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ПЯТЬ ШАГОВ К ПРОФЕССИОНАЛЬНОМУ УСПЕХУ. КОММУНИКАТИВНАЯ КОМПЕТЕНТНОСТЬ БУДУЩЕГО СПЕЦИАЛИСТА

Рекомендовано редакционно-издательским советом федерального государственного автономного образовательного учреждения высшего образования «Самарский национальный исследовательский университет имени академика С.П. Королева» в качестве учебного пособия для обучающихся по основным образовательным программам высшего образования по направлениям подготовки 01.03.02 Прикладная математика и информатика, 02.03.02 Фундаментальная информатика и информационные технологии, 03.03.01 Прикладные математика и физика, 09.03.01 Информатика и вычислительная техника и специальности 10.05.03 Информационная безопасность автоматизированных систем

Рецензенты: д-р филол. наук, проф. Е. В. В о х р ы ш е в а,
канд. техн. наук Л. В. Я б л о к о в а

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Целью учебного пособия является развитие и совершенствование навыков чтения и слушания, устной и письменной речи на основе материалов, соответствующих профессиональной подготовке обучающихся Самарского университета. В каждом разделе предусматривается развитие навыков общения в профессиональной сфере. Предлагаемый ряд разнообразных дискуссионных видов деятельности, творческих заданий предоставляет обучающимся возможность совершенствовать навыки устной и письменной речи, повысить уровень речевой компетентности. Тексты сопровождаются системой упражнений, направленных на усвоение лексики и терминологии, связанных с профессиональной деятельностью.

Подготовлено на кафедре иностранных языков и РКИ.

CONTENT

INTRODUCTION

Dear students!

Today, career growth in any professional field, high position in society, and family well-being depend on the person's competence level, on the knowledge, skills and abilities acquired at the university. However, they are not the only ones which lead a person to the heights of success. There are also subjective factors, without which it becomes impossible to use the received education, these are the personal psychological characteristics of a specialist and his/her subjective attitude to the chosen activity. They determine the motives and interests, allow you to set professional goals and actively move towards achieving them while experiencing a sense of satisfaction at every stage.

Studying the course you will get acquainted with the factors of professional success. The course allows you to comprehensively consider the structure of the professional activity, its practical and personal components, conditions for achieving the peaks of professional success. Continuous work of a specialist on himself/herself is of great importance for a career. This course reveals the motives and goals of self-improvement, as well as ways to solve the tasks set. At the final stage, it is proposed to compare their characteristics with those of a successful professional.

The structure of this textbook repeats the logic of the scheme of factors affecting the achievement of professional success. The textbook consists of five chapters, an introduction and an application. Each chapter offers theoretical foundations for determining the factors of any success, methods for self-analysis, as well as practical tasks for getting acquainted with the peculiarities of working in a modern organization.

The authors hope that this course will help you to understand your plans for the future and make the right choice of your place of work.

Good luck to you!

### CHAPTER 1. YOUR CHOICE
What organization should I choose?

The only way to do great work is to love what you do.
If you haven't found it yet, keep looking. Don't settle.
Steve Jobs

1. Read the Quotation above. What is the issue of the Module?
2. List some of your requirements to your future place of work. Use the following words and phrases concerning to qualities of an organization to help you. Which do you think are the most important to be successful in a job?

bureaucratic, caring, centralised, conservative, decentralised, democratic, dynamic, hierarchical, impersonal, market-driven, professional, progressive

VOCABULARY

QUESTIONS FOR SELF-ANALYSIS
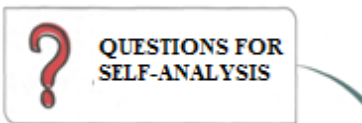
HAVE YOU EVER THOUGHT ABOUT THE IMPORTANCE OF THE RECRUITMENT PROCESS? THERE ARE SOME TIPS ABOUT ITS ROLE IN OUR PROFESSIONAL LIFE.

A) *In your opinion, which factors below are important for getting a job? Choose the five most important ones. Is there anything missing from the list?*

B)

appearance, hobbies, experience, sex, intelligence
marital status, personality, qualifications, references
age, astrological sign, handwriting, blood group
sickness record, family background, contacts and connections

C) *Discuss these statements.*

1. At work appearance is more important than performance.
2. You should keep your private life totally separate from your work.
3. People do not change much during their working lives.
4. It is best to work for as few companies as possible.
5. Everybody should retire at 50.

D) *Match the verbs 1 to 6 to the nouns a) to f) to make word partnerships*

1) to train	a) a vacancy / post
2) to shortlist	b) an interview panel
3) to advertise	c) the candidates
4) to assemble	d) references
5) to make	e) new staff
6) to check	f) a job offer

Now decide on a possible order for the events above from the employer's point of view.

<u>For example</u>:   1 *to advertise a vacancy*

*E) Listen to a consultant talking about the recruitment process to check your answers. (*Tape script 1*)*

F) Complete the text using words or phrases from the box.

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curriculum vitae (CV) / resume
probationary period, interview
application form, psychometric test, covering letter

These days many applicants submit their ……… [1] speculatively to companies they would like to work for. In other words, they do not apply for an advertised job but hope the employer will be interested enough to keep their CV on file and contact them when they have a vacancy. When replying to an advertisement, candidates often fill in a / an........................[2] and write a / an ....[3]. The employer will then invite the best candidates to attend a / an........................ [4]. Sometimes candidates will take a / an........................ [5] before the interview to assess their mental ability and reasoning skills. These days it is normal for successful candidates to have to work a / an ....[6] in a company. This is usually three or six months; after that they are offered a permanent post.

G) *Which of these words would you use to describe yourself in a work or study situation? Use a good dictionary to help you. Add any other useful words.*

мotivated, confident, reliable, proud, dedicated, loyal
determined, charismatic, honest, adaptable, resourceful
meticulous
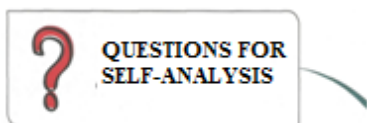
QUESTIONS FOR SELF-ANALYSIS   COMPARE YOUR ANSWERS WITH A PARTNER: WHICH OF THE QUALITIES IN EXERCISE F DO YOU THINK ARE THE MOST IMPORTANT TO BE SUCCESSFUL IN A JOB

LISTENING

(Advising companies)

A) *Richard Brown is the managing partner of Cognosis, a management consultancy in London which advises companies on organization and change. Listen to the first part of the interview and answer these questions.*

1. What four approaches does Cognosis use to analyze a business?
2. How many different business 'character types' does Cognosis recognize?
3. What three things do companies deal with differently, according to Richard?

B) *Listen to the second part of the interview. Tick the sentences below which are true, according to Richard, and correct those which are false.*

1. The hardest way to change the character of a business is to merge it with another company.

2. When Guinness and Grand Metropolitan merged, they wanted to create a business culture which was different from the two companies.

3. The senior managers spent a lot of money training staff in the new business methods.

4. The new culture was only partly successful.

C) In the third part of the interview, Richard Brown describes three ways in which successful companies are similar. Complete the description below.

First, they're......................[1]: they have a very clear sense of...................... ....[2]. Second, they're...........-...........[3]: they invest much time and energy in understanding and... [4]. And third, they are ....-...........[5]. By that I mean that people inside the organization are very clear about the values that should............................... [6] and behaviours.

A) Read the article and answer the question:

What are the nine characteristics of the ideal organization?

The Nine Defining Characteristics of the Ideal Organization

By: Ethan Schutz

Sometimes when I'm talking with someone about The Human Element and the work we do, a listener will ask what it means to create the Ideal Organization – our stated goal. After all, they often add, Ideal is a subjective term. It can mean anything you want it to mean. If we commit to going through this **Human Element** training, how will we know when we get 'there'?

It's a fair question. 'Ideal' for one may be above or below expectations for others, which is why it's important to have terms clearly defined and understood prior to starting. The Ideal Organization has 9 defining characteristics. Each characteristic is crucial, and they're all equally important.

An Ideal Organization features **accountability**. Everyone takes responsibility for their roles, and expects to be held accountable for their contributions. This corporate culture of personal responsibility means that blaming is kept to a minimum. When conflicts arise, a mutual sense of accountability keeps the focus on finding a solution.

An Ideal Organization is **open**. People within the Ideal Organization are empowered truth tellers, and enjoy the confidence that if they ask a question, they will be provided with an honest answer. Issues are addressed directly and simply as they arise, without creating gossip and secrets. This prompt openness helps eliminate both anxiety and resentment from the workplace dynamic.

An Ideal Organization encourages **self-regard**. When people feel good about themselves and the work they do, they neither seek nor need excessive praise or constant attention. They are aware of their own strengths, weaknesses, and personal circumstances. While merited recognition is appreciated, in the Ideal Organization, people are not dependent on it.

An Ideal Organization emphasizes **job fit**. Pairing an individual with the role within the organization that suits best is a process that requires flexibility, communication and time. In the Ideal Organization, employees have the confidence that management will work with them to identify the point of best fit, and that they'll be treated with respect and dignity through the process. Honest self-appraisal is required of all parties.

An Ideal Organization practices sound **decision making**. Distributing decision making to the individuals most qualified to make the decision, coupled with an organizational commitment to helping

teammates work well, is a key trait of the Ideal Organization. Competition is present only as a positive force, resulting in creativity, motivation and inspiring behaviors.

An Ideal Organization encourages **personal development**. The desire to achieve one's best has a positive impact on employees' professional and personal lives. Individuals are more self-aware and understand the relationship between physical and emotional and spiritual health with performance. People experience enjoyment from the workplace, and find their role personally satisfying.

An Ideal Organization has committed **leadership**. Leaders who can model desired behaviors and traits and are open about their own mistakes and uncertainties are integral to the Ideal Organization. In many ways, it is leaders who make connecting the ideal to the real possible: their example, enthusiasm, and encouragement of employees have tremendous impact.

An Ideal Organization is **productive**. The combination of openness, job fit, and other defining characteristics result in an environment where high-quality work is done efficiently. Each employee is working much nearer full capacity and the coordination among employees is highly developed.

An Ideal Organization generates **results**. A consideration of financial, social and environmental benchmark goals set will show meaningful progress, sustained at an acceptable rate, over the course of time.

https://theschutzcompany.com/resource/organizational-development-ideal-organization/

B) Answer the questions.

1. What nine characteristics does the author mention?
2. In what situation is accountability the most important?
3. How does self-regard work?
4. What does "competition" mean for the Ideal Organization?
5. Why is personal development important?
6. How do the mentioned characteristics help to do work efficiently?
7. What results will be considered satisfactory for the Ideal Organization?

*C) Give the summary of the article (*Application 1*).*

A) *Work in pairs. Take the survey and discuss the results with the partner, answer the question for self-analysis.*

QUESTIONS FOR SELF-ANALYSIS
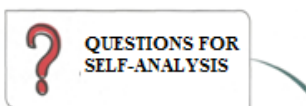
ARE YOU READY TO BE SUCCESSFUL IN YOUR PROFESSION?

SURVEY: MOTIVATION FOR SUCCESS

Instructions: You are offered a number of statements. If you agree with the statement, put a " + " sign ("yes") next to its digital designation on the answer form, and if you disagree, a " — " sign ("no").

1. When there is a choice between two options, it is better to make it faster than to postpone it for a certain time.	

2. I get easily annoyed when I notice that I can't fully complete the task.	
3. When I'm working, it looks like I'm putting everything on the line.	
4. When a problem situation arises, I most often make a decision one of the last.	
5. When I have nothing to do for two days in a row, I lose my peace.	
6. Some days my progress is below average.	
7. I am stricter with myself than with others.	
8. I am friendlier than others.	
9. When I refuse a difficult task, then I severely condemn myself, because I know that I would have succeeded in it.	
10. In the process of work, I need small pauses for rest.	
11. Diligence is not my main trait.	
12. My achievements in work are not always the same.	
13. I am more attracted to another job than the one I chose.	
14. Blame stimulates me more than praise.	

15. I know that my colleagues consider me a good person.	
16. Obstacles make my decisions firmer.	
17. It's easy to play on my ambition.	
18. It is usually noticeable when I work without inspiration.	
19. When doing work, I do not count on the help of others.	
20. Sometimes I postpone what I should do now.	
21. You need to rely only on yourself.	
22. There are few things in life more important than money.	
23. Whenever I have an important task to complete, I don't think about anything else.	
24. I am less ambitious than many others.	
25. At the end of the vacation, I am usually happy that I will soon go to work.	
26. When I am disposed to work, I do it better and more qualified than others.	
27. It is easier for me to communicate with people who can work hard.	
28. When I have nothing to do, I feel that I am not at ease.	

29. I have to do responsible work more often than others.	
30. When I have to make a decision, I try to do it as good as possible.	
31. My friends sometimes think I'm lazy.	
32. My success to some extent depends on my colleagues.	
33. It is pointless to oppose the will of the leader.	
34. Sometimes you don't know what kind of work you will have to do.	
35. When something goes wrong, I am impatient.	
36. I usually pay little attention to my achievements.	
37. When I work together with others, my work gives greater results than their work.	
38. Many things that I undertake, I do not finish.	
39. I envy people who are not loaded with work.	
40. I do not envy those who seek power and position.	
41. When I am sure that I am on the right path, I will go to extreme measures to prove my rightness.	

RESULTS:

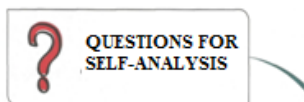| ANSWERS	SCORES	POINTS
yes	1	2-5, 7-14-17, 21, 22, 25-30, 32, 37, 41
no	1	6,13, 18, 20, 24, 31, 36, 38
	0	1, 11, 12, 19, 23, 33-35, 40

CONCLUSION: THE HIGHER THE SUM OF POINTS, THE MORE THE SURVEYED PERSON IS MOTIVATED TO ACHIEVE SUCCESS.

SKILLS

From the life of a successful specialist

<u>*We learn how to choose a working place*</u>
(a problematic situation in the life of a professional team)

 CAN IT BE POSSIBLE TO CHOOSE THE IDEAL PLACE OF WORK?

Don't wait for a miracle: each job has its pros and cons. It is important to know in advance which of them you are ready to live with, and which does not suit you at all.

A) *Read the article and find the answer to the question above.*

There is no ideal way to find a job. But there are a thousand options for how to complicate the process. We have selected several common mistakes that almost every applicant faces.

You don't know what you're looking for

Some resume forms have a "Goal" section. Employers expect that candidates will write the position they are applying for at this place. However, instead of a position, there is often a vague explanation: "I am looking for a stable job with a good income and a friendly team." Of course, not everyone has a career development plan for 20 years ahead, and many do not need it. But clear search criteria are necessary for everyone.

If you are looking for a stable job, figure out what it means for you: a large reliable company, a high salary or just an official job near home. If you don't care what you do, as long as you get paid well, determine in which areas you could show the best results, what experience you already have, and throw all your energy into searching in these areas.

PRACTICAL TASK: analyze the additional task management errors listed below. Formulate rules that will allow you to avoid these mistakes. Fill in the column "rule" in table 1.

TABLE 1

Error	Rule
Wrong desires	
Lack of information	
Absence of old disadvantages	

You rely only on yourself	
You send the same resume to all employers	
You respond to all vacancies indiscriminately	
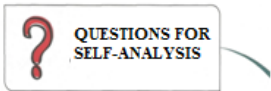
DISCUSS THE RESULTS IN THE GROUP.

COMPARE YOUR RESULTS WITH THE RESULTS OF A SPECIALIST *(Application 2)*

WRITING

Which factors of professional success can be considered objective, and which ones are subjective? Complete the scheme and check it with the scheme proposed by the specialist.

FACTORS OF PROFESSIONAL SUCCESS	
Ojective	**Subjective**

SPEAKING

Taking part in meetings

Make up a dialogue using Useful Language on the following situation:

You are graduates and discussing the problems of finding a job.

USEFUL LANGUAGE

Asking for opinions
How do you feel about...
What do you think?
What's your opinion?
What's your view?
Giving opinions
I think... /I don't think...
In my opinion...
Agreeing
That's true. \ I agree.
Absolutely / Exactly. I think so too.
Disagreeing
I see / know what you mean, but ...
I'm afraid I can't agree. Maybe, but ...
Making suggestions
I think we should... How about... ? Why don't we... ? Maybe / Perhaps we could

CHAPTER 2. YOUR GOALS

•*What direction should I go?*

> *"There are only two rules for being successful.*
> *One, figure out exactly what you want to do, and two, do it."*
> *Mario Cuomo*

STARTING UP

A) Read the Quotation. What is the issue of the Module?

B) List some of your goals. Use the following words and phrases to help you.

long-term goals	short-term goals	expand professional knowledge
achieve some goals	personal or professional growth	set goals
improve work performance	strengthen professional relationship	
increase earnings	attain a high job role	gain new experience
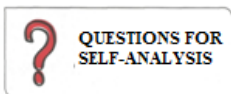
ARE YOU FAMILIAR WITH A PERSON WHO HAS ACHIEVED SIGNIFICANT SUCCESS WITHOUT HAVING A SPECIFIC GOAL IN LIFE?

C) Read the story and try to formulate the main idea.

One day, a journalist was talking to three construction workers who were pouring concrete into the foundation of a building under construction. "What are you doing?," he asked the first worker. "I am working for a living," he grumbled.

When the journalist asked the same question to the second worker, the latter looked at him over his shoulder and said: "What do you think it looks like? I'm pouring concrete."

Then he turned to the third builder, who was doing his work, smiling and whistling. "What are you doing?," the journalist asked. He paused for a moment and said excitedly: "I'm building a homeless shelter." He

> *wiped his hands with a rag and started pointing: "Look, this is where the kitchen will be, this is the women's bedroom. And here... "*
>
> *These builders were doing the same job. But only the third had a vision that gave him extra motivation. He did not just work, but realized his dream, and this gave his efforts a special significance.*

QUESTIONS FOR SELF-ANALYSIS
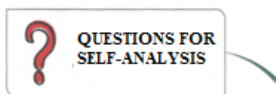
HAVE YOU EVER THOUGHT ABOUT THE IMPORTANCE OF THE GOALS IN LIFE? THERE ARE SOME TIPS ABOUT THE GOALS' ROLE IN OUR LIFE.

A) Complete the tips with the words from the box

actions, prioritize, developed, perspective, strong
perceived, satisfaction, differently

The goal increases our potential

Without a goal, we will hardly be able to see our potential, as we will not see beyond today. But as soon as we have a goal, we start to look at ourselves _____, because we understand that we have a great potential that can be _____. Every opportunity, every favorable circumstance, skill or talent is _____ by us as a means to achieve the main goal.

The goal helps you set priorities

The goal gives us hope for the future and makes us _____ in the present. It helps us _____ everything we do and grow.

The goal increases the value of our work

The goal allows us to put everything we do into _____. Even if some activity does not seem too exciting and does not bring immediate _____, but at the same time brings us closer to the goal, its value in our eyes is still great. Each of our _____ becomes an important part of the overall mosaic.

LISTENING

A) Mike Ashton Is a Senior Vice President of Hilton Hotels International. The hotel employs 75,000 people in 65 countries. Listen to the first part of the interview. Complete the definition of quality.

I believe the best way to define quality is to look very closely at customers' ....-. and then to look at the................... of a business to................... or................... those expectations, consistently.

B) Listen to the second part of the interview. Which of the following does the hotel use to measure quality improvements?

a) contacting guests
b) inspecting rooms daily
c) contacting team members
d) studying operational standards
e) comparing check out times
f) making unexpected visits

C) Listen to the third part of the Interview. According to Mike Ashton, why is investment in quality important?

A) *Read the article and fill in the tips to the gaps*
   1. Set goals the right way.
   2. Find a good time management system.
   3. Audit your time for seven days straight.
   4. Spend your mornings on MITs.
   5. Follow the 80-20 rule.

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5 Time Management Tips for Achieving Your Goals

Serious goal setting requires an unblinking focus on effective time management.

One of the most effective skills you can have in life is powerful and effective time management. If you're not managing your time well, there's no way you're going to reach your goals at work and the life outside of it. Sure, you might make some progress. But your time management will be an uphill battle if you don't take your time seriously. For people who squander and waste the precious little time they do have, they know all too well how difficult achieving even mildly difficult goals can be.

What are the best tips for managing your time?

One of the biggest problems that most entrepreneurs have isn't just in how they can get enough done in such a demanding market, but also how they maintain some semblance of balance without feeling too overworked. This isn't just about achieving and going after goals around the clock. This is also about quality of life.

1. _____. Use the SMART goal setting method to help you see things through. And when you do set those goals, make sure you have powerful deep down meanings for wanting to achieve them.

23

2. _____ One of the tips for managing your time is to find the right system to actually do it. The quadrant time-management system is probably the most effective. It splits your activities into four quadrants based on <u>urgency and importance</u>. Things are either urgent or important, both, or neither. Neither (quadrant 4) are the activities that you want to stay away from, but it's the not-urgent-but-important quadrant (2) that you want to focus on.

3. _____ Spend seven days straight assessing how you spend the time you do have right now. What are you doing? Record it in a journal or on your phone. Split this up into blocks of 30 minutes or an hour. What did you get done? Was it time wasted? Was it well spent? If you use the quadrant system, circle or log the quadrant that the activity was associated with. At the end of the seven days, tally up all the numbers. Where did you spend the most time? Which quadrants? The results might shock you.

4. _____ Mark Twain once said, "If it's your job to eat a frog, it's best to do it first thing in the morning. And If it's your job to eat two frogs, it's best to eat the biggest one first." His point? Tackle your biggest tasks in the morning. These are your <u>most important tasks (MITs) of the day</u>. Accomplishing those will give you the biggest momentum to help you sail through the rest of the day.

5. Another great time management tip is to use the 80-20 Rule, also known as the <u>Pareto Principle</u>. This rule states that 80% of the efforts comes from 20 percent of the results. In sales, it also means that 80 percent of the sales come from 20 percent of the customers. The trick? Identify the 20 percent of the efforts that are producing 80 percent of the results and scale that out. You can do this with meticulous tracking and analysis.

https://www.entrepreneur.com/article/299336

B) Which of these sentences are true? Correct the false ones.

1. You can find any system of time management you like.
2. Before you start recording how you spend the time in a journal you should spend seven days assessing what you are doing.
3. You should tackle your biggest tasks in the evening.
4. The rule states that 20 percent of the efforts come from 80 percent of the results.

*C) Give the summary of the article (*Application 1*)*

DISCUSSION

A) *Work in pairs. Take the survey and discuss the results with the partner, answer the question for self-analysis.*

QUESTIONS FOR SELF-ANALYSIS
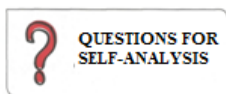
WHAT STAGES DO YOU NEED TO GO THROUGH TO REACH THE GOAL?

• WHAT DO YOU THINK IS NECESSARY TO ACHIEVE THE GOAL?

• WHAT MAKES AN ACTIVITY SUCCESSFUL?

In order for the activity to continue, it is necessary to have knowledge, skills and abilities, as well as to actively apply them

QUESTIONS FOR SELF-ANALYSIS
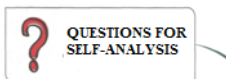
ARE YOU READY TO LOOK FOR THE REASONS FOR SUCCESS-FAILURE IN YOURSELF?

SURVEY: *COGNITIVE ORIENTATION. THE LOCUS OF CONTROL.*

Instructions: Decide which you agree with more, and circle the corresponding letter – "a" or "b".

1	a) children get into trouble because their parents punish them too often b) nowadays, trouble happens to children most often because parents are too gentle with them
2	a) many failures come from bad luck b) people's failures are the result of their own mistakes
3	a) one of the main reasons why immoral acts are committed is that others put up with them b) immoral acts will always occur, no matter how hard others try to prevent them
4	a) in the end, people get the recognition they deserve b) unfortunately, the merits of a person often remain unrecognized
5	a) the opinion that teachers are unfair to students is wrong b) many students do not realize that their grades may depend on random circumstances
6	a) the success of the manager largely depends on a successful combination of circumstances b) capable people who did not become leaders, did not use their opportunities themselves
7	a) no matter how hard you try, some people will still not like you b) someone who has failed to win the sympathy of others, simply does not know how to get along with other people
8	a) heredity plays a major role in the formation of human character and behavior b) only life experience determines character and behavior
9	a) I have often noticed the truth of the saying: "What is to be is to be»

	b) in my opinion, it is better to make a decision and act than to hope for fate
10	a) for a good specialist, even a test with an addiction is not difficult b) even a well-trained specialist usually does not stand up to the test with partiality
11	a) success is the result of hard work and depends little on luck b) to succeed, you must not miss an opportunity
12	a) every citizen can influence important government decisions b) society is run by people who are nominated for public positions, and the average person can do little
13	a) when I make plans, I am always convinced that I can carry them out b) it is not always prudent to plan far ahead, because much depends on how the circumstances develop
14	a) there are people who you can safely say about that they are not good b) there is something good in every person
15	a) the fulfillment of my desires is not related to luck b) when they do not know what to do, they toss a coin, in my opinion, in life you can often resort to this
16	a) you get a position of a manager due to a happy coincidence of circumstances b) to become a leader, you need to be able to manage people — luck has nothing to do with it
17	a) most of us can't influence the world events in any serious way b) by taking an active part in public life, people can manage events in the world
18	a) most people don't realize how much their lives depend on random circumstances

	b) in fact, there is no such thing as luck
19	a) you should always be able to admit your mistakes
	b) as a rule, it is better not to emphasize your mistakes
20	a) it's hard to know if a person really likes you
	b) the number of your friends depends on how much you have others in your favor
21	a) in the end, the troubles that happen to you are balanced by pleasant events
	b) most failures are the result of a lack of ability, ignorance of laziness
22	a) if you make enough effort, then formalism and callousness can be eradicated
	b) there are things that are difficult to deal with, so formalism and callousness cannot be eradicated
23	a) sometimes it is difficult to understand what managers are based on when they nominate a person for promotion
	b) rewards depend on how hard a person works
24	a) a good manager expects subordinates to decide for themselves what they should do
	b) a good manager makes it clear what each employee's job is
25	a) I often feel that I have little influence on what happens to me
	b) I do not believe that chance or fate can play an important role in my life
26:	a) people are lonely because they do not show friendliness to others
	b) it is useless to try too hard to win people over: if they like you, they like you
27	a) the character of a person depends mainly on his willpower
	b) the character of a person is formed mainly in a team
28	a) what happens to me is my own doing

	b) sometimes I feel that my life is developing independently of me
29	a) I often can't understand why managers act this way and not otherwise b) in the end, the people who work in the organization are responsible for the poor management of the organization

RESULTS: Agreement with any statement is estimated at 1 point. The points are calculated by the number of circled letters "a" and "b". The maximum amounts for internality and externality are 23, since 6 statements are background statements.

externality	2a, 3b, 4b, 5b, 6a, 7a, 9a, 10b, 11b, 12b, 13b, 15b, 16a, 17a, 18a, 20a, 21a, 22b, 23a, 15a, 26b, 28b, 29a
internality	2b, 3a, 4a, 5a, 6b 7b, 9b, 10a, 11a, 12a, 13a, 15a, 16b, 17b, 18b, 20b, 21b, 22a, 23b, 25b, 26a, 28a, 29b

CONCLUSION: THE CORRESPONDING ORIENTATION OF THE LOCUS OF CONTROL SHOULD BE JUDGED BY THE RELATIVE EXCESS OF THE TOTAL POINTS FOR INTERNALITY OR EXTERNALITY.
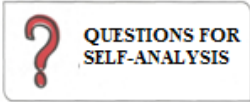
SKILLS

From the life of a successful specialist

<u>*We learn to plan and keep up*</u>

(a problematic situation in the life of a professional team)

how to plan realistically and always keep up with the main thing

CAN IT BE POSSIBLE TO FOCUS ON THE MAIN THINGS?

> *Everything that needs to be done is planned. Everything that is planned must be done*

A) Read the article and find the answer to the question above.

The author of the book "7 skills of highly effective people", Stephen Covey, shows in a joking form the famous principle of "Focus on the main things". He demonstrates it first by the example of a bucket of sand, in which the participant of the training tries to put all the stones under the guise of various cases, and she, of course, does not succeed. Then the participant first puts stones in the bucket, and then fills all the sand in the bucket. And everything works out for her!
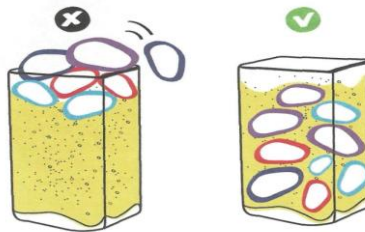
Most people live in the "Catch everything" paradigm. And if you need to do everything, what difference does it make where to start? And they start their day with "sand". And they end up with "sand". Not finding time for "stones" - that is, tasks that require maximum concentration of attention without switching to "sand".

> **To prioritize is to highlight the main thing and give up everything else**

That is, these are two actions! Highlight the main thing and give up everything else! Moreover, the second action is much more difficult than the first, since it is not very common to sacrifice something in our culture. I want everything at once and without effort. But if you learn to give up non-priority tasks, then, you will agree, there is simply nothing else left, except ... to do the main thing!

The distribution of time according to the method "60% "stones" " – "40% "sand" " makes it impossible to live according to the principle "To have time for everything". And this is a very important result of implementing a culture of planning and executing the day's plan. After all, if you follow these rules, you can come to a very important conclusion for increasing efficiency.

PRACTICAL TASK: analyze the additional task management errors listed below. Formulate rules that will allow you to avoid these mistakes. Fill in the column "rule" in table 2.

TABLE 2

Error	*Rule*
Dreams come true	
Manage everything	

Feeling guilty at the end of the day	
The inability to quickly prioritize due to the lack of a single task list	
To prioritize is to highlight the main thing	
There is no time	
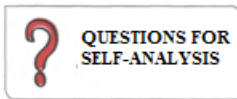
QUESTIONS FOR SELF-ANALYSIS

DISCUSS THE RESULTS IN THE GROUP. COMPARE YOUR RESULTS WITH THE RESULTS OF A SPECIALIST *(Application 3)*

WRITING

* TAKE A DIARY AND A SMALL THICK PIECE OF PAPER.

* WRITE YOUR GOALS BEFORE YOUR 30TH BIRTHDAY ON THE SHEET.

* DECIDE WHAT NEXT STEP, BRINGING YOU CLOSER TO THESE GOALS, YOU PLAN TO TAKE NEXT WEEK.

* PLAN EACH STEP IN YOUR WEEKLY SCHEDULE.

* AFTER A WEEK, SUMMARIZE THE RESULTS OF WHAT YOU HAVE DONE AND MAKE A PLAN FOR THE NEXT WEEK.

Starting presentations

Present your personal professional goals to the group using Useful Language.

<u>USEFUL LANGUAGE</u>

<u>Introducing yourself</u>

On behalf of myself, I'd like to welcome you. My name's Sven Laisen.
Hi everyone, I'm Dominique Lagrange. Good **to** see you all

<u>Introducing the topic</u>

I'm going to tell you about the ideas we've come up with for the ad campaign.
This morning, I'd like to outline the campaign concept we've developed for you.

<u>Giving a plan of your talk</u>

I've divided my presentation into three parts, firstly, I'll give you …….
Secondly, I'll discuss …….
My talk is in three parts. I'll start with ……………, move on to ………,
and finish with …………..

<u>Inviting questions</u>

If there's anything you 're not clear about, go ahead and ask any questions you want.
If you have any questions, please don't hesitate to interrupt me.

CHAPTER 3. YOUR ABILITIES

What direction should I develop in?

One of the commonest mistakes and one of the costliest is thinking that success is due to some genius, some magic - something or other which we do not possess. Success is generally due to holding on, and failure to letting go. You decide to learn a language, study music, take a course of reading, train yourself physically. Will it be success or failure? It depends upon how much pluck and perseverance that word decide contains. The decision that nothing can overrule, the grip that nothing can detach will bring success.

Maltbie Davenport Babcock

STARTING UP

1. *Read the Quotation. What is the issue of the Module?*
2. *List some of your qualities and abilities. Use the following words and phrases to help you. Which do you think are the most important to be successful in a job?*

> *motivated, dedicated, honest, confident, loyal, adaptable, reliable, determined, resourceful, proud, charismatic, meticulous, predictable*

2.VOCABULARY
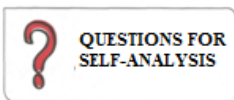
HAVE YOU EVER THOUGHT THE IMPORTANCE OF THE ABILITIES AND DISPOSITIONS? THERE ARE SOME TIPS ABOUT THEIR ROLE IN OUR LIFE.

Fill in the gaps in the articles with the words from the box.

mental processes, a person, organized activity
organic inclinations, prerequisites, specific qualities

Ability

A person can carry out an activity only if he has the ability to do it, that is, he must be suitable for this activity. Any specific activity requires _____ from a person. They are considered abilities. Abilities always have hereditary _____, which depends on their neuro-brain apparatus and innate features. But the makings are just _____ for the development of abilities. Abilities also have the opportunity to develop, transform and change. The ability develops on the basis of various psychophysical functions and _____. It is a complex synthetic formation that includes a number of qualities, without which _____ would not be capable of any specific activity, and properties that are developed only in the process of a certain way of _____.

Disposition

personality traits, urgent decisions, predictability
isolation, feel stressed, lability of emotions

The disposition is influenced, first of all, by innate _____. So, people with mobile nervous processes will prefer a variety of content activities that require _____. And people with an inertia of nervous processes tend to work out the details in a situation of _____. Sociable people will choose a profession like "man-man", and those who are prone to _____ – "man-sign". Extroverts will prefer social contacts, and introverted employees will _____ if their professional activities require contacts with people from other organizations. In this case, the emotional sphere of the person is also important. Thus, E. P. Ilyin, referring to sociological

studies, states that people with _____ show interest in professions such as "man-man", with emotional sensitivity tend to professions such as "man-nature", and people with stable emotions are interested in professions such as "man - sign system" and professions such as "man-technology".

LISTENING

A) Max Landsberg is a partner at Hefdrick and Struggles, the international executive search consultants. Listen to the first part of an interview. What three qualities do leaders of large companies usually have?

B) Listen to the second part of the interview. Max talks about the ways that leaders can develop their skills.

1. Match the following percentages - 70%, 20%, 10% - with the development activity.

a) training	b) coaching	c) on the job

2. What, according to Max, is the main way that companies develop leaders?

C) Listen to the third part of the interview. Max talks about three leaders that have influenced or impressed him. Make notes on what he says about each one.

Nelson Mandela	Winston Churchill	Bernie Ellis

READING

A) Read the article and fill in the subtitles
   1. What are personal development skills?

36

2. Why are personal development skills important?
3. Examples of personal development skills.
4. How to improve your personal development skills.

9 Ways to Improve Your Personal Development Skills

By: Indeed Editorial Team July 26, 2021

Personal development skills are qualities and abilities that help you grow both personally and professionally. In other words, they are skills that help you nurture your personal development. Understanding and improving these skills can help you maximize your potential. This process is also known as self-development or personal growth.

Personal development skills are important because they allow you to create strategic and tactical plans for personal and professional growth towards your goals. It can be helpful to hone personal development skills so that you can naturally work them into your daily routines and use them to:

- Achieve personal and career goals
- Advance in your career
- Improve your strengths and talents
- Better yourself
- Find fulfillment and satisfaction

Personal development skills can be traits or qualities you already have or ones you can gain through education and training. Individuals will value different personal development skills depending on their goals, but here are some examples of skills people commonly practice to facilitate personal growth :

- Communication
- Interpersonal

- Organization
- Problem-solving
- Self-confidence
- Adaptability

You can enhance your personal development skills by taking classes, learning from the people around you, gaining new talents and improving upon existing ones. Follow these guidelines to develop yourself personally:

Overcome your fears. Fear can prevent you from growing and progressing. If you are afraid of public speaking, for instance, take a class or join a group that helps people become better public speakers. If you are afraid of taking risks, find a mentor who can help you make good decisions and build your confidence. Grow and learn by trying things you might not be comfortable doing. If you are shy, try starting a conversation or introducing yourself to new people at a reception or workshop.

Read. Reading can expand your knowledge and vocabulary and keep you informed. It can also stimulate your mind and can improve your critical thinking skills. Try setting a goal to read at least one educational or motivational article a day, or one book a month.
Learn something new. Learn a new skill or topic, whether you do it yourself or sign up for a class. You might, for instance, take courses to learn another language, a new software program or how to write creatively. Consider watching a webinar on professional development topics such as entrepreneurship or social media marketing.
Ask for feedback. Approach a family member, friend, colleague or manager, and ask them to give you feedback on a recent project or accomplishment. Use their positive comments as well as their

constructive criticism to find ways to improve. Sometimes you need an outside, unbiased opinion to get a different perspective.

Observe others. Watch and learn from the people who inspire you. This could be someone you know, such as a supervisor, family member or public figure. Identify the qualities you admire in them, and try to replicate those in yourself.

Network. By interacting with many types of people, you can learn new ideas and understand how to communicate and work with different personality types. You can also meet people and develop relationships that might help you in the future. Network through industry organizations and shared interest groups, or attend conferences and events on topics that interest you.

Get a mentor. If you need help identifying ways to build your self-development skills, talk to a mentor. This individual could be a manager, professor, someone you admire or a professional personal growth mentor.
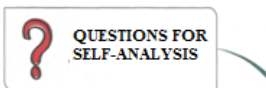
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QUESTIONS FOR SELF-ANALYSIS
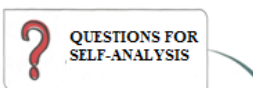
- WHICH IDEAS DO YOU AGREE WITH?
- HAVE YOU EVER TRIED ANY OF THE TIPS?
  B) Give the summary of the article

DISCUSSION

A) *Work in pairs. Take the survey and discuss the results with the partner, answer the question for self-analysis.*

ARE YOU READY TO KNOW YOUR DISPOSITION?

SURVEY: WHAT IS THE MOST SUITABLE PROFESSION FOR YOU?

Instructions: Take a blank sheet of paper and divide it into five columns

1) «HUMAN - NATURE » - I
2) «HUMAN - TECHNOLOGY» - II
3) «HUMAN - SIGN SYSTEM» III
4) «HUMAN - AN ARTISTIC IMAGE» IV
5) «HUMAN – HUMAN» - V

Read the statements in order, and if you agree with them, then write the number indicated in parentheses in the appropriate column on your sheet with the "+" sign (the column number is indicated in Roman numerals). If you do not agree, then write out a number with a "– " sign. For example: "I can readily and for a long time make something, fix it" (II-1). If you do not agree with this statement, then go to column II ("HUMAN-TECHNOLOGY») write «-1». If you can't answer definitely, then don't write out the figure at all.

After answering 30 statements in this way, calculate the sum of the numbers written out (taking into account the" pros "and" cons") in each of the columns. The largest positive amounts will be in the columns corresponding to the most suitable types of professions for you, the smallest (and even more negative amounts) - unsuitable professions.

1	I easily meet new people.	V-1

2	Willingly and for a long time I can make something, fix it.	II-1
3	I like to go to museums, theaters, and art exhibitions.	IV-1
4	I willingly and constantly monitor and take care of plants and animals	I-2
5	I can count things, solve problems, and draw things willingly and for a long time	III-1
6	I am willing to help my elders take care of animals and plants	I-1
7	I like to spend time with the younger ones, when they need something to occupy them, to engage them in something, to help them in something	V-1
8	I usually make few mistakes in my written work.	III-1
9	What I do with my own hands usually arouses the interest of my fellow seniors.	II-2
10	The elders believe that I have an aptitude for a certain field of art.	IV-2
11	I like to read about the plant and animal world.	I-1

12	I actively participate in amateur performances.	IV-1
13	I like to read about the devices of mechanisms, machines, and devices.	II-1
14	I like to solve crosswords, puzzles, puzzles, and difficult problems.	III-1
15	I easily settle differences between peers or juniors.	V-2
16	The older ones think I have the ability to work with technology.	II-2
17	The results of my artistic work are approved even by strangers.	IV-2
18	The older ones think I have the ability to work with plants or animals.	I-2
19	I usually manage to express my thoughts in writing in detail and clearly for others.	II-2
20	I almost never fight.	V-1
21	Things made by me are also approved by strangers.	II-1
22	I easily assimilate previously unfamiliar or foreign words.	III-1

23	I often find myself helping strangers.	V-2
24	For a long time, without getting tired, I can do my favorite art work (music, drawing, etc.).	IV-1
25	I read with great interest about the protection of the natural environment, forests, and animals.	I-1
26	I like to understand the structure of mechanisms, machines, devices.	II-1
27	I usually manage to convince my peers that it is necessary to do so, and not otherwise.	V-1
28	I like to watch animals or look at plants.	I-1
29	Without much effort and willingly understand diagrams, graphs, drawings, tables.	III-2
30	I try my hand at painting, music, and poetry.	IV-1

RESULTS:

Brief description of psychological characteristics:

I *HUMAN – NATURE*	• developed imagination • visual-imaginative thinking

|	
	• good visual memory, observation skills • ability to anticipate and evaluate changing natural factors • since the results of the activity are revealed after a fairly long time • patience • perseverance
II. HUMAN – TECHNOLOGY	• good coordination of movements • accurate visual, auditory, vibrational and kinesthetic perception • developed technical and creative thinking and imagination • ability to switch and concentrate attention • observation skill.
III HUMAN – SIGN SYSTEM	• good mechanical memory • ability to focus on abstract (iconic) material for a long time • good distribution and switching of attention • accuracy of perception, the ability to see what is behind the conventional signs • perseverance • logical thinking
IV. HUMAN – ARTISTIC IMAGE	• artistic abilities; developed visual perception • observation skills • visual memory • visual-imaginative thinking • creative imagination • knowledge of the psychological laws of emotional impact on people

V. HUMAN – HUMAN	• ability to easily come into contact with stranger • sustained well-being when working with people • benevolence • responsiveness • exposure time • ability to contain emotions • ability to analyze the behavior of others and your own, to understand the intentions and moods of other people • ability to understand the relationships of people, the ability to settle differences between them, to organize their interaction • ability to mentally put yourself in the place of another person, the ability to listen, take into account the opinion of another person • ability to master speech, facial expressions, gestures • developed speech, the ability to find a common language with different people

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SKILLS

From the life of a successful specialist

<u>*We learn to manage tasks*</u>

(a problematic situation in the life of a professional team)

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QUESTIONS FOR SELF-ANALYSIS
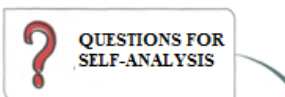
HOW OFTEN DO YOU FAIL TO COMPLETE YOUR PLANNED TASKS?

• WHERE DO YOU RECORD INFORMATION ABOUT WHAT YOU NEED TO DO?

• DO YOU HAVE A CALENDAR WHERE YOU MAKE CHANGES TO YOUR PLANS?

• HOW OFTEN DO YOU TELL YOURSELF: NO TIME FOR SPORTS, READING BOOKS?

• ARE YOU SATISFIED WITH YOUR CURRENT PRIORITIES?
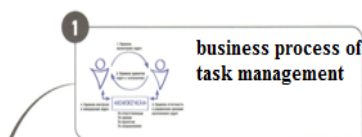
The task is considered an event that is in addition to the standard job function of the employee. That is, a task is something that an employee should not do in accordance with their duties without the instructions of the manager.

What rules do you need to set in order to make tasks mandatory and urgent?

Memoirs of the author of the book "How to work during working hours" Sergey Bekhterev:

As the consulting director of the company "Organization of Time", I participated in negotiations on a possible project for the implementation of corporate time management. Several top managers attended the meeting together with the CEO.

And in the middle of the negotiations, the CIO stands up and says that the company has already implemented corporate time management, it does not give any result, so they do not need our services.

"How is it implemented?" the CEO asked him, puzzled. After

clarification, it turned out that six months ago, the CEO went to an open seminar with Gleb Alekseevich Arkhangelsky, bought the books "Formula of Time" and "Time Drive", gave it to the CIO with the instruction to implement "corporate time management in the company. I set a task, and I forgot. But the CIO didn't forget. He prepared an order with just one sentence: "I order all employees to carefully study and from April 10 begin to apply without question everything that is written in appendix 1 of this order." The appendix to the order, as you guessed, was simply a photocopy of the books received from the general director. The Director-General could no longer remember how he had signed the order.

Meanwhile, the CIO took out an order with a weighty application and showed a subscription list with more than 300 signatures of all employees. Next to the name and position in the "Informed" column was each employee's signature.

"You see, we implemented everything 4 months ago. If there is a signature, then the order works. And since there is no result, your technology is a fiction." From the confident look on his face, you could tell that he had faithfully fulfilled the CEO's assignment — because he understood what it meant to implement the corporate time management standard.

The CEO blushed, the negotiations continued, and a month later we were implementing the rules of corporate time management using the new technology. But that's another story.

 The main principle: duty and urgency. There should be no 100% outstanding and overdue tasks! "YES" means "Yes"! "No" means "No"!

If we detail the business process of task management, we can distinguish the following stages of passing, which we will conditionally denote by percentages:
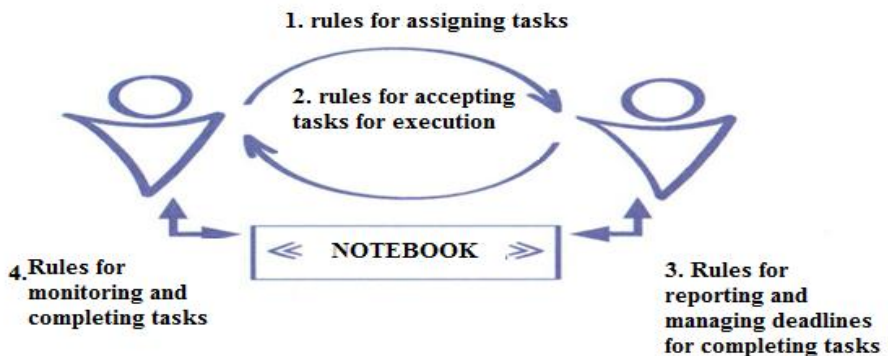
* 0% – the task appeared in the head of the manager. As a rule, this happens when the subordinate is not around, so it is recommended to create a personal contextual system for managing such thoughts in order to free your head and at the same time have 100% confidence that when you meet with a subordinate, this thought will necessarily pop up.

* 25% – the task is set and accepted for execution by the employee. That is, the employee understands the task, understands the deadline and is confident in a successful result.
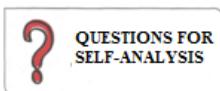
* 50% – the task is completed, there are intermediate results that the manager can see at any time for intermediate control.

* 75% - the task is considered completed by the employee. But this does not mean that it is done from the point of view of the manager? There are tasks that must be accepted by the manager. Accordingly, at this stage, the manager must accept the task. Or send the task for revision.

* 100% - the task is completed and accepted.

1. rules for assigning tasks

2. rules for accepting tasks for execution

≪ NOTEBOOK ≫

4. **Rules for monitoring and completing tasks**

3. **Rules for reporting and managing deadlines for completing tasks**

DESCRIBE THE DIAGRAM

PRACTICAL TASK: analyze the additional task management errors listed below. Formulate rules that will allow you to avoid these mistakes. Fill in the columns "rule" in table 5.

TABLE 5

ERROR	*RULE*
Manual management: setting tasks for employees in accordance with their responsibilities	
The inability to say «no»	
Unclear problem statement	
The employee accepted new tasks, postponed the deadline for previous tasks without approval, and is silent…	
The percentage of overdue tasks is often not monitored, does not change – and therefore is not managed	
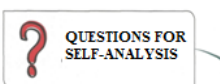
QUESTIONS FOR
SELF-ANALYSIS

DISCUSS THE RESULTS IN THE GROUP.

COMPARE YOUR RESULTS WITH THE RESULTS OF A SPECIALIST *(Application 4)*

WRITE A REPORT TO YOUR EMPLOYER. SUMMARIZE THE ERRORS IN COMPLETEING TASKS AND WHAT ACTIONS YOUR TEEM SHOULD TAKE TO SOLVE THESE PROBLEMS. (Application 3)

Making arrangements on the phone

Make up a dialogue using Useful Language on the following situation: You are going to take part in a self-developing course, explain to the course manager the reasons of taking it.

USEFUL LANGUAGE

Answering the phone
Hello, Erik Halse speaking.
Good morning, Madison Ltd.
Making contact
I'd like to speak to ………….., please.
Could I have ………….., please?
Identifying yourself
This is / My name's Marta Blanco.
Marta Blanco speaking.
Stating your purpose
I'm calling about...
The reason I'm calling is ...
Making arrangements
Could we meet on Monday at10.30?
How / What about April 10th?
Is 11:15 convenient / OK?
Responding
That's fine/OK for me. Sorry, I can't make it then.

No problem.

<u>Closing</u>

Good. So, I'll see you on the 8th.

Thank you. Goodbye.

Right / OK then. That's great, I'll see you ...

CHAPTER 4. YOUR TEAM
•*Can I co-work?*

"It is no exaggeration to say that the ability to work with people is the most important component of success. What price can you pay for good professional skills? Ask a successful director of a large company what qualities allow you to succeed in a leadership position, and he will tell you that this is, first of all, the ability to work with people. Ask the businessman what is the main difference between success and failure. He will explain that it consists in proper interaction with people."

STARTING UP

*A) Read the Quotation above. What is the issue of the Module?*

B) Can you describe the diagrams and name the differences?
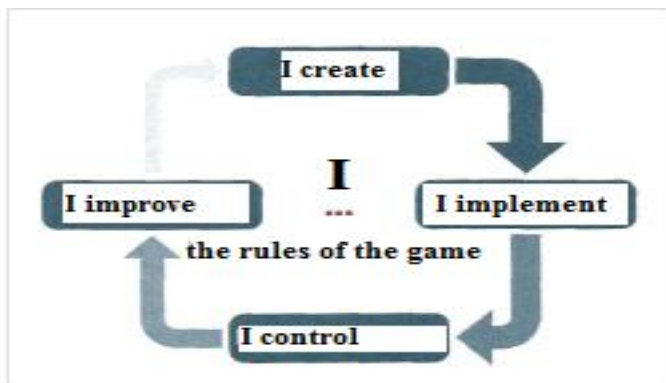
C)Which adjectives below would you use to describe an ideal coworker?

decisive	informal	accessible	motivating
charismatic	passionate	thoughtful	impulsive
cautious	adventurous	flexible	opportunistic
aggressive	energetic	persuasive	open
magnetic	ruthless		
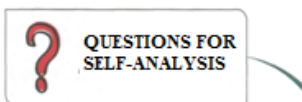
ARE YOU FAMILIAR WITH A PERSON WHO HAS ACHIEVED SIGNIFICANT SUCCESS WITHOUT HAVING A SPECIFIC GOAL IN LIFE?

D) Read the story and try to formulate the main idea.

Once, in one organization, the manager took all the employees of his department to a team-building training. All 15 people spent three days rafting on the rivers, overcoming various obstacles, and in the evenings they cooked dinner together and sang songs to the guitar. The team rallied, the manager was happy.

A week later, one of the employees celebrated his birthday. He invited most of his colleagues to the pub in the evening... except for three, without explaining anything to them, of course. Three days later, this employee came to one of these colleagues with a request for help in preparing a presentation. What do you think his colleague said to him? That's right, he looked cold and refused the request.

Informal relations became tense again.

QUESTIONS FOR
SELF-ANALYSIS
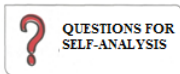
HAVE YOU EVER THOUGHT THE IMPORTANCE OF THE INTERACTION? THERE ARE SOME TIPS ABOUT THE INTERACTION ROLE IN OUR PROFESSIONAL LIFE.

A) Find in the articles the words with the following meanings

	an act of politely or officially asking for something
	an occasion when two or more people or things communicate with or react to each other
	a group of people who work together in an organized way for a shared purpose
	the amount of space between two people
	the answer to a problem

	someone who is paid to work for someone else
	a person who is responsible for managing an organization
	a person who has a lower or less important position

Interpersonal (informal) interaction

A request is an appeal from one employee of the company to another to perform an action that, in the opinion of the applying employee, will better achieve the company's goal.

At this level, it is very important to create openness, the ability to turn to any other person with a request for help to perform a common task. There should be no barriers to requests in the organization. An example of a barrier is a heterogeneous type of communication that creates a personal distance. Therefore, it is important to agree on a single form of address to each other.

Often interpersonal energy is destroyed by the eternal Russian question: Who is to blame? It is necessary to find a solution, not a culprit.

Formal interaction

At this level, the following concepts appear:

* A task is an assignment that is given in excess of the standard functionality of an employee's position.

* Task Assigner – an administrative manager who has the right to assign a task in accordance with the accepted organizational structure.

* Task Taker – an employee who accepts a task for execution in excess of their regular functionality.

* Performer – the employee who accepted the task for execution.

In 95% of cases, in response to the question "how does the organization work", people draw an organizational structure that
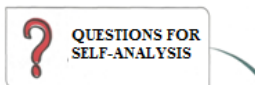
shows who reports to whom. And submission implies authority. I don't want to submit to someone who doesn't have authority. Mistakes in administrative interaction can very much destroy this authority and disrupt vertical interaction. For example, unconstructive criticism undoubtedly reduces the authority of the manager. Especially if he is accused in the presence of subordinates.
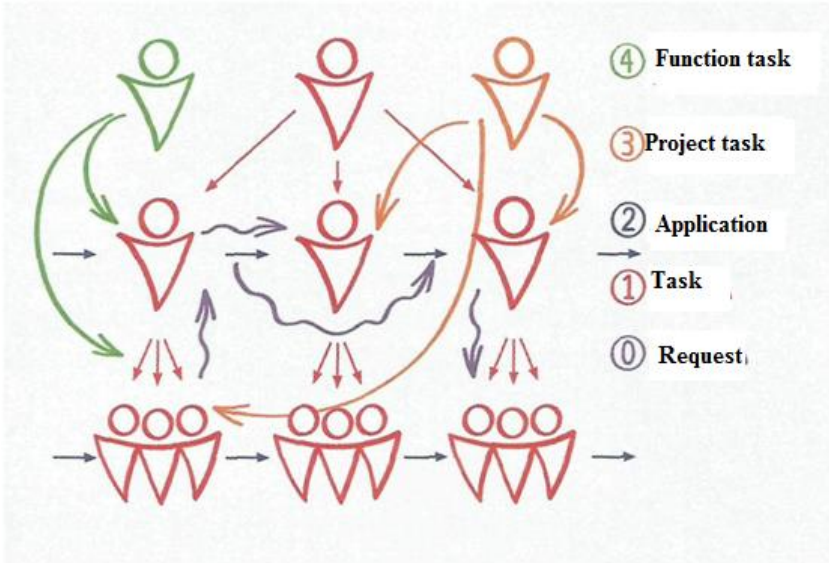
Personal behavior in a real group

The tendency to dependence is defined as the internal desire of a person to accept group standards and values. The tendency to be sociable indicates contact, the desire to form emotional connections both in your group and outside it. The tendency to"struggle" means the active desire of a person to participate in group life, to achieve a higher status in the system of interpersonal relationships. Tendencies towards independence, non-sociability, and avoidance of "fighting", on the contrary, indicate a tendency to avoid interaction, to remain neutral in disputes and conflicts.

Six main trends in human behavior in a group:		
dependence,	**independence,**	**sociability,**
unsociability,	**acceptance of "struggle",**	**avoidance of "struggle".**

QUESTIONS FOR SELF-ANALYSIS DESCRIBE THE DIAGRAM USING THE INFORMATION FROM THE ARTICLES ABOVE

④	Function task
③	Project task
②	Application
①	Task
⓪	Request

A) Read the article and fill in the subtitles

1. People Are the Joy and the Problem in Better Teamwork
2. You Can Help Your Teams Succeed
3. Team Members Are Viewed As Unique People
4. Solves Teamwork Problems and Conflicts
5. The Team Is Clear About Its Mission and Goals
6. The Team Environment Encourages Reasonable Risks
7. Creativity and Innovation Are the Norms
8. Respectful Communication Is the Norm
9. Engages in Continuous Improvement
10. Strong Sense of Group Commitment

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10 Tips for Better Teamwork

Teams That Get These Factors Right Experience Success as a Team

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SUSAN M. HEATHFIELD
Updated February 28, 2021

Have you ever wondered how some work groups exhibit effective teamwork and other teams remain dysfunctional for the life of the team? Effective teamwork is both profoundly simple and difficult at the same time and the success of a particular team is also tied in closely with the culture of their organization. Some organizational cultures support teamwork; others don't.

This is why so many teams struggle to get the relationships, the interaction, and the task execution right. Their success depends on these factors. In fact, ten factors exist that have a serious impact on how successful work teams will be in your organization.

No matter the team or its reason for existing, humans are in the mix, and each team member brings along all of their baggage—for good and for ill. So, diverse people who bring different life experiences, uncommon work experiences, and varying degrees of success working with former teams and the accomplishment of prior team missions, come together. They must work both to meld this diversity and at the same time, converge around accomplishing a new mission.

Given the complexity of forming a team including consciously or unconsciously developing team interaction norms and guidelines, ending up with an effective, functioning team is downright amazing.

You can significantly increase the chances of the teams that you join or oversee to make needed contributions. Given appropriate support and nurture, teams can succeed beyond your wildest dreams. Don't let anything hold you back as you help your teams succeed.

Teams have basic needs that must be acknowledged and fulfilled if you expect your teams to experience their greatest success. No team

will succeed if these basics do not exist.

These ten tips describe the environment that must occur within the team for <u>successful teamwork to take place</u>. Successful teamwork is the cornerstone for creating a functioning, contributing team.

The team understands the goals and is <u>committed to attaining them</u>. This clear direction and agreement on <u>mission</u> and <u>purpose</u> are essential for effective teamwork. Team members must have an overall mission that is agreed upon and that provides the umbrella for all that the team tries to do.

This team clarity is reinforced when the organization has <u>clear expectations</u> for the team's work, goals, accountability, and outcomes.

The team creates an environment in which people are comfortable taking reasonable risks in communicating, advocating positions, and taking action. Team members <u>trust each other</u>. Team members are not punished for disagreeing; <u>disagreement is expected and appreciated</u>.

Communication is <u>open, honest, and respectful</u>. People feel free to express their thoughts, opinions, and potential solutions to problems. People feel as if they are heard out and listened to by team members who are attempting to understand. Team members <u>ask questions for clarity</u> and spend <u>their thought time listening deeply</u> rather than forming rebuttals while their co-worker is speaking.

They do this by formulating questions that will lead them to more deeply understand their teammate's points of view.

Team members have a strong sense of belonging to the group. They experience a deep commitment to the group's decisions and actions. This sense of belonging is enhanced and reinforced when the team spends the time to develop <u>team norms</u> or relationship guidelines together.

Team members are viewed as <u>unique people with irreplaceable experiences</u>, points of view, knowledge, and opinions to contribute. After all, the purpose of forming a team is to take advantage of the differences.

Otherwise, why would any organization approach projects, products, or goals with a team? In fact, the more a team can <u>bring out divergent points of view</u> that are thoughtfully presented and supported with facts as well as opinions, the better.

Creativity, innovation, and different viewpoints are expected and encouraged. Comments such as, "We already tried that and it didn't work" and "What a dumb idea" are not allowed or supported. The team members recognize that <u>the strength in having a team</u> is that every member brings diverseness to the effort to solve a problem, improve a process, reach a goal, or create something new and exciting.

The team is able to constantly <u>examine itself and continuously improve</u> its processes, practices, and the interaction of team members. The team openly discusses <u>team norms</u> and what may be hindering its ability to move forward and progress in areas of effort, talent, and strategy.

The team holds review meetings that assess the team's process and progress in approaching and accomplishing the team mission. The team has a clear understanding of the <u>five stages of team development</u> and the members know what is required to move the team successfully through the stages.

The team has agreed-upon procedures for diagnosing, analyzing, and resolving teamwork problems and conflicts. The team does not <u>support member personality conflicts</u> and clashes nor do team

members pick sides in a disagreement. Rather, members work towards the mutual resolution of problems and disagreements.

If a team can get these ten factors right, success and a rewarding sense of teamwork will follow. It's not always the task at hand that challenges teams in their progress, it's the relationships and the little things that happen day-to-day. If team members can rise above the trench, they can achieve greatness.

B) Give the summary of the article (Application 1)

A) *Work in pairs. Take the survey and discuss the results with the partner, answer the question for self-analysis.*

QUESTIONS FOR SELF-ANALYSIS
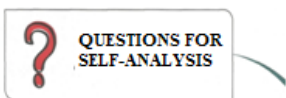
ARE YOU READY TO INTERACT

SURVEY: MOTIVATION OF BEHAVIOR IN A GROUP

Instructions: *If you agree with the statement, you must answer "yes", if you do not agree-put "no"*

1.	I am critical of my friends around me.	
2.	I get an alarm when a conflict starts in the group.	
3.	I tend to follow the leader's advice.	
4.	I don't tend to get too close to my friends.	
5.	I like it when the group is friendly.	
6.	I tend to contradict the leader.	
7.	I only have sympathy for one or two members of the group	
8.	I avoid meetings and group meetings.	
9.	I like the leader's praise.	
10.	I am independent in my judgment and behavior.	

11.	I am ready to take sides in a dispute.	
12.	I tend to lead my comrades.	
13.	I am happy to communicate with my few friends.	
14.	I am outwardly calm when the members of the group show hostility towards me.	
15.	I tend to support the mood and opinion of my group	
16.	I do not attach importance to the personal qualities of the group members.	
17.	I tend to set my goal against the goals of the group, to distract it from achieving the group goal	
18.	I like to set myself up against the leader.	
19.	I would like to get close to some members of the group.	
20.	I prefer to remain neutral in an argument.	
21.	I like it when the leader actively leads the group.	
22.	I prefer to discuss differences in cold blood.	
23.	I am not restrained enough in expressing my feelings.	
24.	I strive to rally like-minded people around me.	
25.	I am not happy with too formal relations in the group.	
26.	When I am accused, I am lost and silent.	
27.	I prefer to agree with the lifestyle of the band.	
28.	I am more attached to the group than to its individual members.	
29.	I tend to escalate and prolong the argument.	
30.	I strive to be the center of attention	
31.	I would like to be a member of a narrower group.	

32.	I tend to compromise.	
33.	I feel inner anxiety when a leader acts contrary to expectations.	
34.	I am sensitive to the comments of my comrades.	
35.	I can be sly and insinuating.	
36.	I am inclined to take over the leadership of the group.	
37.	I'm outspoken in the group.	
38.	During disagreements in the group, I get restless.	
39.	I prefer that the leader takes responsibility when planning the work.	
40.	I am not inclined to respond to a display of friendliness.	
41.	I often get angry with my comrades.	
42.	I try to lead others against the leader.	
43.	I easily find acquaintances outside of the group.	
44.	I try to avoid being drawn into an argument.	
45.	I easily agree with the suggestions of other members of the group.	
46.	I resist the formation of groups in our collective.	
47.	When I am annoyed, I become mocking and ironic.	
48.	I have a dislike for those who try to stand out.	
49.	I prefer a smaller but more intimate group.	
50.	I try not to show my true feelings.	
51.	In group disagreements, I side with the leader.	
52.	I am proactive in establishing contacts in communication.	
53.	I avoid criticizing my comrades.	
54.	I prefer to turn to the leader more often than to others.	

| 55.	I don't like that the relationship in the group is too familiar..	
56.	I like to start arguments.	
57.	I strive to increase my social status in the group.	
58.	I tend to interfere with the communication of my friends and break it.	
59.	I am a "bully", prone to"skirmishes".	
60.	I tend to express dissatisfaction with the leader.	

RESULTS:

The answers of the subject are distributed according to the corresponding scales (see the key to diagnosis), and 1 point is given for both the answer " yes "and the answer" no " for each of the paired pairs of trends. Since the denial of one trend is the recognition of a polar trend, the number of points for the answers " yes "on one scale and" no " on the scale of the opposite trend is summed up. If the sum of points on any scale is equal to the sum of the opposite school or close to it, this indicates the presence of an internal conflict in the subject person, due to the same severity of opposite behavioral tendencies in the group.

Key to diagnostics:
The following scales of related trends include the following items of the questionnaire:

1.	Dependence	3, 9, 15, 21, 27, 33, 39, 45, 51, 54
2.	Independence	6, 12, 18, 24, 30, 36, 42, 48, 57, 60
3	Sociability	5, 7, 13, 19, 25, 31, 37, 43, 49, 52
4.	Unsociability	4, 10, 16, 22, 28, 34, 40, 46, 55, 58.

5.	Acceptance of the «struggle»	1, 11, 17,23,29,35,41,47,56,59
6.	Avoiding «fighting»	2, 8, 14, 20, 26, 32, 38, 44, 50, 53

QUESTIONS FOR SELF-ANALYSIS
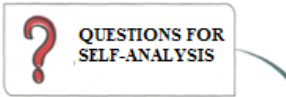
• ANALYZE YOUR QUALITIES IN TERMS OF YOUR ABILITY TO INTERACT IN A GROUP.

• MAKE A LIST OF THE QUALITIES THAT WILL HELP YOU, AND THOSE THAT WILL PREVENT YOU FROM WORKING TOGETHER WITH COLLEAGUES.

• TRY TO IDENTIFY WAYS TO AVOID DIFFICULTIES.

SKILLS

From the life of a successful specialist

We learn interpersonal interaction

(a problematic situation in the life of a professional team)

Once the specific actions are identified, it remains simply to organize the management and coordination activities and put them in the cycle of regular management.

Memoirs of the author of the book "How to work during working hours" Sergey Bekhterev:

In one production and trade organization, the HR director from the central office required a subordinate HR specialist of the plant to take a photo of the working day for five production positions. At the same time, the plant director instructed the same, but administratively

subordinate HR specialist to make an urgent recruitment of new workers, as the production facilities were idle. The HR specialist tried to complete both tasks, but failed to complete either one. And the result of the variable part of the salary of such a specialist depended on both the plant director and the HR director. As a result, after two months without a variable part, the HR specialist left, and only after that the HR specialists' work planning procedure was rewritten, leaving the last word in setting priorities and determining remuneration for the plant directors.

QUESTIONS FOR SELF-ANALYSIS
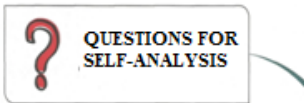
- TRY TO NAME THE MAIN MISTAKES OF INTERPERSONAL COMMUNICATION OF SPECIALISTS AT DIFFERENT LEVELS IN THE ORGANIZATION.
- HOW CAN ERRORS IN THE MANAGEMENT OF DIFFERENT TYPES OF INTERACTION AFFECT THE EFFICIENCY OF SPECIALISTS ' WORK AND THEIR INCOME?

PRACTICAL TASK: analyze the additional task management errors listed below. Formulate rules that will allow you to avoid these mistakes. Fill in the column "rule" in table 5.

TABLE 5

ERROR	RULE
ood relationships are more important than business	
Heterogeneous type of communication	

Unconstructive criticism of the manager in front of his subordinates	
Switch to personality: "Who is to blame?" instead of "What is to blame?»	
Setting tasks "over the head" of the direct manager	
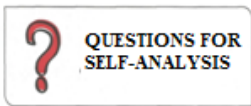
QUESTIONS FOR SELF-ANALYSIS

DISCUSS THE RESULTS IN THE GROUP.

COMPARE YOUR RESULTS WITH THE RESULTS OF A SPECIALIST *(*Application 4*)*

WRITING

WRITE A REPORT TO YOUR EMPLOYER. SUMMARIZE THE ERRORS IN INTERACTION INSIDE YOUR TEAM AND WHAT ACTIONS YOUR TEAM SHOULD TAKE TO SOLVE THESE PROBLEMS.

SPEAKING

Managing meetings

Make up a dialogue on the following situation using Useful Language: You are taking part in a meeting, concerning the problems in efficiency during work hours in your office because of informal communication, find the solution during negotiation.

USEFUL LANGUAGE

Starting
OK, let's get down to business.

Right, can we start, please?

Setting objectives

The purpose of this meeting is….

The aims of this meeting are ...

Asking for reactions

How do you feel about ...

What do you think?

Dealing with interruptions

Could you let him finish, please?

Could you just hang on a moment, please?

Keeping to the point

I'm not sure that's relevant.

Perhaps we could get back to the point.

Can we come back to that?