

1

Ring the changes

Reading

- 1 You are going to read an article with the headline opposite. Think about the headline and choose the relationship (a–d) which you think the article is most likely to be about.
- a client–supplier

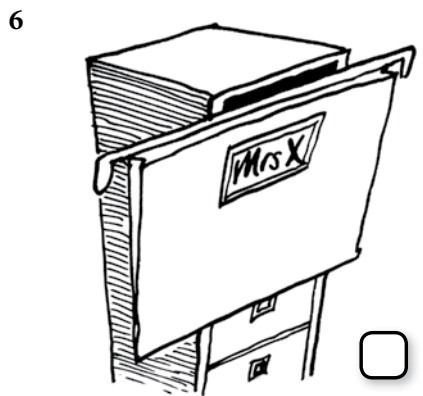
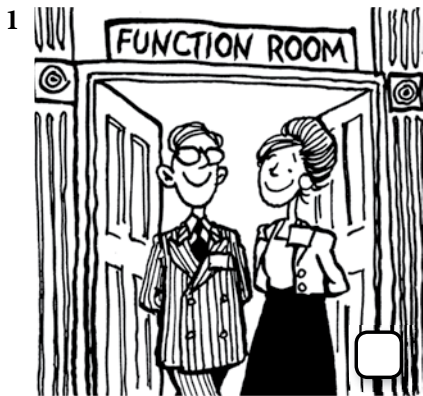
b boss–employee

c husband–wife

d parent–child

Quickly read the article to see if you were right.

- 2 Read the article and decide which paragraph (A–K) each of these cartoons refers to. Underline the sentence(s) or phrase(s) in the text that justify your answer.



- 3 Which of these *do's* and *don'ts* are mentioned in the article? Tick the boxes which apply and circle the sentence(s) or phrase(s) in the text that justify your answer.

- a Do not overdo jewellery.

b Attend lots of events.

c Do not over-indulge in food or drink.

d Exercise control when it comes to dancing.

e Be discrete at all times.

f Dress comfortably for all occasions.

g Do not discuss topics of a religious nature.
- ☐

☐

☐

☐

☐

☐

☐
- h Do not break into business discussions.

i Do not refer to your spouse's business expertise.

j Try to have a good time at corporate events.

k Find out something about the host company before the event.

l Give the impression of wanting to know more about the host company.
- ☐

☐

☐

☐

☐

A Charles Sacarello is talking about an ambitious executive who had almost reached the top of the corporate ladder. There was only one problem that threatened to block his career path – his wife. Bored and lonely sitting at home while her husband was out at work all day, she metamorphosed into a bulldozer at corporate events. She dominated conversations, ploughed her way through trays of canapés and never said ‘no’ to another glass of champagne. 5

B Socially inept spouses are Sacarello’s bread and butter. The Gibraltar-born image consultant whose firm, Charles & Associates, has become popular in New York, teaches executives’ wives – and husbands – how to behave at corporate functions. Spouses hire him for coaching on everything from table manners and how much jewellery to wear (‘Don’t look like a Christmas tree’) to finding the right conversation filler. ‘There are bright young men who have made it up the career ladder and their wives don’t reflect the position they are trying to occupy,’ he says. 10 15 20

C Sacarello’s school for executive spouses has proved so popular that he now aims to build up a client base in the UK.

D In New York, Sacarello’s clients are upwardly mobile and do a lot of work-related socialising. They are from modest economic backgrounds and range in age from early 20s to late 40s. The fee for an initial consultation is \$500; some clients will spend as much as \$10,000. They meet Sacarello, 45, and his partner, David Steinberg, 42, in a restaurant. ‘We want to see them walk into a room,’ Sacarello says. ‘Do they skirt off into a corner? Or do they run up and say “hello” because they’re nervous?’ 25 30

E Some problems – mostly requiring restraint at the buffet table or on the dance floor – are easily solved. Others are more serious. Occasionally, Sacarello has to refer clients to a psychologist or a priest. Many of them are married to high-profile figures from the business and entertainment worlds, so discretion is key. In company files they are referred to by code names. 35

F ‘There are people who have made money but it hasn’t bought them polish or class,’ Steinberg says. ‘We want to boost their self-esteem so they feel comfortable walking into any situation.’ Some of his tips are: avoid conversations about sex or religion, do not interrupt if people are talking about business, and never say how wonderful your spouse is in the corporate world. 40 45

G Steinberg encourages his clients to enjoy corporate events. ‘Know a little bit about the company and show some interest,’ he says. ‘Our goal is that when two people walk into a room, nobody knows which one is the high-flier.’ 50

H Husbands of high-flying female executives are Sacarello’s newest clients. Bill Higgins, 55, a former FBI agent and retired naval captain, found the role of corporate spouse difficult at first. After his retirement in 1997 he started to accompany his wife Barbara Corcoran, 50, who manages Manhattan’s largest privately owned real estate company, on business trips. ‘I felt uncomfortable because I was the spouse and there were all these guys there who were younger and more successful than me,’ he says. Spouses wore different coloured name badges, and Higgins would often be the only man at a table of 40 women, while his wife sat at another table with their husbands. 55 60

I Higgins is now so comfortable in his role that he carries a business card labelled ‘spouse’. He has formed a men’s group to advise other corporate spouses and has set up a website. Corcoran boasts that her husband is an asset at corporate events. ‘He comes feeling accomplished and therefore he’s willing to dance in my shadow,’ she says. 65 70

J Her first husband was not so obliging: ‘He was younger than me and not accomplished. He needed to prove his worth wherever we went. The most awkward moments were when people called him Mr Corcoran.’

K It is the Higgins–Corcoran brand of teamwork that impresses Sacarello. ‘One of the main decisions in life is choosing your partner,’ he says. ‘If you’ve goofed on that one, how competent are you?’ 75

4 Find a word or phrase in the article with these meanings (the paragraph letter is given in brackets).

- a stand in the way of (A)

b skills training (B)

c not particularly wealthy (D)

d price charged (D)

e in the public eye (E)
- f increase (F)

g successful achiever (G)

h a useful and valuable resource (I)

i willing to help or please (J)

Grammar

5 Complete the text with an appropriate form of the verbs in brackets. There may be more than one possible answer.

A new experience

I (1) (find) myself in some bizarre situations recently, but none so unusual as a few weeks ago, when I was lying on a black plastic mattress, covered from head to toe in oil, with a man walking all over me. Incense (2) (burn) on a low table, the only sounds that of the sea and of crows ducking out of the way of an eagle. In some parts of the world this might (3) (be) part of some full-moon ritual, and I would (4) (be) concerned about my safety. But this (5) (be) the middle of another hot and slightly steamy day in southern India, and whatever (6) (happen) to me (7) (be done) in the name of health. I (8) (experience) my first Ayurveda rejuvenation massage.

Vocabulary

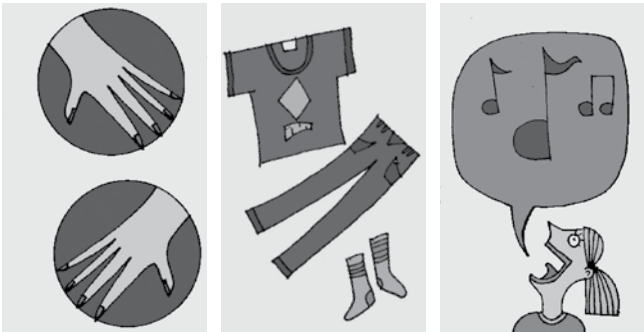
6 Complete the sentences using the verbs in the box, which all mean *change* in some way. You may need to change the form of the verb. Use your dictionary to help you. There may be more than one answer.

adapt	alter	amend	convert
develop	evolve	fluctuate	
metamorphose	modify	mutate	
revise	transform		

- a The good thing about children is that they easily to new environments.
- b I took the coat back to the shop to have it
- c In line 20, ‘men’ should be to ‘people’.
- d The design proposals were unpopular and only accepted in a form.
- e These bacteria have into forms that are resistant to certain drugs.

- f The reorganisation will totally the British entertainment industry.
- g The awkward boy I knew had into a tall, handsome man.
- h They live in a windmill.
- i How do we know that humans from apes?
- j Vegetable prices according to the season.
- k The bank manager forced them to their sales forecasts three times.
- l What started out as a short story eventually into a full-scale novel.

7 Complete these sentences, which all include expressions with *change*, using the picture clues below and your dictionary to help you. Which of the sentences have no corresponding illustration?



EXAMPLE: She'd been with the same company such a long time, she felt she needed a change of scene.

- a She'd always been against the proposed supermarket, but she soon changed her when she realised what they would pay for her land.
- b That Italian restaurant is nowhere near as good since it changed
- c He's so untidy! If he wants to live here, he's going to have to change his
- d When I first met him, I didn't like him, but now I've changed my
- e I wouldn't change with him for the world!
- f She took a change of in her suitcase as they were staying overnight.
- g Let's change the or we'll end up arguing again.

8 Replace the verbs in *italics* in sentences a–m with an appropriate two- or three-part phrasal verb made by combining the verbs and prepositions in the table below. You may need to change the form of the verb and the word order. Use your dictionary to help you.

EXAMPLE: He paused for a moment to listen and then continued eating.

*He paused for a moment to listen and then **carried on** eating.*

- a She came out of the shop to find thieves had *stolen* her bicycle.
- b The chaos in the house was starting to *depress* him.
- c I feel like I'm getting nowhere with my online campaign. I keep *encountering* a wall of hostility.
- d Boy, will I be glad to *finish* these exams!
- e I typed in 'swimming technique' on a search engine and literally thousands of websites *appeared*.
- f He has to *submit* the application form by Friday.
- g News of someone's pregnancy soon *spreads*.
- h You'll find my enthusiasm more than *offsets* my lack of experience.
- i How successful were they in *conveying* the message, do you think?
- j The hospital is *conducting* tests to find out what is wrong with her.
- k Could you *despatch* the parcel this morning, please?
- l The football manager tried an elaborate new tactic but it didn't *work*.
- m Look, I really can't come, sorry; something important has *arisen*.

carry	across	against
carry	around	for
come	down	with
come	in	with
come	off	
come	off	
get	off	
get	on	
get	out	
get	over	
get	up	
get	up	
make	up	
make	up	

9 Look at the idioms in **bold**, and the three possible sentences containing them. Put a tick (✓) if the sentence is correct and a cross (✗) if it's wrong.

- a Sorry, I've **lost track of** what we're supposed to be doing. ☐
- Sorry, I've **lost track of** you since we were at school together. ☐
- Sorry, I've **lost track of** that new coat you gave me. ☐
- b **It never crossed my mind** that I'd agreed to sign the document. ☐
- It never crossed my mind** to ask for a refund. ☐
- It never crossed my mind** that he would actually carry out his threat! ☐
- c **Look on the bright side** – you could be back home bored out of your wits! ☐
- Look on the bright side** – you might still be able to get hold of tickets online. ☐
- Look on the bright side** – you would be very unhappy if this happened to you! ☐
- d Being a ski rep in Austria **is a far cry from** my old job in the factory back home! ☐
- The calling sound the bird makes **is a far cry from** trying to contact its mate. ☐
- What we're witnessing here **is a far cry from** a desperate man who's lost his way. ☐
- e **I'll keep you posted** if you would be so kind. ☐
- I'll keep you posted** if what you're claiming is true. ☐
- I'll keep you posted** if there are any further developments. ☐
- f Look, just to **set the record straight** – I'm afraid we can't accept your application. ☐
- Davidson needs just one more win to **set the record straight**. ☐
- The manager assumed that Agnes and Derek were married, but she soon **set the record straight**. ☐