


- 7 I haven't seen Alan for ages. When I last (see) him, he
..... (try) to find a job.
- 8 I (walk) along the street when suddenly I (hear)
something behind me. Somebody (follow) me. I was scared and I
..... (start) to run.
- 9 When I was young, I (want) to be a pilot. Later I
(change) my mind.
- 10 Last night I (drop) a plate when I (do) the washing up.
Fortunately it (not / break).

Answer Windows

Pre-int p 25
+ elem p 72

Dealing with stress**B**

 **CD1.43** Jessica Colling is Director of Marketing at Vielife, a consultancy that advises businesses on health at work. Listen to the first part of the interview and answer these questions.

- 1 What three examples are given of things that make people feel under pressure at work?
- 2 What is *resilience to stress*?



CD2 TRACK 43 (I = INTERVIEWER, LM = LAURIE MULLINS)

I: Which management styles have influenced or impressed you?

LM: I have been impressed by many different managers, but I would like to mention three managers, with a broadly similar style. I believe these three managers are pioneers in the effective management of people. Firstly, Lord Sieff, S-I-E-F-F, who for many years was Chairman of Marks and Spencer, Britain's foremost retail store. Lord Sieff placed emphasis on quality control, profit and staff welfare. An enduring feature of Lord Sieff's belief was that the effective management of the business organisation, particularly in the retail sector, and good human relations at work are two aspects of the same thing.

CD2 TRACK 44 (LM = LAURIE MULLINS)

LM: The two other managers I have selected both share a similar philosophy and managerial style. Second, Dame Anita Roddick, from 1976, founder of The Body Shop, which specialises in beauty and cosmetic features. Anita Roddick displayed a genuine caring attitude towards staff, but is perhaps best known in Britain because she had a strong belief in environmental and social issues, feminist principles and practical aid to Third-World countries.

A very interesting aspect of Anita Roddick's management style was she firmly believed that it's not possible to provide environmental and social support without making profit. Secondly, she was quite honest in saying that she was in business to make profit, including some profits for herself, as well as the substantial sums she gave to Third-World countries.

Third is Sir Richard Branson, founder since 1970 of the Virgin brand of over 360 companies. Sir Richard Branson is well known for combining a true entrepreneurial spirit with a genuine concern for people.



CD1.44 Listen to the second part. What can happen if you have to manage stress for a long time without a break?




CD1 TRACK 44 (I = INTERVIEWER, JC = JESSICA COLLING)

I: How much stress at work can be considered normal?

JC: It's difficult to say really what's a normal level of stress for somebody to feel at work. Um, the problem with that is that what one person finds really motivating and it excites them to be able to do their job well, somebody else might find really, really stressful.

What do we see is that actually a high level of continued pressure can actually sometimes spill over into feelings of stress. So, although you might be quite, um ... you're doing quite well at managing stress for a long period of time, actually if it continues without any break, then actually people sometimes tip over into feeling very stressed.

E

 **CD1.45** Listen to the third part. What two examples are given of companies being flexible in how they expect staff to work?

CD1 TRACK 45 (I = INTERVIEWER, JC = JESSICA COLLING)

I: How can companies help their staff to achieve a work–life balance?

JC: Work–life balance is an interesting question, um, because again, everybody has a different sense of what works for them. However, companies can really help by being flexible in how they expect staff to work. For example, if somebody doesn't like travelling in rush hour, you know, perhaps they could come in a little bit early and leave a little bit early. And other examples might be, just making sure that people don't feel that they have to stay late, just because their boss is working late.



CD1 TRACK 46 (I = INTERVIEWER, JC = JESSICA COLLING)

I: Do you find that men and women deal with stress differently?

JC: What we do see is that women tend to experience higher levels of stress, or at least report higher levels of stress. We're not sure exactly why this is. It could quite possibly be because women tend to have more responsibility in the home as well, so actually managing the home, looking after children. So they have many more sources of pressure in their life and therefore are more likely to feel stressed because of that.

The other possibility is that women are perhaps more open about their feelings and therefore feel more comfortable in reporting, you know, feeling under pressure and ... or feeling stressed.

en

F

rej

**G**

Discuss these questions.

- 1 What is a good work–life balance for you? Is it easier for men than women to be a manager?
- 2 Is it important to have a certain level of stress in the workplace?

CD2 TRACK 45 (I = INTERVIEWER, LM = LAURIE MULLINS)

I: What do those three managers have in common?

LM: All three managers have or had a genuine belief in effective communication; involvement and availability for their staff; visibility so that staff can see them, approach them; and they were able to have immediate contact with them. All either did or do engender a genuine commitment from members of their staff. All three had or have a genuine belief in creating a climate of mutual consideration, respect and trust with their staff.

CD2 TRACK 46 (C = CHAIR, A = ANNA, K = KURT, UR = UNION REPRESENTATIVE, B = BARBARA)

C: OK, Anna, would you like to begin?

A: Well, the level of absenteeism has gone up over the month. We need to monitor sickness levels more closely.

C: Mm. What do you think, Kurt?

K: Motivation is the biggest issue. Staff feel that no one listens to them.

C: I see the union representative is here. Would you like to add anything?

UR: The unions want more days' holiday per year. This will lead to lower sickness levels.

C: How about you, Barbara?

B: Mm. Well, our staff have more days' holiday than any of our competitors. There is no excuse for the present level of absenteeism.

2 Communication styles **EP 61-62**

A Business cultures: China, Germany, the US

- 1 Match each country (China, Germany, the US) to the description of its business culture (1–3). Then check your answers on page 136.**
- 2 In groups, discuss which business culture is closest to the one in your own country, or in a country you know well. Give reasons for your answer.**

Business culture 1

'We have a direct, formal style of communication, which may seem rude to people from other cultures.'

'We generally use surnames when talking to each other at work.'

'We do not have an open-door policy. We often work with our office doors closed.'

Business culture 2

'We believe that "time is money", so we like to get down to business quickly.'

'We are direct and open in our business relationships, and are open about our personal lives, too.'

'We generally use first names or nicknames when talking to each other at work.'

Business culture 3

'We believe in consensus, so everyone should agree about an opinion or idea.'

'In our country, staff obey their managers and respect their instructions.'


'It is very important to know the title and status of people we communicate with.'

B Business culture in the US

1 Decide whether these statements are true (T) or false (F).

- 1 A light handshake is best when you meet American businesspeople.
- 2 When you talk to Americans, do not look directly at them.
- 3 Americans do not stand very close to people when talking to them.
- 4 Americans have a formal style of speaking.
- 5 Agendas are not usually changed during meetings in the US.
- 6 You should hold your business card in both hands when presenting it.



2  CD1.82 Listen to an expert on international communication. He is talking to a group of executives about business culture in the US. Check your answers to the statements in Exercise 1.

3 What is your impression of the business culture in the US? Are there any features of its culture that you like/dislike?

C Business culture in Germany

1 Read these extracts about German business culture from an online guide.

2 In pairs, discuss the similarities and differences to your own country's business culture.



Greetings

When German people greet each other, they shake hands briefly but firmly, keeping direct eye contact.

Personal space

Personal space is important for Germans. They like to keep someone at arm's length when talking to them, unless they know the other person well.

Communication style

Germans have an open and direct way of communicating. People from other cultures can sometimes be surprised or upset by this.

Punctuality

Punctuality is important in German business. They expect you to be on time for meetings and appointments.

Names and titles

Titles are important when you first meet German businesspeople. When you talk to them, use *Herr* (Mr) or *Frau* (Mrs/Ms), followed by their title and surname. For example, if the person has an academic degree, such as *Doktor*, you should address them as *Herr* (or *Frau*) *Doktor Müller*.


Meetings

Agendas are followed strictly and there are usually definite beginning and ending times.



Homework

D Business culture in China

 CD1.83 Gayle Bradley, an American business executive, has just returned to the US after working for a year in the company's subsidiary in Shanghai, China. She talks to a colleague, Don Sanders, about the Chinese business culture. Listen and answer these questions.

- 1 When do you usually shake hands in a Chinese company?
- 2 Why do the Chinese try not to say *no* to you?
- 3 What is the difference between the Chinese and American way of communicating?
- 4 What is a good way of finding out what a Chinese person really means?
- 5 What is the best way of addressing a Chinese business contact?
a) by surname only b) by title and surname c) by title only
- 6 How should you present your business card?
- 7 Why is it not good to interrupt a Chinese person in a meeting?

**НЕ НУЖНО БУДЕТ СКИДЫВАТЬ
ОТВЕТЫ. ЗАДАЧА -
ПОСЛУШАТЬ И УСЛЫШАТЬ
ОТВЕТЫ НА ВОПРОСЫ**

