

UNIT 3

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Page 21 – Starting up

A Which of the following would motivate you to work harder? Choose your top five and rank them in order of priority. Explain your priorities.

bonus

more responsibility

working for a successful company

bigger salary

threat of redundancy

a better working environment

commission

hard-working boss

promotion opportunities

praise

good colleagues

perks or fringe benefits



Discuss these questions.

- A recent US survey showed children preferred parents to go out and earn money rather than spend more time with them. What does this show, in your opinion?
- Would you prefer a male or female boss? Why?
- For what reasons might you change jobs? How often would you expect to do so in your lifetime? Is changing jobs often a sign of success in your culture?



Match the items which are similar in meaning.

1 bureaucracy **g**

2 autonomy **e**

3 burnout **f**

4 pay **b**

5 appraisal **a**

6 perks **c**

7 golden handshake **d**

a) assessment

b) remuneration

c) fringe benefits

d) severance package

e) independence

f) breakdown

g) red tape

B Complete the sentences with words or phrases from Exercise A.

- 1 Most people like to have control over their work and therefore put **autonomy** near the top of their list of motivating factors.
- 2 Dealing with **bureaucracy** is a very time-consuming, demotivating problem which affects large businesses and organisations.
- 3 Overwork can lead to **burnout** if not spotted early.
- 4 Many job satisfaction studies, perhaps surprisingly, have found that often **pay** is not the most motivating factor.
- 5 Offering **perks** rather than a salary increase can be a way of retaining employees in traditionally high staff turnover industries.
- 6 He received a very generous **golden handshake** when he left the company.
- 7 One way for managers to monitor and develop staff and loyalty is by using **appraisal** interviews.

© Complete each sentence with the correct form of the word in bold. Sometimes you will need to use a negative form.

1 satisfy

- a) The survey showed that staff working flexible hours were more **satisfied** with their jobs than those working fixed hours.
- b) Low pay and poor working conditions create **dissatisfied** workers.
- c) Small European companies are top of job **satisfaction** league tables.

2 motivate

- a) What are the strongest **motivating/** factors in people's lives?
- b) Workers become **unmotivated** if they work long hours for low pay.
- c) What was your **motivation** for becoming a salesperson?

3 frustrate

- a) You could see the **frustration** building up in the workforce.
- b) I find talking to him **frustrating** because he never listens.
- c) I felt so **frustrated** with their attitude that I decided to resign.

Discuss.

1. What do you find satisfying and frustrating about your work or studies?
2. Who or what inspires you at work / faculty?
3. How true do you think the following statements are?
 - There is no such thing as company loyalty these days.
 - True fulfilment can only come with a job you love.
 - You should work to live not live to work.

LISTENING

Part 1

[Listen](#) to Madalyn Brooks, Director of Human Resources at Procter & Gamble (UK), and answer these questions:

- 1) What is the key to a successful business?
- 2) What are the two main ways in which Procter & Gamble drives job satisfaction?



1) What is the key to a successful business?

- attracting, retaining and motivating employees

2) What are the two main ways in which Procter & Gamble drives job satisfaction?

a) It seeks to be a business that is committed to its people. Most of its leaders of the organization have grown up through the organization and have come through individual, personalized career paths and development plans.

b) It focuses on challenging its people.

LISTENING

Part 2

Madalyn says that job priorities have changed in three areas over the last 10 years. Listen to the second part of the interview and take notes on what she says under these headings.

1) flexibility

2) the drive for personal learning and growth

3) working for socially responsible organisations

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- 1) Flexibility in the sense of where, when and how people work; increased need for flexibility by the changing role of women in the workplace; new generations demand greater flexibility due to emerging technologies (e.g. remote work);
 - 2) employees want to be in charge of their learning and growth; they expect to change jobs and type of work;
 - 3) employees want to work for companies that recycle, reduce their carbon footprint and are committed to supporting their local communities.

READING

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- at the lowest level – **at record lows**
- keep – **retain**
- spoil – **pamper**
- avoid – **shun**
- keeping, holding – **retention**
- invent – **devise**
- salary increase – **pay raise**
- crush (n.) – **crunch**
- in agreement with – **aligned with**
- choose sb officially to do a particular job – **designate**
- care – **look out for sb**
- deal with – **cope with**
- remake (v.) - **revamp**

Read the text and find synonyms for these words / phrases.

© Look in the article to complete these word partnerships.
For example: *personal problems*

1 personal ..*problems*.....

2 financial ..**planning**.....

3 top ..**performers**.....

4 general ..**manager**.....

5 common ..**sense**.....

6 social ..**responsibility**.....

7 corporate ..**culture**.....

8 employee ..**loyalty**.....

D Complete these sentences with word partnerships from Exercise C.

- 1 He has resigned after having a lot of **personal problems** this year.
- 2 Building up **employee loyalty** is important with unemployment at a record low.
- 3 Our **general manager** is in charge of running the company and for making joint strategic decisions with the CEO.
- 4 The new CEO transformed the bureaucratic **corporate culture** to profit-minded entrepreneurship.
- 5 Companies who pollute the environment are ignoring their ethical and **social responsibility**.
- 6 The **top performers** should get the biggest bonuses.
- 7 We need to use logic and **common sense** not our emotions to make this decision.



Discuss these statements.

1. Companies should be fully involved in the lives of their employees.
2. 'Sick days' are a perk.
3. A pay rise is better than a job in a caring company.

TOPIC 1
- *Organization* -
pp. 109-110

Homework

PP. 109 and 110 - key

- Ex. 1 1 – Customer Service; 2 – Sales; 3 – Production; 4 – Marketing; 5 – HR; 6 – IT; 7 – Maintenance Department; 8 – R&D; 9 – Finance; 10 – Dispatch Department.
- Ex. 2 1 – Chief; 2 – head; 3 – run; 4 – charge; 5 – Chairman; 6 – sales; 7 – Research; 8 – running; 9 – responsible; 10 – personnel; 11 – report
- Ex. 3 1F; 2E; 3D; 4A; 5B; 6C;
- Ex. 4 1 – executives; 2 – running; 3 – non-executive; 4 – entrepreneurial; 5 – ownership; 6 – preventive and corrective; 7 – sustainable; 8 – liaison; 9 – allocation and productive.