

potential MBA? Well, let me think about that one. I'll come back to you in a couple of days.

A: OK.

B: By the way, how is young Paul Stevens getting on? I believe he had a problem with his manager?

A: Yes, that's right. He was working with very strict deadlines, and just needed a break. I'm working closely with him now, and everything's fine. He's back on the high-fliers' list. He has strong negotiating skills, and I think he'll be an excellent engineer.

B: Good. OK, then, let's move on to Michael Diegel. He's a new hire too, isn't he?

A: Yes. Michael's been with us almost a year now, and we've marked him as a concern because he's not really delivering the goods. He arrived with a fantastic resumé, lots of skills and some good experience, but he's consistently underperformed, he just isn't able to manage the workload.

B: Hmm ... Any idea why?

A: Well, I'm not too sure. Some people in the department feel that it's a problem of motivation; he doesn't like Seattle, and he wants to move east. But others of us feel that perhaps he just doesn't have the strengths that his resumé claimed. At the moment he seems to have more weaknesses than strengths.

B: So, what do we do, give him an official warning? Tell him we'll fire him if he doesn't deliver?

A: Maybe. But we've already invested too much time and money to just dismiss him. How about offering him an easier position in Chicago? Something that won't be so difficult. If he realizes that the job here in Seattle is too much for him, perhaps he'd be more motivated to perform at his real level. Moving to Chicago would be a good way to save face.

B: Yes, that's not a bad idea. Could you liaise with his manager, and see what's available in Chicago or Boston, then come back to me?

A: OK.

B: Good. Now then, we come to our old friend Shane Garney, Mr Wannabe himself. Is he still on the high-fliers list?

A: Not really. He's more of a concern now. He certainly has the skills, but he's getting greedy. We gave him a big raise six months ago when he was promoted, but now he says it's not enough. He says he's had a much better offer from the competition.

B: Well, I think it's time we had a serious talk with Mr Garney. He needs to understand that, although we appreciate ambition, our corporate policy is to reward achievement, not potential.

A: Hm. The problem is, of course, that he's very well-connected. You remember that his father's a senator. Wouldn't it be easier to give Shane a small raise to keep him happy?

B: Yes, I'm fully aware of that, and I'm aware that government contracts are very important to this company. But if Shane is only interested in money, he should join his father in Washington. The answer is 'no'. If he thinks he can get a better deal somewhere else, then fine, he can resign. We have a lot of good people like Rachel Ratcliff who would be happy to take his place.

#### 4.3 Grammar Present tenses

 1:46-1:55

1

A: Well, the job's yours if you want it.

B: Well, thank you very much, I'm delighted to accept.

2

C: Congratulations! Don't forget, the degree ceremony's next Friday!

D: Thank you, sir!

E: Thank you very much!

3

F: Nearly finished now.

G: Wow! Seventeen candidates in one day!

And it's almost dinner time. What time did you start?

F: Eight o'clock this morning!

4

H: Ten kilometres! Phew! When they said 'recruitment tests', I thought they meant IQ and graphology, not an army assault course!

5

I: Have you seen the results, Jon?

J: Yeah.

I: Oh. Oh, I'm so sorry.

J: It's all right. It's not the end of the world.

6

K: I still think Ms Brown has more relevant experience than the others.

L: Look, we're not getting anywhere like this. Why don't we meet again tomorrow? And, remember, we can always ask all four candidates back for a second interview if we still can't decide.

7

M: Nick? Are you coming out for a drink?

N: Nah. Gotta finish my CV.

M: You still working on that CV?! I mean, how long can it take to say you've got no skills, no qualifications, and you've never done an honest day's work in your life?!

N: Very funny.

8

O: Hey, Paula, how did the interview go today?

P: Oh, so-so. Pretty much the same as the last 26.

O: Ah. Well, I've got to hand it to you Paula, you certainly don't give up easily.

9

Q: Look out!

R: Ooh, too late. Oh dear, it's all over your papers. Sorry about that, these cups are very easy to knock over, aren't they?

Q: Never mind.

R: Hope it wasn't anything important. Er, are you here for the interviews, then?

Q: Yes, as a matter of fact I am. I'm conducting the interviews, actually. It's Mr Singh, isn't it?

R: Ooh!

10

S: ... 98, 99, 100! There we are! Finished!

T: Finished what, Sally? You don't mean ...?

S: Yep. Job applications. Started this morning.

T: One hundred job applications?! You're kidding!

#### 4.4 Speaking Job interviews

 1:56-1:59

A

Interviewer: Where do you see yourself in five years' time?

A: Well, that's a difficult question to answer; let's just say that I see myself as a top performing employee in a leading company, like this one. I plan

to gain experience and learn new skills. Hopefully, in five years' time, I would be ready to move up to a position with more responsibility.

B

Interviewer: How do you motivate people to do their best?

B: Well, I think there are two important aspects to this question. The first is to create a positive atmosphere. If people feel happy about what they're doing, they're much more motivated to work towards a common goal. So making sure they understand the objectives and the process, and that the atmosphere is pleasant and relaxed – those are really important. The second thing is to give feedback, especially when somebody does a good job, not just when they get something wrong. When I worked in a restaurant a couple of years ago, I realized that knowing how well you're doing is essential to staying motivated.

C

Interviewer: What are your weaknesses?

C: Well, of course, I'm aware that there are areas that I can improve on, but I have to say, as far as this job is concerned, I don't feel that I have any significant weaknesses. And if I do identify a problem, I take action to resolve it. Take time management, for instance. A couple of years ago, I realized I wasn't the most organized person in the world, so I followed a time management course. I applied what I learned, and now I would say that organization is one of my strengths.

D

Interviewer: Can you give an example of a situation you found stressful, and how you coped with the stress?

D: Yes. Last term, for example, I was on a work placement where my supervisor had to go off sick for three weeks, so the company asked me to take over responsibility for the project. It meant a huge workload, which was pretty stressful. Anyway, I sat down and planned out exactly what I had to do each day for those three weeks. I also planned an hour each evening in the gym. That really helped to ease the stress. I managed to finish the project on time, and in much better shape than when I started! Does that answer your question?

#### 4.6 Case study Gap years and career breaks

 2:01-2:06

1

My gap year? Oh yes, it was a fantastic experience. It was between my second and third years at university. I went to Nepal to teach English. I think I learned more in that year than in three years at university. It was incredible. Everybody should do it.

2

I went to live with a family in Dublin for a year before starting my degree course. Of course, it was really good for my English, and interesting from a cultural point of view. But it was pretty boring going back to school for another year, even if it was in English.

3

I've had a great year. I've been around the world, working for two or three weeks, then moving on to the next place. I've just gone back to my job, and now I have a much