will be the consequences?
- What is your personal philosophy?
- Is competition good? Can motivation influence competitive behavior?
- Do you find that motivated people are more successful than unmotivated people?

2. b) Use a motivate phrase to make your colleagues / groupmates to:

Make the job faster, work more, work more productively, speak fluently etc.

2. c) Agree or disagree:

1. Students are more motivated academically when they have a positive relationship with their teacher.

2. Choice is a powerful motivator in most educational contexts.
3. For complex tasks that require creativity and persistence, extrinsic rewards and consequences actually hamper motivation.
4. To stay motivated to persist at any task, students must believe they can improve in that task.
3. The Best, Last Motivation Article You'll Ever Read: Tactical Tips to Turn Self-Motivation into Habit

Patrick Ewers

I know what you're thinking: «Another motivation article?»

And I get it. I bet you've heard «set goals and memorize affirmations» hundreds of times. You've probably read thousands of motivational quotes, listened to hours of motivational videos, and read what feels like every book, blog, and article out there.

And if none of those made a lasting difference, why read one more? Simple: Because this is the one that'll work.

Don't get me wrong: There's an important place for goals and affirmations. But those require conscious effort, and anything that requires conscious effort doesn't tend to last.

The science of motivation: The locus of control

Ever looked at someone and wondered how they're so motivated? Or maybe the opposite: Ever met someone and wondered why they're so lazy, defeated, or reactive?

According to psychologists, the answer is simple: A person's motivation (or lack thereof) is a result of their locus of control.

A locus (latin for «place» or «location») of control is the degree to which someone believes they have control over their life.

Each of us habitually defaults to one of two loci of control: Internal or external.

Internal locus of control

Those with an internal locus of control believe they are in control of their fate and, if they want change, they have the power to create it.

For example, when the entrepreneur failed to raise money for his startup, he acknowledged that he didn't deliver a compelling enough pitch to investors. He resolved to find an experienced mentor to guide him through the process next time.

External locus of control

Those with an external locus of control believe someone else is in control of their fate and, if they want change, someone else has to create it.

For example, when the entrepreneur failed to raise money for his startup, he blamed the investors for failing to see the potential in his product. He resolved to find «smarter,» more «visionary» investors in the future.

If you struggle with motivation, you've probably been operating from an external locus. The most motivated people, on the other hand, use an internal locus; a genuine belief they have the power to create the results they desire.

Here's the good news: It's possible to change. If you want to be more motivated, you need a firmly-rooted internal locus of control. Once you've got that, the rest will come naturally.

Here are four methods to find your internal locus of control and master self-motivation, today.

1. Use rewards, consequences, and commitment devices

In *The Power of Leverage*, author Tony Robbins says motivation is controlled by two needs: Avoiding pain and experiencing pleasure.

In practice, that means you can train yourself to become more motivated by teaching your brain to associate pleasure with motivation and pain with «unmotivation.»

The three most effective ways to do that are rewards, consequences, and commitment devices. Let's take a closer look at each.

Rewards

A reward is something you give yourself for staying motivated and completing your goals. They should be personally meaningful and enticing enough that you'll actually work to achieve them.

For example: If I reach out to five new prospects today, I'll take my family to the beach this weekend.

The trick is following through on your rewards when you meet your goals. If you promise yourself a beach day with your family, make time for it.

Train your brain to associate motivation with pleasure.

Consequences

A consequence is something you lose by not staying motivated or completing your goals.

They should be detrimental enough that you'll want to avoid them, but they don't need to be extreme. Research has shown that our brains often react to consequences in the same manner, regardless of severity.

For example: If I don't reach out to five new prospects today, I'm going to skip this week's Game of Thrones episode.

Like the rewards above, the trick is to follow through on consequences. You want to ...

Train your brain to associate a lack of motivation with pain.

Commitment devices

A commitment device is a combination of both reward and punishment.

Yale's economic department defines a commitment device as, «an arrangement entered into by an agent which restricts his or her future choice by making certain choices more expensive.»

For example: Give someone you trust \$100. If you reach out to at least five new prospects by the end of the day, you get your \$100 back. If you don't, you lose that \$100.

The great thing about commitment devices is that they're scalable. If you're really struggling to stay motivated about a certain task, raise the stakes and increase the value of the commitment device.

2. Change the way you communicate with yourself

How you communicate with yourself about a task directly influences your motivation to complete that task.

Motivated people engage in positive self-talk, while unmotivated people engage in negative self-talk. Here are a few examples of negative self-talk that lead to discouragement and a lack of motivation:

- «I'm a terrible writer.»
- «This is going to take forever because it's not something I'm good at.»
- «This is such a waste of time; it's going to turn out terribly.»

If those are the kind of thoughts going through your head, it's no wonder you struggle to follow through. Instead of succumbing to negative self-talk, the most motivated people say things like:

- «I'm excited for the increased revenue this is going to create.»
- «I'm thankful for the opportunity to improve this client's life.»

- «I can't wait for the reward at the end of this task.»

That might sound subtle, but ...

The journey from good to great is made up of small changes, made consistently.

Next time you feel yourself engaging in negative self-talk, interrupt the pattern by asking these three questions:

1. How does this task move me closer to my long-term goals?
2. What other benefits am I going to gain by completing this task?
3. What about this task am I thankful for?

The trick is giving each question the time it deserves. Don't move on until you've come up with a genuine answer for each.

By answering the three questions above, you give yourself a reason to complete your task. Once there's a compelling reason behind your task, motivation is going to come a lot easier.

3. Surround yourself with the right people

Entrepreneur extraordinaire Jim Rohn often said ...

«You are the average of the five people you spend the most time with.»

To test that theory, the Longevity Project studied an excess of 1,000 people over the span of 80 years. Among their many findings was the fact that ...

The groups you associate with often determine the type of person you become.

Changing the company you keep can dramatically change the type of person you are, so surround yourself with motivated, driven, and ambitious people. Here's how:

1. Create a list of five people you consider highly-motivated; those who know what they want and are relentlessly determined to get it.
2. Next to each name, write down one way you could be valuable to them. Not sure how? Be blunt and ask them about their professional challenges, then tap your resources for potential introductions or value payloads.
3. Execute on your value-generation strategy as quickly as possible, then find another way to provide value; something mutually beneficial that makes your presence relevant. Keep this up and you'll eventually become a vital part of their network.
4. Increase the visibility of your goals

Everyone knows they need clearly-defined goals; that's Motivation 101. What they don't realize is that the power of goals isn't in creating them; it's in reviewing them.

When most people create goals, they write them down, stow them away, and promptly forget about them. They let the urgency of day-to-day operations distract them from dynamic growth and, before they know it, six motivation-less months have passed.

Your long-term goals (or North Star Objectives, as we call them at Mindmaven) should be so visible they're consistently top-of-mind. If they're not, they won't be completed; it's as simple as that.

Here are two ways to increase the mindshare of your goals:

1. Create a morning routine

Begin every day by reviewing your North Star Objectives. There's no «right» way to do this. You might meditate on them, write them down, read them aloud, or envision them as already complete; as long as you feel empowered and motivated by the end, you're starting your day off right.

2. Integrate your goals into your task management system

The biggest goal-killers are to-do lists. It's easy to get so caught up in the day-to-day operations of your business that you go days, weeks, or even months without thinking of the future. Counter this tendency by giving your long-term goals a constant spot at the top of your task management system.

In the end, remember this:

Your goals are only as powerful as the mindshare they occupy.

If you want to turn them into reality, they need to be a part of every aspect of your life.

The secret to long-term success

Getting motivated is easy; anyone can do that. The secret to long-term success is staying motivated.

For motivation to last, it needs to become a habit; and establishing a habit takes time. According to recent studies, expect an average of 66 days.

During those 66+ days, lasting motivation will require a conscious effort on your part and, like any new skill, you're probably going to make a few mistakes in the beginning. Don't feel discouraged.

As long as you use the strategies above to correct yourself, you'll get there. Your brain is trained one day at a time, so stick with it. The rewards are worth the effort, I promise.

4. Answer the questions:

- 1) What does «motivation» mean in Latin?
- 3) When do people feel motivated?
- 4) Do they feel motivated in the same ways?
- 5) What influences our behavior?
- 6) Why can motivation be a shortcut to success?
- 7) Does a carrot and stick approach motivate people to work better? Why? What is better?

- 8) What is intrinsic (extrinsic) motivation? What are people most motivated by, intrinsic or extrinsic factors?
- 9) If you were a teacher or a boss at work, what would you do to motivate this group of people?

5. Choose the motivational phrases you like the most comment on them? Do you have your personal ones to share?

«All our dreams can come true... if we have the courage to pursue them.» — **Walt Disney**

«Hope is the thing with feathers that perches in the soul, and sings the tune, without the words and never stops at all.» — **Emily Dickinson**

«Aim for the moon. If you miss, you may hit a star.» — **W. Clement Stone**

«It does not matter how slowly you go, so long as you do not stop.» — **Confucius**

«I find that the harder I work, the more luck I seem to have.» — **Thomas Jefferson**

«Don't wait for something big to occur. Start where you are, with what you have, and that will always lead you into something greater.» — **Mary Manin Morrissey**

«Keep away from people who try to belittle your ambitions. Small people always do that, but the really great make you feel that you, too, can become great.» — **Mark Twain**

«Go confidently in the direction of your dreams! Live the life you have imagined.» — **Thoreau**

«I have not failed. I've just found 10,000 ways that won't work.» — **Thomas A. Edison**

«You are never too old to set another goal or to dream a new dream.» — **Les Brown**

«Don't be afraid to give up the good to go for the great.»—
John D. Rockefeller

«Positive thinking will let you do everything better than negative thinking will.» — **Zig Ziglar**

«Failure is simply the opportunity to begin again, this time more intelligently.» — **Henry Ford**

«Motivation is everything. You can do the work of two people, but you can't be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people.» — **Lee Iacocca**

«Never ask a man what he knows, but what he can do.» —
George Lorimer

«If you cannot do great things, do small things in a great way.» — **Napoleon Hill**

6. Groupwork: Praise Yourself: What Is Good about You?

Objective. Share your best accomplishments, skills, traits and qualities with others.

- 1) «What are you good at?»
- 2) «What is the best thing you ever accomplished?»
- 3) «What is the best thing you ever made?»
- 4) «What are your best qualities?»
- 5) «What are you proud of the most about yourself?»

Feedback What did you think of this exercise? Do you feel stronger? Do you feel more at peace with yourself knowing that you have done well so far in your life and that you have much to be proud of? Do you feel positively about yourself?

7. Motivation at work:

Choose three things, which motivate you in your life, and three things, which motivate you at work:

freedom

good wages

security

riches (lucre)

the Jazz — fighting off boredom

fame

personal loyalty to employees

power (control over others)

success at overcoming a difficult challenge

the need to justify someone else's expectations

interesting work

full appreciation of work done

promotion and growth

good working conditions

What motivators should and shouldn't bosses provide employees with to have a nice team?

Transparent and regular communication about factors important to employees.

Treating employees with respect.

Pressure employees to attend «social» events.

Providing regular employee recognition.

Feedback and coaching from managers and leaders.

Ask an employee to do something you already asked another employee to do.

Providing employee perks.

Ask employees to evaluate their peers.

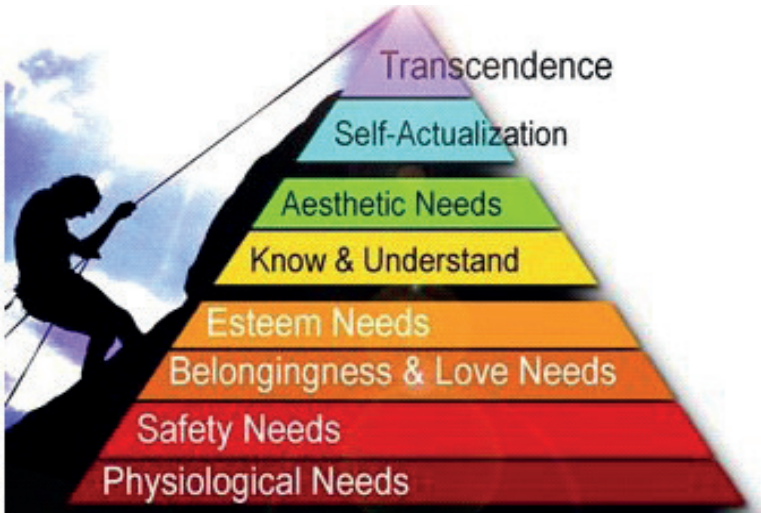
Positively managing employees within a success framework of goals, measurements, and clear expectations.

Reveal personal information in the interest of «teambuilding.»
Make employees go without food at mealtime hours.
Ask employees to do something you don't do.

8. Role play: Two employees are motivating the applicants to work for them. Choose the company you would like to work for

9. Read about and look at Maslow's hierarchy of needs:

Hierarchy of Needs Maslow identified five levels of needs in his hierarchy: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Physiological needs include the most basic needs that are vital to survival, such as the need for water, air, food, and sleep. The next level of needs are safety needs. These include needs for safety and security. Social needs. Sometimes these are referred to as the love and belonging needs. These include needs for belonging, love, and affection. Esteem needs include the need for things that reflect on self-esteem, personal worth and social recognition.



10. Match the needs with their definitions:

- a) very basic, instinctual desires; air, food, water, and sleep.
- b) are personal fulfilment.
- c) helping others reach full potential.
- d) are the desire to obtain knowledge, meaning and understanding.
- e) are the first emotionally involved motivators in Maslow's hierarchy. They are subconscious. These include love, intimacy, friendship, family and social cohesion.
- f) are both conscious and subconscious in driving people's actions. They include achievements, independence, status, confidence, respect and responsibility.
- g) take a major role in work place motivation. Broadly speaking, they are fulfilled by any monetary motivation, such as pay.
- h) are used to prioritise survival such as health, personal well being, stability and security against accidents.

11. Listening. The Puzzle of motivation

http://www.ted.com/talks/dan_pink_on_motivation

<https://www.youtube.com/watch?v=rrkrvAUbU9Y>

A Comprehension Test on Dan Pink's TED Talk on Motivation

Background to question 1: Dan Pink discusses a famous problem-solving experiment called the candle problem. Researchers give participants a candle, a box of thumb tacks (used to attach light-weight objects to a wall), and a book of matches. They ask them to see how quickly they can find a way to attach the candle to the wall so that it will not drip its wax onto the table when it is lit. Some participants are offered a reward (money) if they can find the solution

faster than most people. Others are just asked to work as quickly as they can. Which group would you expect to finish first? The actual answer surprises many people. In fact, most of the rest of the talk is devoted to explaining it. (Incidentally, the kind of «right-brained» creative problem solving needed for the candle problem is also called lateral thinking, or «thinking outside the box»— outside of what is immediately obvious.

Now try the test:

1. Which group was the fastest at solving the candle problem?

- A. The participants who were offered a reward.
- B. The participants who were not offered rewards.
- C. Different groups finished faster depending on the country in which the experiment is done.

2. Why was the candle problem much easier to solve when the tacks were already taken out of the box?

- A. It was obvious the tacks could be used to fasten the candle to the wall.
- B. It was easier to pick up the tacks.
- C. The participants didn't waste time emptying the box.
- D. The box was more noticeable.

3. What is Dan Pink's basic point about what science knows that business doesn't?

- A. People do better work when they are motivated.
- B. People work better when they fear punishment if they don't meet a quota or goal.
- C. People do better creative work when they are self-motivated or believe the work is important.
- D. People do better creative work when they are offered a big salary and other rewards.

4. Which of these is NOT an intrinsic reward?

- A. freedom of action
- B. working for a good cause
- C. getting praise and recognition
- D. a sense of accomplishment

5. When do rewards and other extrinsic motivations work best?

- A. With creative problem-solving work.
- B. With routine, well-understood tasks.
- C. In very high pressure environments.
- D. In relaxed, low-pressure environments.

6. What is the connection between extrinsic motivation and creativity?

- A. Too much pressure or desire over-focuses the mind and prevents lateral, «outside the box» thinking.
- B. Pressure sharpens the mind and encourages creativity.
- C. Creative people need the promise of lots of money and other rewards to do their best work.

7. What do economists mean when they say, «We find that financial incentives can result in a negative impact on overall performance?»

- A. Money is the best incentive.
- B. Money is a negative motivation.
- C. People perform best when they are offered more money.
- D. Offering more money can actually reduce results.

8. Which word is closest in meaning to ‘incentive?’

- A. incentivize (стимулювати)
- B. motivate
- C. valuable
- D. reward

9. Extrinsic means

- A. inside
- B. outside
- C. attached
- D. only loosely connected

10. Knockout is a boxing term for when a boxer wins by knocking out the other boxer (hitting him in a way that makes him unconscious — «out.») The boxing match between Ali and Frazier (both famous boxers) was THE big game in boxing some years ago.

Why does Dan Pink mention all those boxing terms when he talks about the difference between Encarta and Wikipedia — two different types of encyclopedia?

- A. He's showing that the success of Wikipedia confirmed the value of intrinsic rewards.
- B. He's saying that Wikipedia is a better fighter than Encarta.
- C. He's saying that Encarta was knocked out and destroyed.
- D. He's showing that making encyclopedias is as competitive as boxing.

LESSON 8

STRESS! HOW TO HANDLE IT

1. Some stressful situations: storytelling Activity:

a) Bring four students to the front of the classroom. Three students should sit down in a row, and one of the students should stand behind them acting as a controller. The controller should have a stack of cards in his hand containing nouns. The controller will hand a noun to one of the three students who will start to tell a story. The student will continue telling the story until the controller decides to hand another noun to another student who will then take over the story.

b) Descriptive Drawing Activity

Pair up the students and give them each a picture face down. They must describe the picture for their partner to draw.

<https://www.youtube.com/watch?v=JwKWVvkqdbpQ> —
watch the video and elaborate on it

<https://www.youtube.com/watch?v=QE8kNh52EeU> — *watch the video and elaborate on it*

2. Workplace Stress: A Silent Killer of Employee Health and Productivity

By Corporate Wellness Magazine

«Having a job in many ways improves an individual's health and overall attitude toward life.» However, many people face significant stress in the workplace that it outweighs any possible benefits and even poses a threat to their health.

The United States' National Institute for Occupational Safety and Health defines job stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress can, in turn, lead to poor health and even injury.

Many workers report experiencing work-related stress at their jobs and this compromises their performance and health. A recent survey by Northwestern National Life revealed that about 40% of workers reported that their jobs were extremely stressful. In another survey by Yale University, 29% of workers reported feeling extreme stress because of their jobs.

Stress levels vary between professions and population groups. Some workers are at a higher risk of stress than others. Studies reveal that younger workers, women, and those in lower-skilled jobs are at most risk of experiencing work-related stress and its attendant complications.

Casual full-time workers, who are likely to have the lowest job control and high job demands are most at risk of job strain.

The Impacts of Workplace Stress

Workplace stressors are classified as physical and psychosocial. Physical stressors include noise, poor lighting, poor office or work layout, and ergonomic factors, such as bad working postures.

Psychosocial stressors are, arguably, the most predominant stress factors. These include high job demands, inflexible working hours, poor job control, poor work design and structure, bullying, harassments, and job insecurity.

Workplace stress not only affects the worker, it also has adverse effects on company performance well. The effects of job-related strain are evident in workers' physical health, mental health, and their behavior.

These effects occur in a continuum, beginning as distress in response to stressors. Distress, in turn, leads to elevated blood pressure and anxiety, which increase the risk of coronary heart disease, substance abuse, and anxiety disorders.

The impact of stress on cardiovascular disease has been well established: Studies have shown that workplace stress is a strong risk factor for preconditions to cardiovascular disease (obesity, high blood cholesterol, high blood pressure) and of adverse cardiovascular events, such as heart attack and stroke.

There is also a growing body of evidence that work-related stress increases one's risk of diabetes. Other physical health problems linked to workplace stress include immune deficiency disorders, musculoskeletal disorders including chronic back pain, and gastrointestinal disorders, such as irritable bowel syndrome.

Workplace stress also has adverse effects on workers' mental health, with an increased risk of anxiety, burnout, depression, and substance use disorders. Workers who are stressed at work are more likely to engage in unhealthy behaviors, such as cigarette smoking, alcohol and drug abuse, and poor dietary patterns.

With these attendant health effects, workplace stress reduces employee productivity, increases absenteeism and presenteeism, increases the number of days taken off work for doctor visits, and increases healthcare costs incurred by employers. Workplace stress is also linked to higher accident and injury rates and higher turnover rates, both of which increase administrative costs.

Workplace Interventions for Reducing Stress

Workplace stress is preventable and identifying the potential sources of stress to employees in an organization is the first step in addressing them. Effective interventions for reducing workplace stress can be classified as primary, secondary, and tertiary.

Primary interventions involve proactive measures to prevent stress by removing or reducing potential stressors. This level of intervention focuses on the sources of physical and psychosocial stress in the workplace. Examples of primary interventions include:

- Redesigning the work environment
- Providing breaks and nap-times for employees
- Increasing employee participation in decision making and work planning
- Increasing time and resources for completing specific job tasks
- Matching job description with employee skills and qualifications
- Creating clear promotion and reward pathways
- Eliminating physical hazards
- Substituting with safer equipment and technology
- Establishing control measures to reduce worker's exposure to occupational hazards
- Promoting the use of personal protective equipment

Secondary interventions are corrective and are focused on altering the ways workers perceive and respond to stressors. These interventions aim at improving worker's ability to cope with stress and detect stress-induced symptoms early. Examples of secondary interventions include:

- Training and education of employees
- Cognitive behavioral therapy training for workers
- Routine health surveillance — screening for high blood pressure and stress symptoms

Tertiary interventions are forms of control at the level of the illness. These are initiated for workers who are already experiencing stress. Tertiary interventions involve providing treatment,

compensation plans, rehabilitation programs, and return to work programs for affected workers. Tertiary interventions include:

- Providing medical care and employee assistance programs to affected workers
- Return-to-work plans including modification and redesign of work

Workplace stress is a silent, and oft-neglected, factor which impairs employee health and productivity. It not only affects the workers but also contributes significantly to a decline in a company's overall success. Employers should begin to tackle this worrisome concern to create a healthier, safer, and more productive work atmosphere.»

3. Answer the questions:

1. What is stress?
2. How can people fight stress?
3. Where do you usually have stressful situations?
4. Do you have stress at the university?
5. What can make you more susceptible to stress?
6. Can alcohol reduce stress?
7. What nutrients can help to cope with stress?
8. Does exercise reduce stress?

4. Read the statements and say if they are true or false.

1. All stress is bad.
2. There is nothing you can do about stress, it happens and you endure it.
3. No one else has as much stress as I do, that's why I'm overloaded.
4. Nothing bad can happen to me from too much stress.

5. Read the situations that can cause stress and name 5 the most stressful of them for you:

- Misplacing keys
- Arguments
- Traffic jams
- Time pressures
- Lack of sleep
- Fear of something new
- Shopping
- Waiting
- Loneliness
- Queuing
- Gossip
- Difficult neighbours / groupmates
- Meal Preparation
- Total dissatisfaction
- University Politics
- examinations
- deadlines
- returning to study
- pressure of combining paid work and study
- difficulty in organising work
- poor time management

6. Speak about the most stressful situation in your life.

7. What would you do if:

1. You have your hair cut in the hairdresser's and you don't like your new hairdo.
2. Your girlfriend is going to the party with you but she has a very outrageous view.
3. Your significant other has just told you that she is in love with someone else is moving out tonight and is getting married next August but still wants to be friends.
4. You are an owner of a football team that has lost eight games.
5. Someone is pushing in a queue / in a tram.
6. Your family just moved, so you switched to a new university in the middle of the year. The stressful parts are not knowing anyone, missing old friends, and dealing with all new teachers.
7. You ask for a hike

8. Below there are 6 things that leaders can do to manage stress effectively:

Prioritize. Put your work in priority order and then work on the high priority items first. Avoid spending a disproportionate amount of time and energy on tasks that are less important. It may be helpful to have a simple rating system where you assess the priority level of each work item. Base this system on some standard criteria that is important to your position.

Sort. Weed out those tasks and efforts that are no longer productive. In other words, don't keep adding to your list of responsibilities without freeing up time by removing or reducing what you currently do.

Delegate. Remember that a good leader knows how to delegate effectively. In short, you don't have to do everything

yourself. Review your work and if something can be done efficiently by someone else, delegate. Be certain that you adhere to sound delegation principles: task clarity, articulated expectations, check for understanding, timelines, and support.

Remain Positive. Stress is part of leadership so don't let it poison your work mindset or, more importantly, your self-perception. Simply thinking positively will do a lot to ward off stress-producing negativity.

Stay active. As stress mounts it is important to engage in some physical activity that you enjoy: walk, swim, golf, stretch, or anything that will rev up blood flow. At times it seems almost impossible to «break away» for these kinds of activities, but it is an important way to control anger, depression, nervousness, and other manifestations of leadership stress.

Organize your environment. As simple as it sounds, it is helpful to take some time to organize your office. Clean up your desk, file, rearrange furniture, sort, etc. A little organization can give you a psychological boost.



9. Translate:

Відомо, що стресові ситуації на роботі негативно впливають на здоров'я людини. Їх результатом стають депресії та серцево-судинні захворювання. Дуже часто люди намагаються придушити стрес за допомогою цигарок і алкоголю — однак такі способи лише підривають їхнє здоров'я. Пропонуємо три поради, які допоможуть вам успішно долати стресові ситуації на роботі.

Першим кроком до перемоги над стресом буде знання методів, що насправді працюють.

Як стверджують американські психологи, найкраще боротися із стресом на роботі допомагають спорт, молитва, читання, музика, спілкування з друзями або рідними, масаж, прогулянка, медитація, йога або хобі. Найменш ефективна зброя проти стресу — азартні ігри, шопінг, куріння, алкоголь, їжа, відеоігри, «серфінг» в Інтернеті, телевізор або переглядання фільмів (якщо ви дивитеся в екран понад 2 години).

Крок другий — це відчуття контролю.

Кажуть, стрес — це не те, що з вами відбувається, а те, як ви на це реагуєте. Коли ми відчуваємо, що контролюємо ситуацію, то не відчуваємо стресу. Навіть ілюзорне відчуття контролю здатне його зменшити. До речі, це пояснює, чому бовдури й шаленці відчувають менше стресу, ніж ті, хто має чіткий погляд на ситуацію.

Отже, ретельно плануйте свій робочий день. Майте чітке розуміння того, що від вас очікують на роботі.

І третє: трохи стресу не зашкодить.

Сильні стреси вбивають креативність, але й відсутність дедлайнів — теж не найкращий варіант. Найкращий результат у роботі буде, якщо часові рамки є, але вони не надто жорсткі.

Якщо ж перед працівником регулярно ставляться недовсяжні цілі, він «вигорає» та втрачає мотивацію. Але при повній відсутності стресу йому стає нудно й нецікаво, ствержують психологи.

10. Tell your groupmates what the best way to cope with stress is.

LESSON 9

JOB BURNOUT

I. Try to name the things that you

have to do

love to do

hate to do

Answer the questions.

- 1) Give the definition to the word «Burnout». Have you ever been a victim of job burnout?
- 2) How many hours do you work each week? Is this a lot? Why do/don't you think so?
- 3) What are the working conditions at your office/place of employment? What would make your place of employment a more enjoyable place to work?
- 4) Have you found yourself to be increasingly critical or cynical about your job?
- 5) Are you using food, alcohol, or drugs to cope with the stress from your job? Do they help to overcome the difficulties?
- 6) How can you energize your life outside of work?

2. Read the article.

Job burnout: How to spot it and take action

Feeling burned out at work? Find out what you can do when your job affects your health.

Job burnout is a special type of work-related stress — a state of physical or emotional exhaustion that also involves a sense of reduced accomplishment and loss of personal identity.

«Burnout» isn't a medical diagnosis. Some experts think that other conditions, such as depression, are behind burnout. Some research suggests that many people who experience symptoms of job burnout don't believe their jobs are the main cause. Whatever the cause, job burnout can affect your physical and mental health. Consider how to know if you've got job burnout and what you can do about it.

Job burnout symptoms

Ask yourself:

- Have you become cynical or critical at work?
- Do you drag yourself to work and have trouble getting started?
- Have you become irritable or impatient with co-workers, customers or clients?
- Do you lack the energy to be consistently productive?
- Do you find it hard to concentrate?
- Do you lack satisfaction from your achievements?
- Do you feel disillusioned about your job?
- Are you using food, drugs or alcohol to feel better or to simply not feel?
- Have your sleep habits changed?
- Are you troubled by unexplained headaches, stomach or bowel problems, or other physical complaints?

If you answered yes to any of these questions, you might be experiencing job burnout. Consider talking to a doctor or a mental health provider because these symptoms can also be related to health conditions, such as depression.

Possible causes of job burnout

Job burnout can result from various factors, including:

- **Lack of control.** An inability to influence decisions that affect your job — such as your schedule, assignments or workload — could lead to job burnout. So could a lack of the resources you need to do your work.
- **Unclear job expectations.** If you're unclear about the degree of authority you have or what your supervisor or others expect from you, you're not likely to feel comfortable at work.
- **Dysfunctional workplace dynamics.** Perhaps you work with an office bully, or you feel undermined by colleagues or your boss micromanages your work. This can contribute to job stress.
- **Extremes of activity.** When a job is monotonous or chaotic, you need constant energy to remain focused — which can lead to fatigue and job burnout.
- **Lack of social support.** If you feel isolated at work and in your personal life, you might feel more stressed.
- **Work-life imbalance.** If your work takes up so much of your time and effort that you don't have the energy to spend time with your family and friends, you might burn out quickly.

Job burnout risk factors

You might be more likely to experience job burnout if:

- You identify so strongly with work that you lack balance between your work life and your personal life
- You have a high workload, including overtime work
- You try to be everything to everyone
- You work in a helping profession, such as health care

- You feel you have little or no control over your work
- Your job is monotonous

Consequences of job burnout

Ignored or unaddressed job burnout can have significant consequences, including:

- Excessive stress
- Fatigue
- Insomnia
- Sadness, anger or irritability
- Alcohol or substance misuse
- Heart disease
- High blood pressure
- Type 2 diabetes
- Vulnerability to illnesses

Handling job burnout

Try to take action. To get started:

- **Evaluate your options.** Discuss specific concerns with your supervisor. Maybe you can work together to change expectations or reach compromises or solutions. Try to set goals for what must get done and what can wait.

- **Seek support.** Whether you reach out to co-workers, friends or loved ones, support and collaboration might help you cope. If you have access to an employee assistance program, take advantage of relevant services.

- **Try a relaxing activity.** Explore programs that can help with stress such as yoga, meditation or tai chi.

- **Get some exercise.** Regular physical activity can help you to better deal with stress. It can also take your mind off work.

- **Get some sleep.** Sleep restores well-being and helps protect your health.

- **Mindfulness.** Mindfulness is the act of focusing on your breath flow and being intensely aware of what you're sensing and feeling at every moment, without interpretation or judgment. In a job setting, this practice involves facing situations with openness and patience, and without judgment.

Keep an open mind as you consider the options. Try not to let a demanding or unrewarding job undermine your health.

**3. Comment on the following. What fact is the worst for you?
Job burnout appears when you have...**

Unclear, Impossible Requirements

High-Stress Times with No «Down» Times

Big Consequences for Failure

Lack of Recognition

Poor Communication

Insufficient Compensation

Poor Leadership

How to overcome the burnout, add your own ideas:

Do What You Enjoy

Add Something New to your Daily Routine

Lots of Sleep

Treat yourself ...

*https://www.youtube.com/watch?v=_qKLdVTC8JE — watch it,
in order to clarify the trouble with burn out and find the solutions.*

**4. Why do people have fatigue? Why can people get burnout?
Divide the causes of job burnout into three categories:**

a) Work-related causes of burnout

b) Lifestyle causes of burnout

c) Personality traits which can contribute to burnout:

- Feeling like you have little or no control over your work
- Lack of recognition or rewards for good work
- Unclear or overly demanding job expectations
- Doing work that's monotonous or unchallenging
- Working in a chaotic or high-pressure environment
- Working too much, without enough time for relaxing and socializing
- Being expected to be too many things to too many people
- Taking on too many responsibilities
- Not getting enough sleep
- Lack of close, supportive relationships
- Perfectionistic tendencies; nothing is ever good enough
- Pessimistic view of yourself and the world
- The need to be in control
- High-achieving

5. Listen and say what the symptoms of job burnout are.

<https://www.youtube.com/watch?v=IUqGY7uypYg>

6. Listening «Dealing with Burnout — How to Beat It!»

<https://www.youtube.com/watch?v=P9QcP6zg7-w>

Listen and answer the questions:

1. What does Mike compare the mental/ brain capacity with? Do you agree with him?
2. What does Mike advise to do to deal with burnout?

7. Discuss in groups such situations.

1. The best student of your group got burnout. Role-play a talk with him.
2. Your spouse, who gets much money, got burnout. Give advice what to do.
3. Your friend, who is a last year student, got burnout! Help him!

Choose a situation and make up a recovery plan for a week

SATURDAY:

SUNDAY:

MONDAY:

TUESDAY:

WEDNESDAY:

THURSDAY:

FRIDAY:

8. DILEMAS «JOB BURNOUT»

1. You Keep Running Into Conflict With a Difficult Co-worker

You've tried to be nice, but every conversation with him devolves into disagreement and strife, which makes it hard to get shared projects done — and considering that we spend one-third of our waking time with co-workers, you'd like more harmonious relations.

2. Your Boss Doesn't Notice the Work You Do

You're churning out reams of work, winning over clients, and generally being an all-around bad-ass, but none of it has registered on your manager's radar.

3. You've Made a Major Mistake That Truly Harmed Your Team

You're human and you'll make mistakes now and then, but when it's high-profile (like a damaging quote in a news article) or costly (like losing a major account), it can be hard to know how to face your boss.

9. JOB BURNOUT INVENTORY

Circle which number best describes your feeling

1 — I almost never feel this way

2 — I occasionally feel this way

3 — I frequently feel this way

4 — I almost always feel this way

1.	I like to be in control	1	2	3	4
2.	Life should be fair	1	2	3	4
3.	I have a hard time saying «no»	1	2	3	4
4.	I like things to be perfect	1	2	3	4
5.	I have high expectations of myself	1	2	3	4
6.	I worry about what people think	1	2	3	4
7.	If I want done it right, I do it myself	1	2	3	4
8.	I feel guilty easily	1	2	3	4
9.	I should not fail	1	2	3	4
10.	People should be nice to me	1	2	3	4
11.	I do not like to make waves	1	2	3	4
12.	I think people take advantage of me	1	2	3	4

13.	I feel like my situation is hopeless	1	2	3	4
14.	My life is running me	1	2	3	4
15.	Things never seem to go my way	1	2	3	4

Add the actual numbers circled in each column:

Grand total =

0–15 — You are a stress reject. You are a relaxed person and you don't need training... unless you ever deal with stressed people.

16–25 — You are a stress novice. You experience a mild amount of anxiety and stress.

26–35 — You are a stress expert. You are anxious, irritable and stressed most of the time.

36–60 — You are a stress master. (burn-out) you are very anxious and dissatisfied with yourself and others most of the time.

If you circled a 3 or 4 statements **1, 4, 5, 7, 9** — You tend to be a **Perfectionist**.

If you circled a 3 or 4 statements **3, 6, 8, 10, 12, 14** — You need to work on being more **Assertive**.

If you circled a 3 or 4 statements **2, 5, 7, 9, 10** — You have unrealistic **Expectations**.

If you circled a 3 or 4 statements **2, 8, 10, 12, 13, 15** — You tend to see yourself as a **Victim**.

What is the difference between stress and burnout? Analyse the following.

SO... Are you on the road to burnout?

10. Translate:

На даний час не існує однозначної відповіді на запитання про те, що ж є головним у виникненні професійного

вигорання, що є основною причиною — особистісні характеристики людини чи організаційні. Синдром вигорання — це фізичне, емоційне або мотиваційне виснаження.

Цей синдром зазвичай розцінюється як стрес-реакція у відповідь на виробничі й емоційні вимоги, що походять від зайвої відданості людини своїй роботі із супутньою при цьому зневагою до сімейного життя або відпочинку. Безперервне або прогресуюче порушення рівноваги неминуче призводить до «професійного вигорання». «Вигорання» є не просто результатом стресу, а наслідком некерованого стресу. Цей стан виникає внаслідок внутрішнього накопичення негативних емоцій без відповідної «розрядки» або «звільнення» від них. По суті — це дистрес або третя стадія загального адаптаційного синдрому — стадія виснаження.

Серед симптомів, що виникають першими, можна вирізнити загальне почуття втоми, вороже ставлення до роботи, загальне невизначене почуття занепокоєння. Сприймання роботи як такої, що постійно ускладнюється та стає менш результативною. Людина може легко розгніватися, дратуватися, почувати себе виснаженою та бути налаштованою надзвичайно негативно до всіх подій.

Результати досліджень показують, що найбільш чутливими до вигорання, є молоді люди (19–25 років), які при зіткненні з реальною дійсністю, що не відповідає їх очікуванню, отримують емоційний шок та люди старшого віку (40–50 років). Досить часто можна спостерігати як у чоловіків, так і у жінок, професійне вигорання у віці 30 років. Можливо, причиною є криза 30 років, яку психологи часто називають «проблемою сенсу життя». Аналізуючи пройдений життєвий шлях, людина бачить, як при сформованому і зовні благополучному житті все-таки недосконала її особистість. Відбувається переоцінка цінностей і буває так, що кар'єрні досягнення в цьому віці втрачають сенс.

Емоційне виснаження розглядається як основна складова «професійного вигорання» та характеризується зниженим емоційним фоном, байдужістю або емоційним перенасиченням.

Деперсоналізація проявляється в деформації стосунків з іншими людьми. В одних випадках це може бути зростання залежності, а в інших зростання негативізму, цинічності налаштувань і почуттів щодо інших людей.

Редукція особистих досягнень полягає або в тенденції до негативного оцінювання себе, своїх професійних досягнень та успіхів, негативізмі щодо службової гідності і можливостей, або у нівелюванні особистої гідності, обмеженні своїх можливостей, обов'язків щодо інших, тощо.

LESSON 10

NEGOTIATIONS

1. Read the text and do the activities offered:

At first glance, you may think that English speakers have a huge advantage over non-natives.

Continue the sentence:

a) English speakers have a huge advantage over non natives because...

- 1)
- 2)
- 3)

However,

During a business meeting in English with non-native speakers, everybody can understand each other with a basic, yet effective, level of English. But when there is a native English speaker the conversation becomes shorter, understanding lessens and nobody wants to express themselves at the risk of showing their level of English. Even worse, some wouldn't accept a challenge to catch what a native speaker says or ask them to repeat. It's a big problem for native speakers themselves. Natives have a difficult time fully expressing their thoughts to non-natives. Luckily, native English speakers are largely a minority, comprising just 12 % of the world's population. And current English, as on the Internet or in international commerce, is nothing compared to Shakespeare (or even the English taught in classrooms). Today, it's a technical language, lacking style and focusing on efficiency in global understanding.

b) What is more important: to speak with mistakes and use simple phrases but understand each other (which will spoil the language)

Or constantly practice and improve English so that everybody speaks well (but sacrifice fluency)

c) What is learning English: Agree / disagree and comment (work in groups of 3)

- a) Huge business
- b) Fun
- c) Good Team Building
- d) Memory practice
- c) Tool for higher salary
- d) Tool for communication.
- e) Tool for travelling.

GOAL: How to sound understandable for all (natives and non-natives)

2. Make a set of useful templates:

Asking for something, use:

1) Can I ask you to... Could you ...

- a. Будьте люб'язні, надайте мені доступ до файлу, як тільки у Вас з'явиться вільна хвилинка.
- b. Хочу Вас попросити відправити мені цей документ до кінця дня.
- c. Ти міг би мені сказати телефон директора?
- d. Перешли, будь ласка, листа від замовника.

2) Do you mind if we..... Do you mind _____ing.....Do you mind (noun)

- a. Ви не проти, якщо ми змінимо розклад.

- b. Ви не заперечуєте, якщо ми прийдемо на годину пізніше.
 - c. Я можу відправити Вам це через час.
 - d. Ми можемо виконати це завдання пізніше.
 - e. Ти не проти перенести час зустрічі на 2 години.
 - f. Ви не проти пообідати зі мною.
- 3) I am (was) wondering if...
- 4) Providing your idea. Offer and Suggest.....
- 5) Answering the request/question

I prefer

Certainly

Definitely

Sure

I am going to do it...

Sorry, I have to refuse because...

I hope so. I think so. I guess so.

*https://www.youtube.com/watch?v=j_mMowcN0Fs —
upgrade your negotiating skills, watch it*

3. We all communicate, all of the time. We're communicating right now, in fact.

And not just us, if you're sitting in a room with other people while reading this, then you're communicating with them too, albeit quite poorly.

Being a naturally good talker and a good listener are both incredible qualities to possess, as anyone who considers themselves bad at either or both can attest to.

Communications expert Carol Fleming says that there is no hard and fast rule when it comes to becoming a great communicator, but there are five tips to help get you there.

Empathy: If you want to feel like you're getting heard, then you better be listening yourself. If you sit and listen — really listen — to someone else, then they are far more likely to return the favour.

Small Talk: This can sometimes be a bit of a mind-melter, but as Fleming puts it, it is more «about relationship, not content.» So yes, you can literally talk about the weather in order to make each other feel more comfortable before moving on to the proper Deep and Meaningful.

First Impressions: Opinion is out on this way, but subconsciously we are judging people all of the time, with the biggest opinion being made — yep — in that first meeting. Even before we open our mouths, we're being judged on how we enter a room, how we stand, where we place ourselves with groups of people. So making a good first impression is easier than making a bad one, and then having the uphill struggle of having to change it.

No Electronics: Mobile phones have made communication easier, but also far less personal. We all already knew that, but when it comes to having a proper conversation with a friend or loved one (or even a stranger, for that matter), it's simple. Put the phones away.

Assume The Best: This is probably the hardest one to conquer, but also the most rewarding. Fleming says that if you assume the best about the person that you're talking to — that they aren't lying or exaggerating what they're saying, or that they aren't anything less than a good person — then that feeling is usually reciprocated, which leads to great communication!

So there you have it. A lot of these seem pretty obvious, but it can be amazing how quickly we can forget obvious stuff when faced with the simple task of «having a conversation».

So if you want to be a better talker and a better listener, you just need to be a little better at being actively aware of what you're doing when the conversation is taking place.

4. Use common English phrases: <https://www.youtube.com/watch?v=bj5btO2nvt8>

1. How is it going?
2. Long time no see!
3. What have you been up to?
4. Can't complain!
5. How do you know?
6. Sounds good!
7. It's very kind of you.
8. Thank you in advance!
9. No worries.
10. What's going on?
11. I didn't catch!
12. Fingers crossed!
13. Things happen!
14. Sorry to bother you.
15. You were saying?
16. Good for you!
17. You are kidding me!
18. You rock!
19. Can't argue with that!

20. You got me there!
21. 100 % right/wrong
22. Feel under the weather!
23. Get better! Get well!
24. More or less...
25. Never mind!
26. My bad!
27. Could you do me a favor!
28. I owe you one!
29. Enjoy your meal/coffee!
30. Help yourself with!
31. How come!
32. Would you happen to know?
33. Right away/off — Directly, at once. Example: Right away, I can say that the idea is great!
34. Likewise — I feel the same!
35. It totally slipped my mind. — I forgot!
36. It's up to you!
37. To be on track!

5. Practice — Chose a partner and role-play a situation.

1. Talk with your partner about the latest events in their life.

How is it going?

Can't complain!

You are kidding me!

How come that...

2. Talk to your partner about your future plans.

Can I ask you...

Fingers crossed!

Thank you in advance!

You rock!

3. You feel not good!

Feel under the weather!

Get better! Get well!

Could you do me a favor!

I owe you one!

4. You are asked a piece of advice about where to spend a weekend in Ukraine.

Would you happen to know?

It's up to you.

Thank you anyway.

5. You are asking about the ongoing working day.

What have you been up to today?

It's very kind of you.

I didn't catch. You were saying?

6. You are asking for a link to a very interesting website about technologies.

Could you do me a favour?

I owe you one!

Never mind!

My bad!

7. You haven't seen each other for long!

How is it going?

Long time no see!

Good for you!

How do you know?

6. Role play the moment with small talk phrases:

- a. You didn't hear the last phrase of your colleague at the meeting.
- b. You'd like to ask a question but the person is busy.
- c. You see someone drinking tea.
- d. You don't believe what the person is telling you.
- e. Your colleague is telling you about their achievement.
- f. Someone is asking you a question and you don't know what to say.
- g. Your friend apologizes for forgetting to congratulate you on your birthday.
- h. You are asking for some help.
- i. You would like to share some cookies, you brought to the office, with your colleagues.
- j. You didn't catch the time of the meeting.
- k. You'd like to discuss several issues regarding your current project.
- l. You forgot to do something people asked you about. It is your fault.
- m. You haven't seen your friend for a long time.

7. Role-play a small talk.

What can you speak about?

Weather, politics, accessories, gadgets, compliments, books, food, environment, the trip, family, travelling, culture, music, religion, holidays, sports, common stuff (people you both know, etc.)

Tip: Use the ARE format a method from communications expert Carol Fleming

- Anchor: Find something you two have in common right now. For example, «This workshop is really useful!»
- Reveal: Share something personal with the other person. For example, «I attended the previous one and got to know many interesting people».
- Encourage: Invite them to share something personal. For example, «As far as I understand, such events are routine for you, aren't they?»

<https://www.youtube.com/watch?v=F1-vu53gwak> — watch it

1. You have to small talk to your colleague, a woman whom you met at a restaurant. (saw her several times)
2. You have to small talk to your boss, whom you see for the first time (in your office).
3. You have to small talk with your customer, whom you've accidentally met in Barcelona.
4. You have to small talk to an HR manager who is going to interview you.

8. Read the text. Pay attention to the underlined words:

We all negotiate all the time: with our husbands and wives, with our parents and our children, and with our friends and colleagues: *What time do the kids have to go to bed?; Whose turn is it to go to the supermarket?; Can you help me with my presentation?* Of course, these situations don't always feel like negotiations, but they have a lot more in common with professional negotiations

than you might think. On the other hand, the situations that we tend to think of as ‘typical negotiations’, such as buying a used car, haggling over the price of an overpriced souvenir in a tourist trap, or selling your flat, are much less typical than they seem. In these cases there’s no time or need to build long-term relationships. In business, almost all negotiations are long-term.

Good negotiators build strong long-term relationships. In many ways, this is even more important than the traditional ‘bargaining’ element of negotiations. If you leave the negotiation feeling defeated or cheated, you’re not going to negotiate with that person again. If you find out later that the other person took advantage of your naivety, again, you’re not likely to want to do business with that person.

Relationship-building techniques:

1. Finding things in common;
2. Showing an interest;
3. Flattery;
4. Generosity;
5. Gratitude;
6. Personal touches.

But if you do find yourself in a negotiation with a professional manipulator, what can you do to protect yourself? The three keys are awareness, preparation and control. Firstly, simply be aware of the situation and its risks. Think very carefully before making any commitments. Secondly, find out as much as you can before the negotiation, especially concerning prices — what price are other people offering for similar products and services?

You also need to research your own needs very carefully, including a deep understanding of what you don’t need. Thirdly, make sure you don’t lose control. Don’t be afraid to walk away

from a negotiation if you're not sure, and take time to discuss your concerns with friends and colleagues.

There are 2 negotiation types: distributive negotiations, integrative negotiations.

Distributive negotiations — «Play your cards close to your chest» — Give little or no information to the other side. The less they know about our interests, our preferences, or why we want to make the purchase, the better our position is. Try to get as much information from the other side as it possible.

Integrative Negotiation — Everybody wins smth.

It's true that integrative negotiations require a more developed set of business negotiation skills. The word integrative means to join several parts into a whole. Conceptually, this implies some cooperation, or joining of forces to achieve something together. Usually it involves a higher degree of trust and a forming of some relationships. Both parties want to walk away feeling they've achieved something good. It is often described as the win-win scenario.

9. Answer the questions:

1. In what situations do you negotiate? Who do you negotiate with? Think about both — your work and your private life.
2. What's the difference between sales techniques and negotiation techniques?
3. What makes a good negotiator?
4. How important are trust and liking in negotiations?
5. How can you avoid being manipulated in a negotiation with a more experienced negotiator?
6. Speak on each type of negotiations.

10. Translate the following sentences into your native language

1. Play your cards close to your chest.	
2. Purchasing products or services are simple business examples where distributive negotiation bargaining is often employed.	
3. Many people don't like to negotiate because they view it as a hassle.	
4. A distributive negotiation usually involves negotiators who start from never having had a previous relationship, like starting from the scratch.	
5. Our and their interests are usually self-serving.	

<https://www.youtube.com/watch?v=NeWWU6nTvEA> watch it, discuss the issues

https://www.youtube.com/watch?v=q-0wJGZ_J3I watch it, pay attention to some useful tips

<https://www.youtube.com/watch?v=RfTalFEeKKE> why principles, not rules in negotiations

<https://www.youtube.com/watch?v=qyL7TG6SzDU> watch it, comment on the story

11. Dialogues

Fiona Jackson is in Munich to negotiate the sale of up to five large industrial packaging machines to a large manufacturing

company. Read these three extracts from her conversation with Hans Braun, the Director of Operations.

Answer the questions for each extract.

Extract 1

1. How do Hans and Fiona flatter each other? What adjectives do they use?
2. How do they respond to each other's flattery? What grammatical structure do they both use?
3. Why do you think they focused on flattering each other's companies?

H: Ah, hello. Ms Jackson? I'm Hans, Hans Braun.

F: Good to meet you at last, Hans, after all those emails. And please call me Fiona.

H: OK, welcome to Munich, Fiona. Sorry to keep you waiting, by the way. I had an urgent phone call and couldn't get away.

F: No problem. I was just admiring your brochure. It's really impressive. I didn't know you had so many famous clients!

H: Thanks. Yes, well, we've got a great sales team, and we really go for quality in a big way here, much more than some of our cheaper competitors.

F: Well, it certainly seems to be an effective strategy, judging by these recommendations.

H: Thank-you. Yes, they're very positive, aren't they? We've also heard some great things about your company. I was looking at your website yesterday, and I thought it was really interesting. I loved the 'Our story' section, you know, the story about how your founder started the business from nothing. Fascinating.

F: Yes, it's amazing, isn't it? I'm glad you read that — it means you've got a better idea about our approach to business.

Extract 2

4. What do you think of Hans's opening question? How else could he start a conversation to find things in common?
5. How many things in common did they find?
6. What phrases do they use to show interest?
7. What techniques did they use to echo what the other person said?
8. What example of generosity and gratitude is in the conversation?

H: So, is this your first time in Munich, Fiona?

F: Well, yes and no. I came with my family when I was about 14, but ... well, that was a very long time ago. I don't remember much about it ... just museums and football.

H: Football? Are you a fan?

F: Not really. But my dad was ... I mean he still is, obsessed with it. So he took us to matches all over Europe.

H: Wow. That's really interesting! I'm also a little obsessed with football, but I don't drag my kids around to watch matches!

F: No, it wasn't so bad. It meant we got to see lots of interesting places. How many kids have you got?

H: Three: two girls and a boy. They're growing up fast. My eldest daughter is at university already.

F: Really? You must be very proud. My kids are still very small, so I've got all that to look forward to. What does your daughter study?

H: English, would you believe? She wants to study in Bristol next year.

F: Bristol? That's interesting. My brother studied there. He had a wonderful time. It's a really nice city. I could ask him if he's got any advice, you know, where to go, where to avoid.

H: Well, that would be excellent. I'd really appreciate that. You know what it's like to be a parent — you never stop worrying about your kids.

F: Absolutely. My son's going on karate camp next week, his first time away from mum and dad, and I'm really stressed about it. He's only nine.

H: Karate camp? Sounds interesting. I used to do a bit of karate myself, many years ago. Is he good at it?

Extract 3

10. What is the main example of generosity in this conversation?

11. How does Hans add a personal touch?

12. How does Fiona express gratitude? What do you think of the two techniques she uses?

H: So I thought we'd start with a tour of our factory, so you get a really good sense of what we do here and what we need. I'd also like to introduce you to a few of our key people here, if that's OK.

F: That's great. It all helps me to get a better picture of how we can help you.

H: That's what I thought. And then for lunch, I'd like to take you to one of my favourite restaurants ... a short drive out of the city.

F: Oh ... that would be lovely, but please don't go to any trouble. I'd be happy with a sandwich!

H: No, I wouldn't dream of it. This project is very important to us, so we want to treat you well! It's a lovely restaurant, and I've booked my favourite table.

So I hope you're hungry!

F: Well, that's very kind of you. In that case, you must let me return the favour if ever you visit our factory in Edinburgh.

H: OK, that sounds nice. Thank-you.

12. Role-plays: Students read their instruction cards, then roleplay the conversations in pairs.

Student A:

You are a good employee; you work hard, and you get good results. Most of your colleagues got pay raises recently, but you didn't get one. Go and speak to your manager (student B), and ask for a raise.

Student B:

You are the manager of the department. You recently gave pay raises to some of your staff. However, you didn't give student A a raise, because you are not particularly pleased with his/her work.

Student A:

You have been working extremely hard recently, and you are absolutely exhausted. Go and ask your manager (student B) for a few days off work.

Student B:

You are the manager. You have just discovered that a very big order is coming in tomorrow! All your staff will need to work very long hours for the next two weeks, to fill this order.

Student A:

Your manager (student B) has asked you to come and talk to him/her. You're not sure what this is about.

Student B:

Unfortunately, one of your employees (student A) has been stealing stationery. You have asked this employee to come and speak to you in your office. Give him/her a warning.

Student A:

You work in a department with a lot of difficult people, and unfortunately you argue with them a lot. It's not your fault, it's theirs! Two weeks ago, your manager (student B) called you into his/her office and told you to try to resolve the situation. You have been trying really hard. Now your manager has asked you to come into the office again.

Student B:

One of your employees (student A) is causing a lot of problems, and many of his/her colleagues have complained to you about him/her. Two weeks ago you spoke to student A about these problems, but the situation has become even worse. You have decided to fire student A.

Student A:

You recently started taking English lessons at a private language school. However, the teachers are unqualified and always late, the classrooms are small and dirty, and the 'new' textbooks are obviously secondhand. You have paid for a course of 12 weeks. Go and speak to the manager of the school (student B), and ask for your money back!

Student B:

You are the manager of a private language school. One of your students (student A) wants to complain about something.

Student A:

You and student B are married. You want to have dinner at «Апрел» for your wedding anniversary...

Student B:

You think it's too expensive. Try to convince your husband.

Student A:

You are the CEO of marketing company. One of your managers is feeling overworked and wants to hire a full-time

assistant to help her. She is a very hard worker and you want to satisfy her needs. HOWEVER, some of the lazier managers might get angry if you let her have an assistant.

Student B:

You are a very successful manager at a marketing company. You are feeling overworked and stressed. You want to hire a full-time assistant to help you. Negotiate with the CEO to get the help that you need.

Part B. PROBLEMSHOOTING

1. Answer the questions:

1. How do you know when to shoot a problem on your own or to ask for help?
2. What is the difference between problem-solving and decision-making?
3. What is the main difference between systematic and intuitive problem-shooting?
4. How does computer technology help in group problem-solving? How does it hurt?
5. Are you more of an intuitive or systematic problem shooter? How well does your typical process work for you? What is it like for you when you have to work with someone whose approach to problem solving is very different from yours?
6. Is it possible for you to cope with complex situations in a stressful environment?

Let's discuss: It's been said that problem finders are dime a dozen, but problem solvers are worth their weight in gold.

2. The Seven Steps of Problemshooting

1. Identify the problem

Clearly state the problem. (Short, sweet and to the point.~)

2. Establish what you want to achieve

In one sentence answer the following question: How will I know I've completed this project?

List criteria and constraints: Criteria are things you want the solution to have. Constraints are limitations, sometimes called specifications, or restrictions that should be part of the solution. They could be the type of materials, the size or weight the solution must meet, the specific tools or machines you have available, time you have to complete the task and cost of construction or materials.

3. Gather information and research

Research is sometimes needed both to better understand the problem itself as well as possible solutions. Don't reinvent the wheel — looking at other solutions can lead to better solutions. Use past experiences.

4. Brainstorm possible solutions

List and/or sketch (as appropriate) as many solutions as you can think of.

5. Choose the best solution

Evaluate solution by: 1) Comparing possible solution against constraints and criteria 2) Making trade-offs to identify «best.»

6. Implement the solution

Develop plans that include (as required): drawings with measurements, details of construction, construction procedure. Define tasks and resources necessary for implementation. Implement actual plan as appropriate for your particular project.

7. Test and evaluate the solution

Define how you might modify the solution for different or better results.

3. Split into teams of 5, prepare a small and funny presentation of your company which should include a slogan, logo, a few words about the company business and people who are working for the company.

4. Discuss in your group a strategy about how to make your company competitive: Use the tips for help.

Know the competition. Find out who your competitors are, what they are offering and what their unique selling point (USP) is. This will identify the areas you need to compete in.

Know your customers. Customer expectations can change dramatically when economic conditions are unstable. Find out what matters to your customers now — is it lower price, more flexible service, the latest products?

Differentiate. It's essential to give your customers good reasons to come to you rather than a rival.

Step up your marketing. Make more effort to tell people who you are, what you sell and why they should buy from you. It doesn't have to be expensive; marketing can range from posters in your window and leaflet drops through to advertising campaigns in local media.

Update your image. Simple steps such as painting the front of your premises can make your business look more modern and inviting. But look also at business cards, stationery, your website, branded packaging, clothing and so on.

Look after your existing customers. They will be your competitors' target market. Provide better customer service by being more responsive to their needs and expectations. If feasible, consider offering low-cost extras such as improved credit terms, discounts or loyalty schemes.

Target new markets. Selling into a greater number of markets can increase your customer base and spread your risk. Consider whether you can sell online or overseas, for example.

Expand your offer. What related products or services might your customers be interested in? You might even consider diversifying into another area — many cafes have successfully offered Internet access, for example.

Be the best employer. Skilled, motivated staff make vibrant, growing businesses. But attracting them means more than paying a competitive wage — people are often more impressed by a good working atmosphere and benefits such as flexible working and structured career development.

Look to the future. Businesses that plan for growth are more successful than those that are happy to stay still. Keep up with developments in your sector, follow consumer trends, invest in new technology and — crucially — have a clear idea of where you want to be in one, three and five years' time.

5. Make two lines, then quickly come up to the board and write one item of your strategic plan, take turns doing it until you have nothing to write. The team who will write the last sentence is the winner.

Vocab for help:

competition

конкуренція

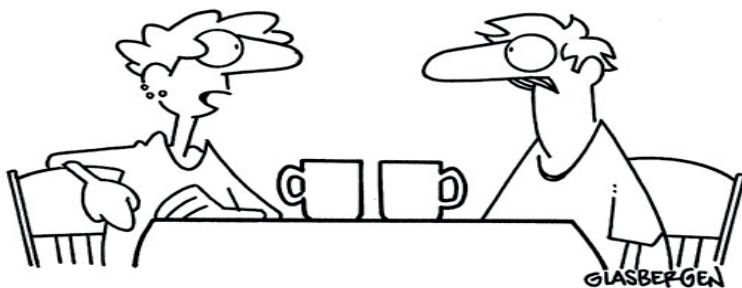
competitor

конкурент

rival ['raɪvəl]	суперник
to compete in	конкурувати
unique selling point (USP)	унікальний предмет продажу
customer expectation	очікування клієнтів
economic conditions	економічні умови
leaflet drops	листівки
advertising campaigns	рекламні кампанії
target market	цільовий ринок
feasible ['fɪzəbl]	можливий
related products	супутні товари
diversifying [daɪ'vɜːsɪfaɪŋ]	урізноманітнювати
motivated staff	мотивований персонал
a competitive wage	конкурентоспроможна заробітна плата
follow consumer trends	слідують споживчим тенденціям

Role play

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**"Let's compromise. You do everything I say
and I'll say everything you do."**

Your company is selling an IT product (services, apps, computers, Internet services). Prepare a description of your product in details (in your group, there is a spy, he / she should collect all the information from you and share the details with the Board of Directors of his company, now they should say as many details about their competitor as possible).

6. Imagine that you are the one who won the competition, say what you would do in the case.

If I won Presidential elections in Ukraine, I would...

If I won Presidential elections in the USA, I would...

If I were the best student of the university, I would....

If I were the best employee at Apple Inc., I would...

If I won a grant for creating an application to improve my city I would...

If I were a billionaire I would...

LESSON 11

HOW TO GIVE A KILLER PRESENTATION

<https://www.speakconfidentenglish.com/prepare-presentations/> — watch it, use the tips for your own presentations

7 Strategies to Prepare a Presentation in English

Strategy 1: Plan, Plan, Plan

Before you do or write anything, spend some time thinking about what you want to say for this opportunity to present. You can use these two questions to help you:

Where is your audience now (before your presentation)?

In other words: what do they currently know or not know? Is there something they are missing?

Where do you want your audience to be after your presentation?

What do you want your audience to know or do or think or believe after your presentation?

Strategy 2: Know Your Who and Your What

Who is your audience? You want to know the kind of people you will be speaking to so you can offer the right information, use the right language and think about the best visual aids.

What is your purpose? Generally, presentations are used to teach, to inform, to motivate, to persuade or to encourage action. When you understand the purpose of your presentation, it will be easier for you to use the correct language and the correct style. It will also help you organize your presentation well.

Strategy 3: Get Organized

Presentations in English generally have 3 parts:

- Opening (Introduction)
- Body (Main Points and Details)
- Closing (Summary)

In the next several weeks, you will learn exactly what you need for each section of your presentation.

Important advice: Limit the number of main points in your presentation from 3 to 5 (no more than 5!). You want your audience to be well-informed but not overwhelmed.

Strategy 4: Show, Don't Tell

In English, we love stories and pictures to help us remember information.

What about you? Have you ever listened to a presentation that has a LOT of numbers and statistics and data and dates? Do you remember any of that information now? Most people say «no» to that question.

In English, the expression «show, don't tell» means help your audience understand your main points through stories, visual aids and/or strong action words.

People remember stories, not numbers.

When you can, use a story or a great visual aid to help your audience remember your key points.

For example: If you are presenting scientific information and you want to use a number to talk about how many cells are in the human body. According to an article by Smithsonian, there are 37.2 trillion cells in the human body!!! How many is that?

I have no idea!

Instead you could use a picture to help you. Imagine the largest sports stadium and every seat is filled. Show this picture and now tell people how many full stadiums you need for 37.2 trillion.

With a picture, your audience can visualize this big number. And it will be easier to remember.

Strategy 5: Talk, Don't Read

This one is so important. Please, please, please do not read your presentation.

For an audience, when someone reads a presentation it:

- Is boring
- Shows you didn't prepare well

Of course, you can use note cards to help you remember and to stay focused. But talk to your audience. Look at your audience. Move around. Be comfortable and natural.

Also, do not be afraid to go slow!

A good presentation does not mean speaking fast. Remember: this is the first time your audience is hearing this information. They need time to hear and to think about what you are saying. You will help them (and you!) if you speak slowly.

Strategy 6: Think Ahead

One of the scariest parts of a presentation in the Q&A (= question and answer) part of the presentation. Most people fear they will not:

- Understand the words of the question
- Understand the accent of the person speaking
- Know what to say
- Remember the words they need

A Q&A session doesn't always happen but if you have to do this, here is how you can calm your fears:

Review your presentation. Think about your audience (remember the Who Are They question!). Can you identify any likely questions?

Give your presentation to your peers, colleagues, friends, and family. Ask them what questions they have. It is possible they will have some of the same questions as your audience.

Strategy 7: Practice, Practice, Practice

You must practice. Say your presentation out loud many times. Practice your presentation in front of your work colleagues, your friends, your family.

The more you practice, the more prepared and confident you will be.



Ask For Feedback? Will you do it? Is it important?

For better results and to know if you're improving, record yourself or ask someone to watch you. Ask them to give you honest feedback. Don't accept feedback like «that was great.» Insist they go into the details. Offer them a pen and paper to take notes as you present.

HOW TO LOOK CONFIDENT WHEN GIVING YOUR PRESENTATION

Make eye contact. Making eye contact is the first step to building trust with your listeners. «Eyes play a key role in human social encounters,» according to one research report. «When humans observe others' faces, eyes are typically the first features that are scanned for information.»

There's a simple way to get better at this, but it takes a little work: Record yourself practicing your presentation in front of a small audience. Watch the recording, noting all of the times you look at your slides instead of at your audience. Practice, and record again. Every time you do, try to spend less time talking to the slides and more time making eye contact with your listeners. Rehearse until you have the presentation down cold.

Keep an open posture. Open posture means that there's no barrier between you and the audience. This includes your arms. An uncomfortable speaker might unconsciously cross their arms, forming a defensive pose without being aware that they're doing it. Confident speakers, by contrast, keep their arms uncrossed with their palms turned up.

But your hands and arms are just one barrier. There are others to eliminate.

A lectern is a barrier. Stand away from it. A laptop between you and your listener is a barrier. Set it to the side. If you keep your hands in your pockets, take them out. An open posture takes up more space and makes you feel more confident. If you feel confident, you'll look confident.

Use gestures. Confident speakers use gestures to reinforce their key points. One study found that entrepreneurs pitching investors were more persuasive when they used a combination

of figurative language (stories, metaphors) and gestures to emphasize their message.

Find areas of your presentation where gestures will come across as natural, and use them to highlight key points or emphasize a concept. If you're listing a number of items, use your fingers to count them off. If you're talking about something that's wide or expansive, stretch your arms and hands apart. One analysis of popular TED speakers, like Brené Brown and Tony Robbins, found that they tend to bring their hands to their heart when sharing personal stories. Your gestures will reflect your feeling toward the topic you're discussing and invite the audience to engage with you on a deeper, emotional level.

HOW TO SOUND CONFIDENT

Eliminate filler words. Avoid words that serve no purpose except to fill the space between sentences. These are words like um, ah, like, and the dreaded, you know? Excessive filler words can be irritating to listeners, and make speakers sound unsure of themselves. Eliminating them is also one of the simplest habits to fix.

Start by studying the verbal delivery of sports commentators. The ones who are at the top of their game rarely use filler words. Instead, before speaking, they think about what they want to communicate next, and deliver their comments precisely and concisely. Listen to Jim Nantz calling a golf event, Bob Costas calling the Olympics, or Al Michaels calling a football game for great examples. After years of practice, these announcers have become skilled at delivering just the words they want you to hear.

How did they get there? By spending hours in front of the television, reviewing videos of their performances.

Use this same strategy. Turn on the video or microphone of your smartphone and record yourself presenting. Play it back.

Your goal is to gain awareness around the filler words you use most. Write them down, and practice again. When you catch yourself about to use one, err on silence instead to develop a smoother, polished delivery.

Take time to pause. Most people use filler words because they're afraid of silence. It takes confidence to use dramatic pauses. A pause is like the period in a written sentence. It gives your audience a break between thoughts.

A recent story in the New York Times, for example, calls attention to the silence in between notes of a classical music piece, explaining why short pauses draw so much attention. As social beings, we are hard-wired to pay attention to breaks in the flow of communication. «We recognize the pregnant pause, the stunned silence, the expectant hush,» the author writes. «A one-beat delay on an answer can reveal hesitation or hurt, or play us for laughs.»

Pauses are interpreted as eloquence — in music and in public speech. A simple way to learn the power of the pause is to choose one or two phrases in your next presentation that express the key message you want to leave your audience with. Pause before you deliver those lines. For example, «The most important thing I'd like you to remember is this...» Pause for two beats before you complete the sentence. Whatever you say next will be instantly memorable.

Vary your pace. Confident speakers vary the pace of their verbal delivery. They slow down and speed up to accentuate their most important points.

Audiobooks are recorded at a moderate pace of 150 to 160 words per minute. It's slow enough to be understood, but not so fast that the listener has a hard time keeping up. TED speakers, similarly, speak around 163 words per minute, right in the sweet spot.

But here's the trick. The best speakers speed up to around 220 words a minute when they want to embellish a certain story detail and keep listeners engaged. When they want to accentuate a certain message, they pause, then deliver their words at a slower pace.

Take TED speaker and human rights attorney, Bryan Stevenson. He delivered a presentation that earned the longest standing ovation in TED history. Stevenson is a masterful public speaker. He constantly varies his pace to keep the audience riveted. In one anecdote about meeting civil rights hero, Rosa Parks, Stevenson sped up when he rattled off a long list of what his non-profit intended to accomplish.

2. Warm up. Answer the questions.

1. Have you attended many presentations?
2. Have you given many presentations?
3. Why are presentations given?
4. Are you an expert in giving presentations?
5. Would you like to become a good presenter?
6. How does a presenter feel before, during and after giving a presentation?
7. What problems can there be in giving presentations?
8. What advice would you give to someone giving a presentation for the first time?
9. What are some of the great speeches in history that you can think of?
10. Who are the greatest speakers that you can think of (past and present)?
11. What are the characteristics of a great speech?

3. USEFUL PHRASES AND STRATEGIES FOR PRESENTATIONS

INTRODUCTION

Welcoming and greeting the audience

Hello, everyone. I'd like, first of all, to thank the organizers of this meeting for inviting me here today.

Good morning everyone and welcome to my presentation. First of all, let me thank you all for coming here today.

Good morning, ladies and gentlemen. It's an honour to have the opportunity to address such a distinguished audience.

Hello/Hi everyone. Thanks for coming.

Introducing yourself (name, position, responsibilities)

Let me introduce myself. I'm Olesia Boivan from Vasyl Stus Donetsk National University...

Let me start by saying just a few words about my own background. I'm a Professor (Associate) of the Department of the Theory and Practice of Translation, Faculty of foreign Languages, Vasyl Stus Donetsk National University.

For those of you who don't know me already, my name's ... and I'm responsible for...

Saying what your topic/title/subject is

What I'd like to present to you today is...

As you can see on the screen, our topic today is...

The subject/focus/topic/title of my presentation/talk/speech is...

In this talk, I/we would like to concentrate on...

In my presentation I would like to report on...

I'm here today to present...

Explaining why your topic is relevant for your audience

Today's topic is of particular interest to those of you who...

My talk is particularly relevant to those of you who...

By the end of this talk you will be familiar with...

Stating your purpose/objective

The purpose/objective/aim of this presentation is to...

Today I'd like to give you an overview of...

I'd like to update you on/inform you about/put you in the picture about/give you the background to/present the results of my research...

During the next 20 minutes we'll be...

This talk is designed to act as a springboard for discussion.

This morning I'm going to be talking to you about/ telling you about/ showing you how to deal with/ taking a look at the recent development in/ reporting on the results of the study we carried out...

What I'm going to do/What I intend to do is describe to you/show you/tell you about...

Presenting the outline/organization/structure of your presentation

I've divided my presentation into three main parts.

In my presentation I'll focus on three major issues.

We thought it would be useful to divide our talk into three main sections.

We can break this area down into the following fields:...

The subject can be looked at under the following headings:...

We have organized this talk in the following way:...

This presentation is structured as follows:...

This talk will cover two current theories on the topic of...

Sequencing

My first point concerns...

I'll begin/start off by... Then I'll move on to... Then/Next/ After that, I'll be looking at...

First/First of all, I'd like to give you an overview of...

Secondly/Then/Next, I'll focus on...

Thirdly/And then, we'll consider...

Finally/Lastly/Last of all, I'll deal with...

So, I'll begin by filling you in on the background to/ bringing you up-to-date on/ giving you an overview of the history of/ making a few observations about/ outlining...

And then, I'll go on to highlight what I see as the main points of/ put the situation into some kind of perspective/discuss in more depth the implications of/ take you through/make detailed recommendations regarding...

One thing I'll be dealing with is the issue of...

I'll end with...

And finally, I'd like to address the problem of/to raise briefly the issue of...

Timing

This should only last 20 minutes.

My presentation will take about 20 minutes.

It will take about 20 minutes to cover these issues.

Handouts

Does everybody have a handout/brochure/copy of the report? Please take one and pass them on.

I'll be handing out copies of the slides at the end of my talk.

I can email the PowerPoint presentation to anybody who wants it.

Don't worry about taking notes. I've put all the important statistics on a handout for you.

Questions

If you have any questions, feel free to interrupt me at any time.

Please interrupt me, if there is something which needs clarifying. Otherwise, there'll be time for discussion at the end.

If you have any questions you'd like to ask, I'll be happy to answer them.

If you don't mind, we'll leave questions till the end.

There will be time for questions after my presentation.

EFFECTIVE OPENINGS

To make an effective presentation, it is important to get your audience interested in the first three minutes of your presentation. You need to hook your audience and cause them to pay attention to you. There are three ways to make an effective opening:

1. Give your listeners a problem to think about.
2. Give them some amazing facts.
3. Give them a story or some personal experience.

A problem

Suppose your company lost 30 % of its customer base over a three-month period because a competitor introduced a new product with some new exciting features. How would you respond to this situation?

How many of you have ever had trouble remembering words? Just about everyone, right? Well, imagine a small machine that can read your mind. When you think of a Chinese word or phrase, the machine will wirelessly transfer the correct English word or phrase to your mind. Do you think that's possible?

Amazing facts

EX.: According to a new study, the virus causing the bird flu sweeping Asia actually started in China over one year ago. An ineffective vaccine was given to chickens. Thinking the chickens were healthy, chicken farmers exported their chickens throughout Asia for a year without knowing that many of them carried the bird flu virus.

Statistics show that 1 in every 4 Americans have appeared on television and 85 % of couples who lose a child (through an accident or a health problem) get divorced.

A story

You may have heard about the 16-year-old girl from Russia who has the ability to «see» broken bones or other medical problems inside people's bodies without the help of any instrument.

Have you ever been in a situation where you wanted to change some personal habit or some physical characteristic? I remember when I was 40 years old and still weighed 50 kg and wanted to gain weight. A psychic (fortune-teller) told me to talk to the cells in my body before every meal and ask them to hold on to my food longer after I ate. I did it for six months and it turned out that at the end of six months I had gained 6 kg — the first weight I had gained since high school. (This is a true story.)

Problem technique

Suppose. . . How would you. . . ?

Have you ever wondered why it is that. . . ? You have?

Well, if I could show you. . . would you be interested?

How many of you have ever. . . ? Do you think that's possible?

Amazing facts technique

Did you know that. . . ?

According to a new study. . .

Statistics show that. . .

I read somewhere the other day that. . .

Story/anecdote technique

You may have heard about. . .

Have you ever been in a situation where. . . ? I remember when. . . It turned out that. . .

THE MIDDLE/MAIN PART OF THE PRESENTATION (SIGNPOSTING)

Saying what is coming

In this part of my presentation, I'd like to talk about...

So, let me first give you a brief overview...

Indicating the end of a section

This brings me to the end of my first point.

So much for point two.

So, that's the background on...

That's all I wanted to say about...

Summarizing a point

Before I move on, I'd like to recap the main points.

Let me briefly summarize the main issues.

I'd like to summarize what I've said so far...

Moving to the next point

This leads directly to my next point.

This brings us to the next question.

Let's now move on to/turn to...

Let's now take a look at...

Okay, let me now turn to the issue of...

Going back

As I said/mentioned earlier, ...

Let me come back to what I said before...

Let's go back to what we were discussing earlier.

As I've already explained,...

As I pointed out in the first section,...

Can I now go back to the question I posed at the beginning?

Adding ideas

In addition to this, I'd like to say that...

Moreover/Furthermore, there are other interesting facts we should take a look at.

Elaborating a point

I'd like to look at this in a bit more detail.

Can I develop this point a bit further?

Let me elaborate on this point.

Let's look at this problem in a bit more detail...

Explaining terminology

...occupational hazards, that is to say dangers which apply to certain job.

...occupational hazards, in other words dangers which apply to certain jobs.

What I mean by occupational hazards is dangers which apply to certain jobs

...occupational hazards. To put that another way, dangers which apply to certain job.

Rhetorical questions

What conclusion can we draw from this?

So, what does this mean?

So, where do we go from here?

Indicators — they prepare the audience for introducing a new point or just provide pauses before continuing

Okay / Right / Right then / Good / Now / Now then / Well now / Well then...

Interacting with the audience

Is everyone still with me?

Are you all following me so far?

DESCRIBING VISUALS

Introducing a visual

Let's now look at the next slide which shows...

Now, let's look at/let's have a look at/take a look at/I'd like you to look at...

To illustrate this, let's have a closer look at...

The chart on the following slide shows...

The problem is illustrated in the next bar chart...

As you can see here, ...

Explaining a visual

First, let me quickly explain the graph.

As the graph/table shows/indicates...

I'd like us to focus our attention on the significance of this figure here.

From Table 1 we can see/conclude/show/estimate/calculate/infer that...

The chart compares...

You can see here the development over the past five years.

Highlighting information

I'd like to stress/highlight/emphasize the following points.

I'd also like to draw your attention to the upper half of the chart.

If you look at it more closely, you'll notice there are several surprising developments.

I'd like to point out one or two interesting details.

I'd like you to think about the significance of this figure here.

I'd like to focus your attention on the underlying trend here.

Whichever the reasons for this/Whichever way you look at it/However you try to explain it, the underlying trend is obvious.

The interesting/significant/important thing about... is...

Describing trends

Sales increased/shot up/grew/rose by...

Sales declined/reduced/decreased/dropped/fell by...

Sales increased/decreased slightly/slowly/gradually/
steadily/markedly/dramatically/steeply/sharply/
rapidly/suddenly...

There was a sudden increase/decrease in ...

In 2010, we saw a moderate fall.

This was followed by a gradual decline.

The increase reached a peak/levelled off...

CONCLUSION

Indicating the end of your presentation

I'm now approaching/nearing the end of my presentation.

Well, this brings me to the end of my presentation/talk.

That covers just about everything I wanted to say about...

As a final point, I'd like to...

Finally, I'd like to highlight one key issue.

That completes my presentation.

Summarizing points

Let me just run over/through the key points again.

To conclude/In conclusion, I'd like to...

In short/In a word/In a nutshell/In brief/To sum up/To summarize, it is generally/widely accepted/argued/held/believed that...

First we looked at... and we saw that.... Then we considered... and we argued....

I'll briefly summarize the main issues.

Therefore/Thus/On this basis/Given this, it can be concluded/deduced/inferred that...

From the table/figures/data/results/information, it can be seen/concluded/shown/estimated/calculated that...

Making recommendations

We'd suggest...

We therefore strongly recommend that...

In my opinion, we should...

Based on the figures we have, I'm quite certain that...

Close

Thank you for your attention.

Before I stop/finish, let me just say...

Thank you for listening.

I hope you will have gained an insight into...

Unless anyone has anything else to add, I think that's it.

Thanks for coming.

Inviting questions

Are there any questions?

If you have any questions, I'd be pleased to answer them.
We just have time for a few questions.
And now I'll be happy to answer any questions you may have.

EFFECTIVE CONCLUSIONS

Using questions

After all, isn't that why we're here?
Let me just finish with a question: If we don't do it, won't somebody else?
So, do we really want to miss this opportunity to get ahead of our competitors?

Quoting a well-known person

To quote a well-known scientist, ...
As... once said, ...
To put it in the words of..., ...
I'd just like to finish with something former US president Bill Clinton once said: 'You can put wings on a pig, but you don't make it an eagle.'

Referring back to the beginning

Remember what I said at the beginning of my talk today? Well, ...
Let me just go back to the story I told you earlier. Remember, ...
Let me go back to the story I told at the start of my talk. Remember, the sales meeting in Vienna with the disappointed Japanese businessmen? So, this just shows you that knowing your entire product range is the key to success.

Calling the audience to action

So that's the plan. Now let's go and put it into practice!

So now it's your turn.

Now let's make a real effort to achieve this goal!

DEALING WITH QUESTIONS...

Clarifying questions

I'm afraid I didn't quite catch that.

I'm sorry; could you repeat your question, please?

I'm sorry, but I missed that. Could you say that again, please?

I'm sorry, but I don't quite follow/understand/see what you mean. Could you just explain that some more, please?

So, if I understood you correctly, you would like to know whether...

If I could just rephrase your question. You'd like to know...

Let me just check that I have understood your question.

You're asking...

Checking whether the questioner is satisfied

Does that answer your question?

Is that clear/OK/clearer now?

Can we go on?

Is that the kind of information you were looking for?

Responses to good questions

Good point.

I'm glad you asked that/brought that up.

That's a very good question.

That's actually a question I frequently get asked.

That's interesting.

Admitting you don't know

Sorry, I don't know that off the top of my head.

I'm afraid I'm not in a position to answer that question at the moment.

I'm afraid I don't know the answer to your question, but I'll try to find out for you.

Interesting question. What do you think?

Sorry, that's not my field. But I'm sure Peter Bolt from Sales Department could answer your question.

I'm afraid I don't have that information with me.

Responses to irrelevant questions

Well, I think that goes beyond the scope of my expertise/presentation.

To be honest, I think that raises a different issue.

That's not really my field.

I'm afraid I don't see the connection.

Negative responses to questions

Not quite.

Not necessarily.

Not as a rule.

Hopefully not.

I don't think/believe so.

Hedging — not saying yes or no.

It depends.

On the whole, yes.

Not if we can help it.

To some extent.

Postponing questions

If you don't mind, I'll deal with/come back to this point later in my presentation.

Can we get back to this point a bit later?

Would you mind waiting until the question and answer session at the end?

Perhaps we could go over this after the presentation.

I'd prefer to answer your question in the course of my presentation.

Closing discussion time

I think we have time for one more question...

If there are no other questions, I'll finish there. Thank you very much.

4. Listen to the information and answer the questions.

<https://goo.gl/PaBOJR>

What are the two important things for the presentation?

What should you do when you are nervous at the presentation?

What words shouldn't you use?

5. Read the tips on what a person should do to be successful at giving presentations. Can you add something important?

Know the needs of your audience and match your contents to their needs.

Emphasize your strong points during your presentation.

How you are being perceived is very important. Dress appropriately for the occasion.

Speak slowly, pronounce clearly, and show appropriate emotion and feeling relating to your topic.

Establish rapport with your audience. Speak to the person farthest away from you to ensure your voice is loud enough to project to the back of the room.

Body language is important. Standing, walking or moving about with appropriate hand gesture or facial expression is preferred to sitting down or standing still with head down and reading from a prepared speech.

Maintain sincere eye contact with your audience. Use the 3-second method, e.g. look straight into the eyes of a person in the audience for 3 seconds at a time.

Pause. Allow yourself and your audience a little time to reflect and think.

Add humor whenever appropriate and possible.

DELIVERY

1. Speak clearly. Don't shout or whisper — judge the acoustics of the room.
2. Don't rush or talk deliberately slowly. Be natural — although not conversational.
3. Deliberately pause at key points — this has the effect of emphasising the importance of a particular point you are making.
4. To make the presentation interesting, pay attention to speed and pitch of voice.
6. Use your hands to emphasise points but don't use too much hand waving.
7. Look at the audience as much as possible, but don't fix on an individual — it can be intimidating.
8. Don't stand in a position where you obscure the screen. Avoid moving about too much.

9. Keep an eye on the audience's body language. Know when to stop and also when to cut out a piece of the presentation.

6. Read an example of a dialogue and role play your own dialogue on the situation: Your friend is going to make a presentation of his course or diploma project, give him some advice.

- Is it hard to make a presentation?
- Yes!
- What skills are important to give an effective presentation?
- Delivery skills!
- I am preparing a presentation of an IT company, what advice will you give me?
- Prepare interesting information and don't mumble.
- Do you remember your first presentation?
- I didn't do any presentations in my life!

7. Listening

How to Do a Presentation — 5 Steps to a Killer Opener

<https://goo.gl/LFDIs0>

What are the 5 steps to deliver a killer opener?

What is one of the biggest mistakes people make when they start their presentation?

What is the most calm and confident stance on the planet?

What happens when you captivate your audience within the first 5 minutes of your presentation?

What is the purpose of introducing your agenda?

8. Translate.

Основа будь-якої презентації — ідея та ціль.

Тому розпочати створення презентації слід не з титульного слайду чи вибору програми для оформлення, а саме з прописування ідеї, яку б ви хотіли донести до вашої цільової аудиторії.

1. Визначаємо ідею презентації



Пам'ятайте, що ідея — це не назва на титульному слайді, а пояснення, чому ваш виступ вартий уваги.

Як визначити ідею презентації? Занотуйте відповіді на питання:

- В чому суть вашої промови?
- Які ідеї та думки ви прагнете донести до цільової аудиторії?
- Що ваша аудиторія має запам'ятати, коли з'явиться останній слайд «Дякую за увагу»?
- Чому вони повинні дослухати ваш виступ до кінця?

Ідею варто презентувати за цим принципом, поступово її розбудовуючи.

2. Ідентифікуємо ціль

Найперше дайте відповідь на 2 запитання: «Для чого ви готуєте презентацію?» і «Хто ваша цільова аудиторія».

Зверніть увагу на модель споживацької поведінки AIDA (Attention, Interest, Desire and Action), яка допоможе визначитись, якої реакції ви хочете досягнути через спілкування з аудиторією.

Пропишіть свою відповідь максимально детально. Наприклад, зацікавити потенційних партнерів чи роботодавців, знайти фінансування для свого проекту і т.д.

3. Структуруємо контент майбутньої презентації

У формуванні та структуруванні контенту застосуйте три головні правила золотого промовця від Саймона Сінека — «що, чому та як?».

Найкраще цю комбінацію використати так:

почніть з «Чому?» та «Заради чого?», а потім — «Що?» та «Як?».

Сформууйте 3–4 ключові думки, на основі яких ви вибудуєте свою презентацію.

4. Малюємо сторіборд

Так називається заготовка ваших майбутніх слайдів.

Сторіборд потрібен, щоб змалювати майбутні слайди — чорновий варіант презентації.

Навіть якщо ви не вмієте малювати, ця вправа допоможе скласти план презентації як частинки пазлів.

1. Візьміть аркуш паперу та кольорові маркери
2. Пропрацюйте ключові ідеї презентації

3. Запишіть кожну з них у середині кола
4. Далі за принципом сонечка змалюйте або ж пропишіть усе, що підсилить ваші думки
5. Зберіть факти, цифри, інфографіки, ознайомтесь з останніми дослідженнями

5. Обираємо сервіс, за допомогою якого створити презентацію

Якщо хочете вирізнитись з-поміж десятка інших, хто презентуватиме свою ідею, проект чи завдання — **забудьте про PowerPoint.**

До нього завжди встигнете повернутись.

Одні з найпопулярніших альтернатив — *Prezi*, *Keynote* та *Google Slides*.

Для відео презентацій використовуйте *PowToon*, *Moovly*, *Vyond*, *Plotagon*.

Оберіть той сервіс, який буде для вас найзручнішим у використанні.

6. Створюємо дизайн презентації



Оберіть кольорову палітру та шрифт, який ви використовуватимете у презентації.

Зверніть увагу на такі шрифти *Arial, Tahoma, Verdana*.

Щодо нейтральних шрифтів Кирилиці, то застосовуйте — *Open Sans, PT Sans, Roboto, Ubuntu, Cuprum*.

Пам'ятайте, що у всій презентації має бути не більше 5 кольорів та до трьох різних шрифтів.

У цьому вам допоможуть такі сервіси, як *Adobe Color CC* та *Color lovers*.

Окрему кольорову палітру можна створити за допомогою генератора кольорів.

А почерпнути цікаві ідеї щодо оформлення слайдів можна на таких сайтах як Behance, Pinterest.

7. Застосовуємо візуальні ефекти

Визначившись із стилем презентації та основним контентом, використовуйте візуальні ефекти для розміщення тексту та картинок на слайдах.

Однак пам'ятайте, що на кожному слайді розміщують не більше 3–5 об'єктів.

Щоб об'єднати два слайди в один застосовують «ефект злиття».

Коли потрібно розмістити цитату або декілька картинок на слайді — «ефект мультивікон».

Якщо є декілька характеристик, застосовують «ефект лінзи», коли з поміж 10 характеристик, виокремлюють 3 найважливіших.

Більше про те, як оформлювати тексти на слайдах дізнавайтесь у відео про правило трьох.

8. Напрацьовуємо власний стиль презентацій

Більшість відомих людей виводять свою ідеальну формулу створення презентацій.

Приміром, Гай Кавасакі у створенні презентації користується правилом «10/20/30», тобто 10 слайдів, 20 хвилин і 30 розмір шрифту.

Стів Джобс був прихильником більш мінімалістичного стилю — градієнтний фон, великі зображення, мінімум тексту та елементів.

З часом ви сформуєте свій стиль презентації.

Часто у дизайні слайдів ми припускаємось тих самих помилок. Чого точно не можна робити:

- Не визначити ключову ідею та ціль презентації
- Розміщати забагато тексту на слайдах
- Вибирати замалий шрифт, забагато різних шрифтів або нечитабельні шрифти
- Використовувати картинки поганої якості
- Робити темний фон і розміщати темний текст на ньому
- Використовувати більше 5-ти яскравих кольорів
- Нехтувати правилами верстки, тобто використовувати різне форматування та інтервал
- Залишати замало «повітря» на слайдах, коли картинки та текст розташовані близько один до одного
- Використовувати різні шаблони та стилі в одній презентації
- Додаємо забагато анімації. Приміром, різні переходи між слайдами
- Дублювати текст на слайдах та у виступі

Підсумуємо. Хороша презентація доповнює вашу розповідь, викликає емоцію та спонукає діяти.

Key Points of PUBLIC SPEAKING SKILLS

Chances are that you'll sometimes have to speak in public as part of your role. While this can seem intimidating, the benefits of being able to speak well outweigh any perceived fears. To become a better speaker, use the following strategies:

- Plan appropriately.
- Practice.
- Engage with your audience.
- Pay attention to body language.
- Think positively.
- Cope with your nerves.
- Watch recordings of your speeches.

If you speak well in public, it can help you get a job or promotion, raise awareness for your team or organization, and educate others. The more you push yourself to speak in front of others, the better you'll become, and the more confidence you'll have.

The Importance of Public Speaking

Even if you don't need to make regular presentations in front of a group, there are plenty of situations where good public speaking skills can help you advance your career and create opportunities.

For example, you might have to talk about your organization at a conference, make a speech after accepting an award, or teach a class to new recruits. Speaking to an audience also includes online presentations or talks; for instance, when training a virtual team, or when speaking to a group of customers in an online meeting.

Good public speaking skills are important in other areas of your life, as well. You might be asked to make a speech at a friend's wedding, give a eulogy for a loved one, or inspire a group of volunteers at a charity event.

In short, being a good public speaker can enhance your reputation, boost your self-confidence, and open up countless opportunities.

However, while good skills can open doors, poor ones can close them. For example, your boss might decide against promoting you after sitting through a badly-delivered presentation. You might lose a valuable new contract by failing to connect with a prospect during a sales pitch. Or you could make a poor impression with your new team, because you trip over your words and don't look people in the eye.

Make sure that you learn how to speak well!

Strategies for Becoming a Better Speaker, they may be useful.

The good news is that speaking in public is a learnable skill. As such, you can use the following strategies to become a better speaker and presenter.

Plan Appropriately

First, make sure that you plan your communication appropriately. From the beginning, you need to intrigue your audience.

For example, you could start with an interesting statistic, headline, or fact that pertains to what you're talking about and resonates with your audience. You can also use story telling as a powerful opener; our Expert Interviews with Annette Simmons and Paul Smith offer some useful tips on doing this.

Planning also helps you to think on your feet. This is especially important for unpredictable question and answer sessions or last-minute communications.

Practice

There's a good reason that we say, «Practice makes perfect!» You simply cannot be a confident, compelling speaker without practice.

To get practice, seek opportunities to speak in front of others. For example, Toastmasters is a club geared specifically towards aspiring speakers, and you can get plenty of practice at Toastmasters sessions. You could also put yourself in situations that require public speaking, such as by cross-training a group from another department, or by volunteering to speak at team meetings.

If you're going to be delivering a presentation or prepared speech, create it as early as possible. The earlier you put it together, the more time you'll have to practice.

Practice it plenty of times alone, using the resources you'll rely on at the event, and, as you practice, tweak your words until they flow smoothly and easily.

Then, if appropriate, do a dummy run in front of a small audience: this will help you calm your jitters and make you feel more comfortable with the material. Your audience can also give you useful feedback, both on your material and on your performance.

Engage With Your Audience

When you speak, try to engage your audience. This makes you feel less isolated as a speaker and keeps everyone involved with your message. If appropriate, ask leading questions targeted to individuals or groups, and encourage people to participate and ask questions.

Keep in mind that some words reduce your power as a speaker. For instance, think about how these sentences sound: «I just want to add that I think we can meet these goals» or «I just think this plan is a good one.» The words «just» and «I think» limit your authority and conviction. Don't use them.

A similar word is «actually,» as in, «Actually, I'd like to add that we were under budget last quarter.» When you use «actually,» it conveys a sense of submissiveness or even surprise. Instead, say what things are. «We were under budget last quarter» is clear and direct.

Also, pay attention to how you're speaking. If you're nervous, you might talk quickly. This increases the chances that you'll trip over your words, or say something you don't mean. Force yourself to slow down by breathing deeply. Don't be afraid to gather your thoughts; pauses are an important part of conversation, and they make you sound confident, natural, and authentic.

Finally, avoid reading word-for-word from your notes. Instead, make a list of important points on cue cards, or, as you get better at public speaking, try to memorize what you're going to say — you can still refer back to your cue cards when you need them.

Pay Attention to Body Language

If you're unaware of it, your body language will give your audience constant, subtle clues about your inner state. If you're nervous, or if you don't believe in what you're saying, the audience can soon know.

Pay attention to your body language: stand up straight, take deep breaths, look people in the eye, and smile. Don't lean on one leg or use gestures that feel unnatural.

Many people prefer to speak behind a podium when giving presentations. While podiums can be useful for holding notes, they put a barrier between you and the audience. They can also become a «crutch,» giving you a hiding place from the dozens or hundreds of eyes that are on you.

Instead of standing behind a podium, walk around and use gestures to engage the audience. This movement and energy will also come through in your voice, making it more active and passionate.

Think Positively

Positive thinking can make a huge difference to the success of your communication, because it helps you feel more confident.

Fear makes it all too easy to slip into a cycle of negative self-talk, especially right before you speak, while self-sabotaging thoughts such as «I'll never be good at this!» or «I'm going to fall flat on my face!» lower your confidence and increase the chances that you won't achieve what you're truly capable of.

Use affirmations and visualization to raise your confidence. This is especially important right before your speech or presentation. Visualize giving a successful presentation, and imagine how you'll feel once it's over and when you've made a positive difference for others. Use positive affirmations such as «I'm grateful I have the opportunity to help my audience» or «I'm going to do well!»

Cope With Nerves

How often have you listened to or watched a speaker who really messed up? Chances are, the answer is «not very often.»

When we have to speak in front of others, we can envision terrible things happening. We imagine forgetting every point we want to make, passing out from our nervousness, or doing so horribly that we'll lose our job. But those things almost never come to pass! We build them up in our minds and end up more nervous than we need to be.

Many people cite speaking to an audience as their biggest fear, and a fear of failure is often at the root of this. Public speaking can lead your «fight or flight» response to kick in: adrenaline courses through your bloodstream, your heart rate increases, you sweat, and your breath becomes fast and shallow.

Although these symptoms can be annoying or even debilitating, the Inverted-U Model shows that a certain amount of pressure enhances performance. By changing your mindset, you can use nervous energy to your advantage.

First, make an effort to stop thinking about yourself, your nervousness, and your fear. Instead, focus on your audience: what you're saying is «about them.» Remember that you're trying to help or educate them in some way, and your message is more important than your fear. Concentrate on the audience's wants and needs, instead of your own.

If time allows, use deep breathing exercises to slow your heart rate and give your body the oxygen it needs to perform. This is especially important right before you speak. Take deep breaths from your belly, hold each one for several seconds, and let it out slowly.

Crowds are more intimidating than individuals, so think of your speech as a conversation that you're having with one person. Although your audience may be 100 people, focus on one friendly face at a time, and talk to that person as if he or she is the only one in the room.

Watch Recordings of Your Speeches

Whenever possible, record your presentations and speeches. You can improve your speaking skills dramatically by watching yourself later, and then working on improving in areas that didn't go well.

As you watch, notice any verbal stalls, such as «um» or «like.» Look at your body language: are you swaying, leaning on the podium, or leaning heavily on one leg? Are you looking at the audience? Did you smile? Did you speak clearly at all times?

Always Test The Technical Equipment Beforehand. For obvious reasons!

LESSON 12

ADVERTISEMENT

Here are some quotes about advertising. Which ones do you agree with?

‘Advertisements contain the only truths to be relied on in a newspaper.’ **Thomas Jefferson**

‘Telling lies does not work in advertising.’ **Tim Bell**

‘Advertising is legalized lying.’ **H. G. Wells**

‘You can tell the ideals of a nation by its advertisements.’
Norman Douglas

‘Let advertisers spend the same amount of money improving their product as they do on advertising and they wouldn’t have to advertise it.’ **Will Rogers**

‘Ads are the cave art of the 20th century.’ **Marshall McLuhan**

‘The more facts you tell, the more you sell.’ **Dr. Charles Edwards**

‘History will see advertising as one of the real evil things of our time.’ **Malcolm Muggeridge**

‘Living in an age of advertisement, we are perpetually disillusioned.’ **J. B. Priestley**

‘What you say in advertising is more important than how you say it.’ **David Ogilvy**

1. Read the text: Define pros and cons of advertising.

Advertising by definition is a public announcement or sale offer located in public area or medium expressed in print by other visual means or presented orally.

Before the advertising account managers can begin to plan an ad, much research must be done. Who will buy this product? Why do customers buy this product? Advertisers need to know how many people of a certain age or sex live in this city. How can advertisers find this information about people? They do research. Social and behavioral scientists do research also. They need to find information about people. There are many sources of data and there are many ways to collect data.

In this age of computerization, many databases are available. A database is a large amount of information stored in the computer. There are databases that include information about the stock market, business and many other fields. After the information is collected, it is loaded in the computer memory so that researches can use it.

Advertising is the best way to let the consumer know the product well. The more we advertise, the more people will know the product. The bigger the demand, the more income the producer gets. Money spent on advertising is money well spent. Thus, it is a good idea to spend money on advertising. Advertising assists a rapid distribution of goods at reasonable prices. It draws attention to new ideas and so helps enormously to raise standards of living. By helping to increase the demand for goods, it increases the number of workers needed to supply the goods and therefore, provides employment. It also helps to pay for many services. Without advertisements, our daily newspaper would cost a dollar or more, the price of our television license would need to be doubled, and travel by bus would cost more.

Advantages of Advertising — 1. Promotion of Sales 2. Expansion of Production 3. Enhances Goodwill 4. Large Turnover and Huge Profits 5. Information about Different Options and Comparative Prices 6. Creates Employment 7. Higher Standard of Living

Disadvantages of Advertising — 1. Adds to the Cost of Production and Product 2. Leads to Price War 3. Deceptive

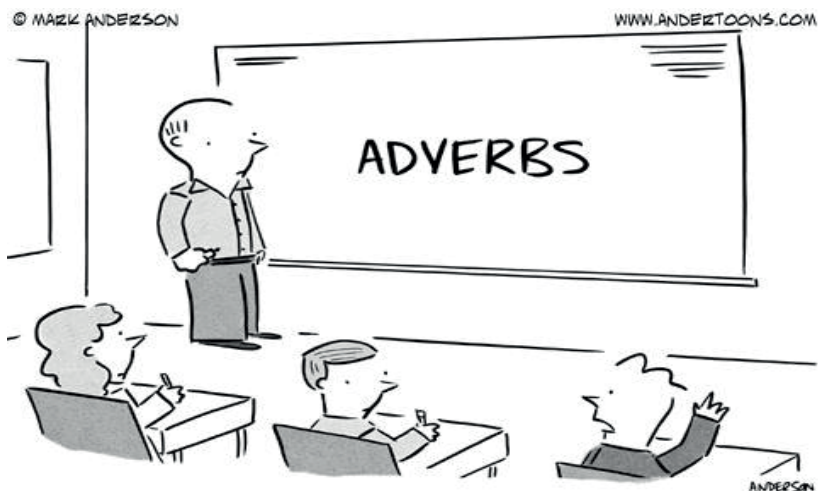
Advertising 4. Leads to Unequal Competition 5. Creates a Monopolistic Market 6. Promotes Unnecessary Consumption 7. Decline in Moral Values.

Advertisements help to increase the sale of goods and so producers can sell goods at reasonable prices. They raise the standard of living of people by drawing attention to new products and ideas. They increase the demand for goods and more workers are needed to produce goods so they provide employment. They pay for many services such as transporters, porters and sellers. Daily newspapers, television license fees and bus fees remain cheap because of advertisements. They also keep up the quality of the goods and services we use.

There are many advantages of print advertisements. Newspaper readers are more likely to consider information in advertisements seriously. Print advertisements are concrete, and therefore, readers are able to pick the paper back up and read it a second time, or whenever is convenient for them. All of the information will always be right in front of them. But radio and television give impermanent information and if you miss it, you don't have a choice when you can hear it again. Newspaper readers are usually older, better educated, and higher earning than television and radio audiences. Magazines have all of the same advantages of newspapers including a longer shelf life, which means that it stays in use longer. Also, people share magazines so more people are exposed to the ad, and the ads in magazines have the potential to be more glamorous than newspapers.

Advertising can lower subscription costs, but again, it can become a circular argument. Mad magazine publisher William F. Gaines explained this in 1972, arguing that if he accepted advertising in his already-successful magazine he'd have to change the magazine's appearance, and he wasn't sure that would gain him any ground: «We'd have to improve our package. Most

advertisers want to appear in a magazine that's loaded with color and has super-slick paper. So you find yourself being pushed into producing a more expensive package. You get bigger and fancier and attract more advertisers.



"They found a way to cram advertising into verbs now?!"

Advertisements try to influence our emotions by making us buy things we do not need or want. They make us believe that our dreams will come true if we use their products. This is why advertisements for home cleaning products often try to convince ladies that they become perfect wives and mothers only if they use those products. They imply that money can make our dreams come true. But this is obviously not so. We cannot buy personal good looks, intelligence, good friendships or a happy family. A lot of advertisements are, therefore, a form of lying. They can also make people feel depressed and discontented with their ordinary lives, especially those people who have only a small amount of money to spend on luxuries.

The majority of mainstream commercial publications accept paid advertising, generally to help cover production costs and to

provide their readers access to related resources and information. Non-commercial publications, such as those published for organizations, often do not include advertising, preferring to maintain a neutrality in the commercial marketplace and to keep production costs to a minimum.

A publication that accepts ads brings consumers and vendors together, and this creates a vested interest in maintaining the happiness of both parties. If the consumers remain happy they'll continue to subscribe, and if the vendors remain pleased they'll continue to advertise. Thus the publisher strives to support a good climate for commerce within the market, which often strengthens and supports the entire community, organization, or other target audience.

«Fascinating Facts From the Evolution of Advertising»

- Advertising has existed as far back as 3000 BC!
- 63 % of consumers need to hear company claims 3–5 times before they actually believe it.
- The first newspaper ad was in 1650 to offer a reward for 12 stolen horses.
- More than \$500 billion a year is spent on advertising worldwide.
- Advertisers often use a technique called «affective condition,» which means they take a product and place it next to other things consumers feel positively about. For example, a detergent ad will juxtapose their brand with babies, sunshine, flowers, or other similar items. Repeatedly showing their brand with these items makes consumers feel good about the detergent too.
- In advertisements for children, child actors are typically older than the target audience. For example, a commercial for 8-year-olds will show 11- or 12-year-

old models playing with an 8-year-old toy. Advertisers use older children as role models, as an image of what younger children will want to be like.

- Microsoft allegedly paid the Rolling Stones \$9 million to use their hit «Start Me Up» in its Windows 95 advertisements. Additionally, unknown songs by new artists can become hits overnight because of their association with a popular advertisement.
- A new kind of advertising called «viral advertising» uses blogs and emails to promote a product. For example, Dove's «Evolution of Beauty» campaign was an overnight viral sensation when more than a million people watched a time-elapsed video(уповільнене) of a model being made beautiful on YouTube.

Life could be boring without ads:

When General Motors introduced the Chevy Nova in South America, it was apparently unaware that «no va» means «it won't go». After the company figured out why it wasn't selling any cars, it renamed the car in its Spanish markets to the Caribe.

- Not to be outdone by Coke when Pepsi started a marketing campaign in Taiwan, the translation of the Pepsi slogan «Come Alive with the Pepsi Generation» came out as «Pepsi will bring your ancestors back from the dead.»
- On the label of Boot's «Children's» cough medicine — Do not drive a car or operate machinery.
- Scandinavian vacuum manufacturer Electrolux used the following in an American ad campaign: Nothing sucks like an Electrolux. But in America if something 'sucks' it means it is really bad.

- Cook your food at home. No one goes to the restaurants anymore, they are so crowded!
- Why go elsewhere to be cheated when you can come to our department store?
- We sell unique tables for children with adjustable legs.

2. Answer the questions:

1. What is the definition of an advertisement?
2. What do advertisers need to know?
3. How can advertisers find this information about people?
4. What is a database?
5. Pros and cons of advertising?
6. What are the most Fascinating Facts From the Evolution of Advertising?
7. What is your favourite advert at the moment? Why do you like it so much?
8. Have you ever bought anything just because you saw it advertised on TV?
9. What famous advertising slogans can you remember? Why are they so memorable?
10. What is the aim of most adverts these days — to persuade you to buy the product, to inform you about a new product or to remind you about a well-known product? Give examples.
11. Do you think there are too many advertisements on TV? How many do you think there should be?
12. Which adverts annoy you the most and why?
13. What influences you the most when you are shopping: the price of a product, its appearance or the advertising promoting it?

14. How much do you think children are influenced by adverts they see on television?
15. Do you ever find that the adverts are better than the programmes?
16. What do you think are the good and bad parts of working in advertising?

3. Useful vocabulary:

Advertising — communication intended both to inform and persuade.

Ad — an informal word meaning an advertisement

Advert — the same as ad

Advertisement — an announcement in mass media about a product, event, job vacancy, etc.

Advertiser — a person or company that pays for a product or service to be advertised

Adman — a person whose profession is advertising

Commercial — an advertisement on television or radio

Study the following synonyms to the word advertise. What are their Ukrainian equivalents?

Promote — to make sure that people know about a new product or service by arranging special events.

Hype up — an informal word meaning to try to make people think that something is much better than it really is.

Plug (give smth. a plug) — informal word meaning to try to make people interested in your product or service, for example by mentioning it in a TV or radio conversation when you are supposed to be talking about something else.

Push — an informal word meaning to advertise a new product very heavily, with a lot of advertisements.

When did the first advertisement appear? Advertising began in ancient times when most people could not read or write. As manufacturing and communication technologies developed, so did advertising. Printing was the first major technology to affect it, and cable television and computers are not recent.

As a marketing tool, advertising serves several functions:

- To identify and differentiate products.
- To communicate information about the product.
- To stimulate a product's distribution.
- To increase product use.
- To build brand preference.

Video <https://www.youtube.com/watch?v=Pq4hiF9K6tI&t=45s>

Think and write down whether the advertising statements are true or false

1. Printing wasn't the first major technology to affect advertising.
2. Before the advertising managers can begin to plan an ad, much research must be done.
3. General Motors, Coca-Cola, and the local supermarket don't pay money to the media to carry the advertisement we read, hear and see.
4. Most advertising isn't intended to be persuasive.
5. Advertising is used to sell a wide variety of ideas.
6. Naturally, the sponsor doesn't want to be identified.
7. Advertising can turn a poor product or service into a good one.

8. Most companies that advertise extensively haven't advertising managers.

4. Let's talk:

1. Do you work in advertising? If so, describe your job. If not what do you think are good or bad points of working in advertising industry?
2. Have you ever produced an ad in your own language or in English?
3. What do you think of the standards of ads in your country? How could they be improved?
4. Have ads changed in the past few years in general?
5. What are the functions of advertising?
6. Which do you think are more effective: ads with longer slogans or ads with very short, one-sentence slogan?

5. Look at the screen, be attentive. It's going to be a kind of a puzzle-presentation. Your task is to find out what word is hidden on the screen.

6. Fill in the Gaps.

Pushing, is running, hyped up, promote, advertised, market, a plug, advertisement

1. You must have seen those computer games — they have been heavily _____ on TV and all the Sunday papers.

2. To _____ their new brand of shampoo, they are selling it at half price for a month.

3. In order to _____ a product well you need to be aware of public demand.

4. Like most Hollywood movies it was so _____
that when I saw it I felt rather disappointed.

5. The author used the opportunity of appearing on TV to
give his latest book _____.

6. Revlon is really _____ its new range of beauty
creams.

7. At this time of year, the papers are full of _____
for skiing holidays.

8. BMW _____ an aggressive campaign to
publicize its models.

**7. With your partner, put the words into correct order. There
are some famous expressions of some famous people.**

«of arresting the human intelligence Advertising as the
science long enough to get money from may be described it.»

— Stephen B. Leacock

«Advertising if the goods are worthless is a valuable
economic of selling goods, particularly factor because it is the
cheapest way.»

— Sinclair Lewis

«work like hell, and early to rise, advertise Early to bed,»

— Laurence J. Peter

«must establish a relationship a company with the In order
to sell a product or a service, consumer. It must build trust...»

— Jay Levinson

**8. Make a list of products (goods or services) that are produced
or provided in your city or region.**

a local brand of drink

a grocery product (breakfast cereal, health food, etc.)

.....

an industrial product(machines, consumer goods, vehicles, etc.)

.....

a place of entertainment (theatre, cinema)

an educational service

Discuss these questions about some of the products you've listed:

- What competition does this product face?
- What is the image of each product?
- What is the image of the company that produces it?
- How strongly or weakly is each of the products marketed?
- Where is each product advertised?

9. Writing your advertisement, your slogans...

Choose your words carefully! Some have a positive effect and excite interest — others send negative signals. New, free, results and bargain all fall into the first category and advertising is peppered with them. You won't see words such as death, risk, bill, accident, and fail, however, which are all examples of what to avoid.

What does the advertisement need to do? AIDA is a useful mnemonic, spelling out the four essential ingredients good copy must contain.

An advert must be able to grab Attention in the brief instant available. It then has to keep the reader's Interest for long enough to get your message across. Does it create Desire? Is so, you might have a sale, but do not forget to tell the reader how to Act — where to buy the product, who to phone!

Source: <https://ru.scribd.com/document/348393412/Delovoy-angliyskiy-za-30-dney-pdf>

Top 20 adjectives and verbs in advertising	
<i>Adjectives</i>	<i>Verbs</i>
1 new	make
2 good/better/best	get
3 free	give
4 fresh	have
5 delicious	see
6 full	buy
7 sure	come
8 clear	go
9 wonderful	know
10 special	keep
11 crisp	look
12 fine	need
13 big	love
14 great	use
15 real	feel
16 easy	like
17 bright	choose
18 extra	take
19 safe	start
20 rich	taste

10. Using the list, try to complete the following advertising slogans. There may be more than one possible answer.

1. The Music We All _____ (radio station)

2. Gillette — The Best a Man Can _____ (Gillette razors)

3. Dreams are _____. Hear _____. Feel _____.

4. Nokia N series. See _____. Hear _____. Feel _____. (Nokia telephones)

5. The _____ bed on earth is not on earth (Iberia airline)

6. _____ a step in your career (SDA Bocconi University)

7. You and us. Because global capabilities really are a _____ deal (UBS Investment Bank)

11. Complete the following table using the products and brand names in the boxes.

Here are some of the techniques used in TV advertising. Can you think of a current or recent TV ad that uses each technique?
EXAMPLE:

Testimonial	get a well-known person to recommend the product	Ex.:
--------------------	--	------

Humour	make the customer laugh	Ex.:
---------------	-------------------------	------

Comparison	compare the product with a direct rival	Ex.:
-------------------	---	------

Emotional appeal	appeal to basic instincts like physical attraction or family love	Ex.:
-------------------------	---	------

Health	suggest the product will make you feel better, live longer, etc.	Ex.:
--------	--	------

Esoteric	make the ad bizarre and/or hard to understand	Ex.:
----------	---	------

Special offers	offer the customer free gifts or discounts	Ex.:
----------------	--	------

Science mention test results, advanced technology, etc.

Ex.:

Lifestyle associate the product with a particular way of living

Ex.:

Product — tour operator, beer, newspaper, vermouth (alcoholic drink,) coach company, chocolate, bank, magazine

Brand name — The Independent, Greyhound USA, Cinzano, Thomas Cook, Barcleys, Mars, TIME, Miller

<i>Slogan</i>	<i>Product</i>	<i>Brand name</i>
1 It is, are you?		
2 Go faster. Go for less.		
3 Vibrant, rich, and extremely well-balanced.		
4 Don't just book it, Thomas Cook it.		
5 Getting to the very top with very best.		
6 A Mars a day helps you work, rest and play.		
7 Get TIME, ahead of time.		
8 The champagne of bottled beer.		

12. But in order to create the commercials or advertisement you should write a slogan. Watch the video and listen to some pieces of advice.

The example of a catchy slogan.

1. If you have leisure eat it with pleasure.
2. Chocolate «ROSHEN» as sweet as your dream.
3. Changes are happening all around us day after day, night after night. Some changes happen naturally, some changes are made by people. Some changes may seem scary but they are always exciting. The telephone Samsung — the excitement of your reality.

Imagine that you are advertising managers. You have to create your own advertisement. It consists of a catchy slogan, using all the information you've received during our discussion.

1. Mobile phones
2. Stus University, Corporate English
3. Lap-Top
4. Pot flowers.
5. Karaban.

How can advertising be important for you! What do you think you will advertise? What resources will you use for it?

13. Discuss what you think was wrong with the following advertising campaigns.

- A hair products company advertised new styling tongs with the name 'Mist'. They sold well all over the world but were not a success in Germany. Why not?
- An electronics company produced a new vacuum cleaner and advertised it with the slogan, 'Nothing sucks like (name of product)'. The vacuum sold well in English-speaking countries but not in America. Why not?
- A company selling nappies worldwide used the image of a stork delivering disposable nappies to expectant parents. The advert was a success in Europe and America but a failure in Japan. Why?

14. PLAN THE CAMPAIGN Follow the steps below.

1. Describe the product.
2. Think of a name for the product.
3. Invent a slogan.

4. Create a customer profile (age, sex, lifestyle, etc.).
5. Decide what product qualities to promote. What makes it different from its rivals?
6. Choose the best technique(s) for selling the product.
7. Design and produce a printed ad that will attract the customer's attention.
8. Plan a TV or radio ad. Record it, if you are able to. Keep it short, and consider using music.

15. Translate:

У середині грудня 2015 року низка видань про рекламу відзначили кінематографічно рекламну роботу для бренду скотча Johnnie Walker під назвою Dear Brother, в якій розказана історія дружби двох братів.

Його авторами виявилися студенти Баден-Вюртембергської кіноакадемії Даніель Тиц і Доріан Леберц, які виконали цю роботу безкоштовно і без гарантії того, що компанія візьме її для трансляції. Видання Adweek назвало цей проект роликом з найпотужнішою кульмінацією в 2015 році і поспілкувалася з режисерами про створення міні-фільму для алкогольного бренду.

Ролик показує, як два брати пішки подорожують по скелястій і туманній місцевості шотландського острова Скай, де вони обидва народилися. Герої проходять по мосту і виходять через ліс до старого занедбаного будинку, де неквапливо п'ють віскі. Закадровий голос в цей час поетично розповідає про глибину їхніх почуттів один до одного, про сприйняття життя, в якій час нескінченно, і про те, що значить по-справжньому бути вільним.

Вони продовжують шлях і виходять на вершину скелі, після чого один з братів дістає похоронну урну і розвіює

прах за вітром. Тільки в цей момент глядач розуміє, що весь цей час герой подорожував поодиноці (алюзія на фінал фільму «Шосте почуття»).

Фізична і духовна подорож передає значення слова «свобода» для героїв, що логічним чином вплітається в філософію бренду Johnnie Walker, колишнім слоганом якого був Keep Walking.

Журналіст видання Adweek взяв інтерв'ю в одного з творців ролика — Доріана Леберца.

Чому ви вирішили працювати над «спекулятивною» роботою (тією, яка не гарантує оплати праці та ресурсів) в такому масштабі?

Доріан Леберц: Ми хотіли створити емоційний фільм, що розповідає історію двох братів, які повертаються до найважливіших місць своєї юності. Нам подобається поєднувати емоційний сторітеллінг з красивими кінематографічними картинками.

Тому ми пішли за двома братами, пройшовши їх шлях по горах Шотландії. Ми намагалися інтегрувати сюжет в бренд. Історія сама по собі заснована на рекламному повідомленні Keep Walking. Фінал вкрай несподіваний. Раптовий поворот в кінці фільму створений для того, щоб здивувати глядача — одного з братів тут більше немає. Нам хотілося відтворити відчуття нестачі когось. Це також є причиною того, чому ми намагалися зберігати настрій одного героя сумним і показували кадри таким чином, щоб вони працювали і без померлого брата.

Що послужило натхненням для цієї історії?

Ми захотіли створити історію, яка зачепить глядача за 90 секунд. Я думаю, що, коли вас щось чіпляє, ви зберігаєте це в пам'яті. Тому в один день нам в голову прийшла думка про двох братів, які проходять по місцях своєї молодості

і роблять це разом в останній раз. Шотландський пейзаж і бренд ідеально підійшли для цієї ситуації.

Ви показали роботу бренду?

Нам подобається старе рекламне повідомлення марки — Keep Walking. Воно виражає думку про те, що не можна зупинятися, поки не досягнеш своєї мети. Воно виступає за вчинення певних зусиль, які вкладає людина в якесь заняття, — саме це робило бренд значущим.

Але недавно Johnnie Walker поміняв повідомлення на Joy Will Take You Further («Задоволення просуне вас далі») і створив ролик, в якому безліч людей піднімаються вгору або летять на повітряних кулях. Ми вважаємо, що візуально розказана історія, яка створює емоції, завжди сильніша за ту, де просто показує набір ситуацій без всякого сторітеллінга. Тому ми поки не показували клієнту ролик, але думаємо про це.

LESSON 13

WHAT IS A COMPANY CULTURE?



A company culture is a set of attitudes, values, beliefs, goals, and other characteristics a company or organization follows to create a gratifying working environment.

1. Read and choose the company you'd like to work for by its corporate culture.

Employees of Twitter can also expect free meals headquarters, along with yoga classes and unlimited vacations for some. These and many other perks are not unheard of in the startup world.

SquareSpace also offers robust benefits and perks, including 100 percent coverage of health insurance premiums, flexible vacations, attractive office space, catered meals, stocked kitchens, monthly celebrations, relaxation spaces and periodic guest lecturers.

Free meals, employee trips and parties, financial bonuses, open presentations by high-level executives, gyms, a dog-friendly environment and so on. Googlers are known to be driven, talented and among the best of the best.

Facebook offers, as do many similar companies, lots of food, stock options, open office space, onsite laundry, a focus on teamwork and open communication, a competitive atmosphere that fosters personal growth and learning.

Adobe products are synonymous with creativity, and only through the avoidance of micromanaging are the people who create those products truly free to create.

Bento for Business is an expense management software that helps small businesses control employee spending with smart employee debit cards. «Though we move at a fast pace, and it might seem that we don't have time to sit and explain things, every employee at Bento loves sharing, helping and lifting others,» says John Turner, Full-stack Engineer at Bento. Bento's motto — «Be Human» — illustrates the company's dedication to both professional and personal development.

Blackbaud, a provider of cloud-based software for the philanthropic industry, built its company culture around a shared passion for giving back. «You can't truly be successful at Blackbaud unless you are passionate about serving the nonprofit community,» says Brandon Phipps, Vice President of Sales and Market Development at Blackbaud. The company walks the walk by organizing team-wide service projects, providing time off to volunteer and offering a company match for employee charitable-giving.

Nerdery is a digital consultancy that helps mid- to large-size clients in the healthcare, retail and manufacturing industries. That's a broad customer base, and to get the job done the company built a team of people with a wide variety of backgrounds and experiences. Creating one culture that's authentic to so many unique people may sound impossible, but it's actually just the opposite. «Trying to create a culture from the top down never feels quite right,» says Jim Butts, Principal Software Engineer and Team Manager at Nerdery. «So my focus has been in supporting activities Nerds are passionate about and encouraging everyone to share their interests — however obscure.»

2. Comment on the perks IT companies provide their employees with, which are a part of corporate culture. Divide them into two columns and add some to each column.

Important

Not important

paid insurance, insurance premiums

a pet/children — friendly environment

free meals, stocked kitchens

attractive office space

gym

on-site laundry

competitive atmosphere
(month best worker)

dress code

monthly celebrations

avoidance of micromanaging

flexible vacations

lectures, seminars

3. Read the text: What makes a culture? Fill the gaps with the appropriate titles.

Vision Values Practices People Narrative Place

1. _____: A great culture starts with a vision or mission statement. These simple turns of phrase guide a company's values and provide it with purpose. That purpose, in turn, orients every decision employees make, good vision statements can even help orient customers, suppliers, and other stakeholders. Nonprofits often excel at having compelling, simple vision statements. The Alzheimer's Association, for example, is dedicated to «a world without Alzheimer's.» And Oxfam envisions «a just world without poverty.» A vision statement is a simple but foundational element of culture.

2. _____: Company's values are the core of its culture. While a vision articulates a company's purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision. McKinsey & Company, for example, has a clearly articulated set of values that are communicated to all employees and involve the way that firm vows to serve clients, treat colleagues, and uphold professional standards. Google's values might be best articulated by their famous phrase, «Don't be evil» and «ten things we know to be true.»

3. _____: Of course, values are of little importance unless they are proved in a company's practices. If an organization says, «people are our greatest asset,» it should also be ready to invest in people in visible ways. Wegman's, for example, promotes values like «caring» and «respect,» promising prospects «a job

they'll love.» And it follows through in its company practices, ranked by Fortune as the fifth best company to work for. Similarly, if an organization values «flat» hierarchy, it must encourage more junior team members to dissent in discussions without fear. And whatever an organization's values, they must be the firm.

4. _____: No company can build a coherent culture without people who either share its core values or possess the willingness and ability to embrace those values. That's why the greatest firms in the world also have some of the most stringent recruiting policies. According to Charles Ellis, as noted in a recent review of his book *What it Takes: Seven Secrets of Success from the World's Greatest Professional Firms*, the best firms are «fanatical about recruiting new employees who are not just the most talented but also the best suited to a particular corporate culture.

5. _____: Marshall Ganz helped structure the organizing platform for Barack Obama's 2008 presidential campaign. Now a professor at Harvard, one of Ganz's core areas of research and teaching is the power of narrative. Any organization has a unique history — a unique story. And the ability to unearth that history and craft it into a narrative is a core element of culture creation. The elements of that narrative can be formal — like Coca-Cola, which dedicated an enormous resource to celebrating its heritage and even has a World of Coke museum in Atlanta — or informal, like those stories about how Steve Jobs' early fascination with calligraphy shaped the aesthetically oriented culture at Apple. But they are more powerful when identified, shaped, and retold as a part of a firm's ongoing culture.

6. _____: Why does Pixar have a huge open engineering environment where firm members run into each other throughout the day and interact in informal, unplanned ways? Why do tech firms cluster in Silicon Valley and financial firms cluster in London and New York? There are obviously numerous answers to each of these questions, but one clear answer is that place shapes culture.

Open architecture is more suitable for certain office behaviors, like collaboration. Certain cities and countries have local cultures that may reinforce or contradict the culture a firm is trying to create. Place — whether geography, architecture, or aesthetic design — impacts the values and behaviors of people in a workplace.

Also there are different types of corporate culture:

The Clan Culture: This culture is rooted in collaboration. Members see themselves as part of one big family who are active and involved. Leadership takes the form of mentorship, and the organization is bound by commitments and traditions. The main values are rooted in teamwork, communication and consensus.

The Adhocracy Culture: This culture is based on energy and creativity. Employees are encouraged to take risks, and leaders are seen as innovators or entrepreneurs. The organization is held together by experimentation, with an emphasis on individual ingenuity and freedom. The core values are based on change and agility. Facebook can be seen as a prototypical adhocracy organization, based on CEO Mark Zuckerberg's famous admonition to, «Move fast and break things — unless you are breaking stuff you are not moving fast enough.»

The Market Culture: This culture is built upon the dynamics of competition and achieving concrete results. The focus is goal-oriented, with leaders who are tough and demanding. The organization is united by a common goal to succeed and beat all rivals. The main value drivers are market share and profitability. A good example of the market culture is software giant Oracle under hard-driving Executive Chairman Larry Ellison.

The Hierarchy Culture: This culture is founded on structure and control. The work environment is formal, with strict institutional procedures in place for guidance. Leadership

is based on organized coordination and monitoring, with a culture emphasizing efficiency and predictability. The values include consistency and uniformity. Think of stereotypical large, bureaucratic organizations such as McDonald's, the military, or the Department of Motor Vehicles.

Match the names of corporate culture types with their key points:

1) The Clan Culture a) competition, achieving results, goal-oriented, profitability

2) The Adhocracy Culture b) collaboration, big family, traditions, teamwork

3) The Market Culture c) creativity, risks, innovations, agility

4) The Hierarchy Culture d) structure, control, coordination, monitoring, consistency

4. Discuss with your partner on three important corporate culture points.

5. Watch the video and answer the questions below.

<https://goo.gl/vg9eCG>

What is a corporate culture?

What does Robert Murray say about his understanding of corporate culture?

Who is corporate culture influenced by?

What factors does physical level of corporate culture include?

What does the second level consist of?

What is the deepest level of CC?

6. Work in groups of 3–4 people and create the idea of your own start up and think over a corporate culture for your company like motto, slogan, emblem, place, narrative, activities, etc.

7. What kind of company do you work in?

Choose:

1. In your organisation, criticism:
 - a) is aimed at the task, not the person
 - b) is only given when asked for
 - c) is mostly negative and takes the form of blame
 - d) is avoided because people are frightened of hurting each other
2. In your organisation, conflict:
 - a) is controlled from above
 - b) is controlled by rules, procedures and definitions of responsibilities
 - c) is resolved by discussion of work issues
 - d) is resolved by discussion of personal needs and values
3. In your organisation, hierarchies:
 - a) are unnecessary because each person is working for his or her own professional development
 - b) are necessary to show who has authority over whom
 - c) recognize the power and authority of leaders
 - d) are sometimes useful for getting the job done
4. In your organization, change:
 - a) comes from above
 - b) is a question of re-designing rules and procedures

- c) is a considered response to changes in objectives
 - d) is a constant process
5. In your organization, people are motivated:
- a) by the possibility of promotion to positions where they have more responsibility
 - b) by the opportunity to participate in valuable or creative processes
 - c) by seeing that their work is appreciated
 - d) by pay or bonuses for goal achieved and problems solved
6. In your organization, most learning takes place:
- a) when people are finding practical solution to problems
 - b) though analysis and logical thinking
 - c) as an integral part of the process of working
 - d) when people make errors and are helped to identify and correct them
7. In your organization, the most important personal quality you can have is to be:
- a) loyal
 - b) creative
 - c) professional
 - d) rational
8. In your organization, status is given:
- a) to people who find creative ways to help the organization
 - b) to people who contribute to achieving
 - c) to distant and powerful leaders
 - d) to close and powerful leaders

9. In your organization, people are:

- a) human resources
- b) creators
- c)experts
- d) members of family

Incubators, Guided Missiles, Families and Eiffel Towers

The questionnaire classifies companies as four basic types. Which type is your company? You will probably find it has characteristics of more than one type, perhaps even all four. Add up your score and then read the descriptions.

Question	Family	Guided Missile	Eiffel Tower	Incubator
1	B	A	D	C
2	A	C	B	D
3	B	D	C	A
4	A	C	B	D
5	C	D	A	B
6	D	A	B	C
7	A	D	D	C
8	D	C	C	A
9	D	A	A	B
Totals				

The Incubator

The function of the organisation is to enable people to fulfil their potential.

Relationships grow between people as they work on tasks together.

Leaders are treated with scepticism.

A high value is placed on creativity.

Change can be fast and spontaneous.

There is an emotional commitment to the work being done.

Managers are enthusiastic.

Everyone is equal and there is as little formal hierarchy as possible.

Most commonly found in Sweden. Typical of new start-ups and partnerships: doctors, consultants, lawyers.

The Guided Missile

Everyone is equal, while having different roles.

The organisation is oriented to performing tasks and achieving goals.

People must do whatever it takes to achieve the goals of the organisation.

The organisation may break up or alter when its goals have been achieved. Individual contributions are recognised and lead to pay rises or promotion.

Managers set clear objectives.

A high value is placed on practicality. People take a pride in their professionalism.

Most commonly found in the USA, Canada and the UK. Typical of large, decentralised companies.

The Family

There are strong relationships between people at work.

The leader is seen as a father-figure.

Differences in status between people are seen as natural.

Everyone is valuable. Decisions are made at the top.

The main types of reward and punishment are the approval and disapproval of superiors.

People can act together because they understand each other and the organisation.

A high value is placed on loyalty to the company and to superiors.

Most commonly found in Spain, Italy, Greece, France, Belgium, Japan and Singapore. Typical of small and medium-sized firms.

The Eiffel Tower

There are explicit definitions of roles and relationships.

Authority belongs to roles, not to the people who occupy them.

Everyone is replaceable.

People have a strong sense of duty and responsibility.

The organisation functions because everyone obeys the rules.

Decisions are made at the top.

The hierarchy is complex and is described formally.

Leaders are distant.

Most commonly found in France, Germany, Austria and the Netherlands. Typical of large, mature companies.

ЗМІСТ

ПЕРЕДМОВА	3
LESSON 1	5
LESSON 2	19
LESSON 3	37
LESSON 4	56
LESSON 5	85
LESSON 6	105
LESSON 7	128
LESSON 8	145
LESSON 9	155
LESSON 10	166
LESSON 11	189
LESSON 12	224
LESSON 13	243

Навчальне видання

Олеся Бойван

CORPORATE ENGLISH

Практикум для вивчення корпоративної англійської мови для здобувачів вищої освіти ОС «Магістр» спеціальності В11 Філологія ОП «Англійська та друга іноземна мови та літератури (переклад включно)», «Німецька та друга іноземна мови та літератури (переклад включно)»

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