

1 The working environment

A My work is so rewarding

'I work in advertising. I love my work! It's really **rewarding** and **stimulating** – satisfying and interesting. **Originality** and **creativity** are very important in this industry, of course; we have to **come up with** – produce – lots of new ideas.

'**No two days are the same**. I could be contacting film companies for new advertising campaigns one day and giving client presentations the next. I like the **client contact** and I am very much **hands-on** – involved with the productive work of the agency rather than managing it.

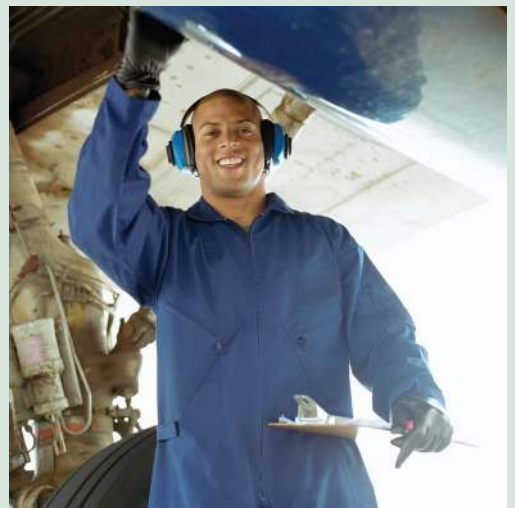
'When I joined the agency, I **hit it off with** my colleagues immediately. I still **get on well with** them and there's a very good **rapport** between us. This is all part of my **job satisfaction**.'



B I like the teamwork

'I'm an aircraft engineer. I work on research and development of new aircraft. I love **putting ideas into practice**. I like **working on my own**, but it's also great being part of a team. I like the **teamwork** (see Unit 9) and the **sense of achievement** when we do something new. And of course, the planes we produce are very beautiful.

'Is there anything I don't like? I dislike days when I'm **chained to a desk**. I don't like **admin** and **paperwork**. Sometimes I feel I'm **snowed under** – there's so much to do I don't know how to deal with it. And in a large organization like ours, there can be a lot of **bureaucracy** or **red tape** – rigid procedures – that can slow things down.'



C I like the perks

'I'm in luxury goods sales. I have some nice **perks**, like a company car. I have to meet demanding sales targets every month, so the work can be very **stressful** (see Unit 6). But I enjoy the **flexibility** that I have in working when I want to without **someone breathing down my neck** all the time. Unlike my husband, who has to travel into London every day, I don't have to **commute** to an office – I'm out seeing clients most of the time. My boss allows me to **work from home** when I'm not seeing clients. My office uses **hot-desking**, so when I do go into the office I use whichever desk is free. I only get two weeks a year **vacation time**. If there's a family emergency, I can take **time off** without having to ask my boss. I work quite **long hours** – about 60 hours a week – but I enjoy my job.'



Note

BrE: holiday
 AmE: vacation

1.1 Complete the sentences with expressions from A opposite.

- 1 Work that is satisfying and interesting is and
- 2 If you spend time with customers, you have
- 3 If you have a good working relationship with your colleagues, you them.
- 4 If you do the actual work of the organization rather than being a manager, you are
- 5 If you want to say that work is not repetitious, you can say ‘.....’.
- 6 and are when you have new and effective ideas that people have not had before.

1.2 The aircraft engineer talks about his work. Complete his statements with expressions from B opposite.

- 1 I don’t always like working with other people. I like
- 2 It’s great to see what I learnt during my engineering course at university being applied in actual designs. I like
- 3 I hate it when there is a big stack of documents and letters on my desk that I have to deal with. I don’t like and
- 4 I love the when we all work together to create something new.
- 5 It’s rare, but sometimes when I come into the office and see a huge pile of work waiting for me, I feel
- 6 When we see a new plane fly for the first time, we all feel a great
- 7 I get frustrated when you have to get permission to spend anything over £50. I don’t like and

1.3 Complete what these people say with appropriate forms of words and expressions from C opposite.

- 1 Our boss comes into the office four times a day to see what we're doing. She’s always
- 2 Being on the train two hours a day to and from work doesn’t bother me. I quite like
- 3 I start at 6 in the morning and finish at 8 in the evening. I work really
- 4 Sometimes I work from home, sometimes in cafés and sometimes I go into the office. I really like the
- 5 She even works on holiday, so it doesn’t really count as
- 6 I hated working in an office. When there were family ‘emergencies’, I didn’t like to ask for
- 7 I’m a car salesman and I have to sell at least ten cars every month – it’s very
- 8 When you work in a travel agency, getting free holidays is one of the
- 9 I sit at home all day working and never see anyone. I don’t like

Over to you

Think about your job or one you would like to have. Do you, or would you, work on your own, or as part of a team? Which do you prefer?

2 Management styles 1

A

Motivation 1

Yolanda is a senior manager of a car rental firm:

'I believe that all our employees can find **satisfaction** in what they do. We give them **responsibility** – the idea that the decisions they take have a direct impact on our success – and encourage them to **use their initiative** – they don't have to ask me about every decision they make. My style of management is **participative** – employees take part in the **decision-making process**. They are given a sense of **empowerment** (see Unit 3).



'We hope this feeling of empowerment gives employees the feeling that they are **valued** – with management knowing the effort they make. We believe that all this leads to a higher sense of **motivation** – interest, enthusiasm and energy – among employees. When everyone feels motivated, **morale** is good and there is a general feeling of **well-being** in the organization. This leads to improved **job satisfaction**.'

B

Motivation 2

Xavier is a factory manager:

'I don't believe in all this talk about motivation. My **subordinates** – the people **working under me** – are basically lazy. They need constant **supervision** – we have to check what they are doing all the time. Some people think this is **authoritarian**, but I think it's the only way of managing. There have to be clear rules of **discipline** – you have to be able to tell subordinates what is right and wrong, with a consistent set of **disciplinary procedures**.



Note

Subordinate is very formal and can be negative. It is much less frequent than employee.



C

Theory X and Theory Y

Xavier believes in what the US management thinker Douglas McGregor in *The Human Side of Enterprise* called **Theory X** – the idea that people dislike work and will do everything they can to avoid it.

Yolanda believes in **Theory Y** – the more advanced view that, given the right conditions, everyone has the potential to find satisfaction in work.

- 2.1** Yolanda's employees are talking about her management style (see A opposite). Replace each underlined item with an expression from A, keeping the rest of the sentence as it is. Pay attention to the grammatical context. The first one has been done as an example.
- 1 She knows exactly what's involved in our jobs. She makes us feel she understands the effort we make. *valued*
 - 2 She encourages us to do things without asking her first.
 - 3 The feeling among employees here is very good. We feel really involved and want to work towards the company's goals.
 - 4 We have a real sense of the idea that our efforts are important for the success of the company.
 - 5 We have a real sense of liking what we do and feeling good when we achieve specific goals in our work.

- 2.2** Look at B and C opposite. Read the text and answer the questions.

McGregor's ideas about managerial behaviour had a profound effect on management thinking and practice. His ideas give a frame of reference for managerial practice. His Theory Y principles influenced the design and implementation of personnel policies and practices. Today they continue to influence participative styles of management and the continued practice of staff performance appraisal – the evaluation of employees' work.

McGregor defined theories that he felt underpinned the practices and attitudes of managers in relation to employees. These were evident from their conversations and actions. The two sets of ideas were called Theories X and Y. McGregor was saying that what managers said or exhibited in their behaviour revealed their theories-in-use. These led managers to pursue particular kinds of policies and relationships with employees. Regrettably, McGregor's Theory Y was interpreted and promoted as a 'one-best-way', i.e. Y is the best! Managers or aspects of their behaviour became labelled as Theory X, the bad stereotype, and Theory Y, the good. McGregor's ideas were much informed by Abraham Maslow's model of motivation. People's needs provide the driving force which motivates behaviour. Maslow's ideas suggested that worker dissatisfaction with work was due not to something intrinsic to workers but to poor job design, managerial behaviour and too few opportunities for job satisfaction.

- 1 What have the long-term effects of McGregor's thinking been, according to the article?
- 2 Which factors reveal whether a manager believes more in Theory X or Theory Y?
- 3 Name two things that result from these factors.
- 4 Did McGregor think that Theory X or Theory Y represented the best way of doing things?
- 5 Who influenced McGregor's thinking? What did this thinker believe to be the main factor in determining people's behaviour?
- 6 Is employee dissatisfaction due to something within employees themselves, according to this thinker? Why? / Why not?

Over to you

Write a memo to the head of your organization or one you would like to work for, suggesting ways to encourage initiative among employees.

3 Management styles 2

A

Hygiene factors

Yolanda, the car rental manager we met in the previous unit, went on a management course. She looked at the work of Frederick Herzberg*, who studied what motivates employees. Here are the notes she took:

Some aspects of work can lead to **dissatisfaction** if they are not at a high enough standard.

These are what Herzberg calls the **hygiene factors**:

- supervision** – the way employees are managed
- policy** – the overall purpose and goals of the organization
- working conditions** – the place where you work, hours worked, etc.
- salary**
- peer relationships** – how you relate to and work with others on the same level of the organization
- security** – level of confidence about the future of your job

B

Motivator factors

Other aspects of work can give positive satisfaction. These are the **motivator factors**:

- achievement** – the feeling that you have been successful in reaching your goals
- recognition** – the feeling that your employers understand and value what you do by giving **positive feedback**, which means telling you what a good job you are doing
- the work itself** – the nature and interest of the job
- responsibility** – when you are in charge of something and its success or failure
- advancement** – how far you will be promoted in the organization and/or how far you will go up the **career ladder**
- personal growth** – how you develop personally in your work, and your opportunities to do this

Note
Note the spelling of **career**.

C

Empowerment

Now look at the more recent idea of **empowerment** (see Unit 2).

Empowerment is the idea that decisions, where possible, should be made by employees who are close to the issues or problems to be solved, without having to **consult** their managers further up the **hierarchy**. In other words, managers have to **delegate** as much as possible. **Delegation** is one of the keys to employees being **empowered** in this way. Also, organizations become less **hierarchical**, with fewer management levels.

**Work and the Nature of Man*, ‘One More Time: How Do You Motivate Employees?’ Harvard Business Review, 2008.

3.1 Look at this job advertisement. Match the underlined items (1–6) with the hygiene factors in A opposite.

DUVAL
• A N D •
SMITH

**LEGAL TRANSLATOR
ENGLISH-FRENCH**
Paris (1) €80,000

Large Anglo-French law firm seeks legal translator to translate and correct French and English legal documents. Legal qualifications and experience essential.

Based in the firm's busy translation department, you will work (2) under the head of translation (3) as part of a team of five translators (4) in line with the overall policies of the firm.

You will work (5) a 35-hour week, with a (6) one-year contract in the first instance.

Email CV to jmartin@duvalandsmith.fr

3.2 Vanessa Holt got the job in the advertisement in 3.1 above. Three months later, she writes an email to a friend. Complete the gaps in the email using expressions from B opposite.

From: vanessaholt@aol.com

Subject: Back to the UK?

Date: 14 November

To: jane.rourke@hotmail.com

Hi Jane, How are you? I've been at Duval and Smith, an Anglo-French law firm in Paris, for three months now. I've had experience of translating a lot of different documents, so (1) is interesting enough, but I don't get any (2) for the work I do – my boss never says anything. He never gives us any (3) – for example, he never lets us deal with clients directly. I never get a sense of (4) – my boss takes all the credit for the work we do.

There are quite good opportunities for promotion and (5) at Duval and Smith, but I'm not sure I want to stay. I think there must be better opportunities elsewhere for me to develop, and as (6) is important to me, I've decided to move back to the UK and look for a job there.

So hope to see you in London soon – I'll give you a call.

All the best

3.3 Complete this table with words from C opposite.

Verb	Noun	Adjective
empower		empowered
	consultation	consulted
–		hierarchical
		delegated

Over to you

Describe your own organization, or one you would like to work for, in relation to Herzberg's motivator factors.

4 Employment and employability

A Outsourcing



Nigel, a 30-year-old information technology (IT) specialist, talks about his career so far:

‘I used to work in the IT department of a bank. All the IT work was done **in-house**. I thought I had a **job for life**. But then one day the work was **outsourced** to a specialized IT company called IT Services (ITS), based in India. Outsourcing abroad like this is **offshoring** (see Unit 32). The bank saw outsourcing as a way of saving money and keeping its **competitive edge** – advantage. They said that it would be more **cost-effective** – would cost less – to concentrate on their **core activities** – most important ones.

‘Luckily, the bank didn’t make me **redundant** – I didn’t lose my job – and I started working for ITS instead. At first I didn’t know what to expect, but now I am very happy. We work with a lot of different clients – I’m a **consultant** and I give them advice.’

B Employability

‘ITS put a lot of emphasis on **professional development**. We often go on training courses so that we can keep up with **current trends** – the way things are changing in the industry.

‘ITS tell us that we may not have a job for life with the company, but that our up-to-date skills will mean that we will always be **employable**. Companies and governments talk about the importance of **lifelong learning** – continuing to develop our knowledge by going on courses, reading, etc.

‘In the next year or two, I may make a **career move** and join another company.’

C Freelancers

‘When I’m about 40, I want to **set up on my own** as a **freelancer** offering **consultancy services** to different companies. The idea of working **freelance** on different projects for different clients attracts me.’

Some experts say that increasing numbers of people will work this way in the future, as companies outsource more and more of their work because they want to concentrate on their core activities.

Note

You can say **freelancers** or **freelances**. The corresponding adjective is **freelance**, as in **freelance work**.

4.1 Match the two parts of these extracts containing words and expressions from A opposite.

- | | | |
|---|--------------------------|---|
| 1 "It's shown us that you don't have to do everything in-house," he said. | <input type="checkbox"/> | a in-house are evolving towards full outsourcing. |
| 2 Critics say that he offshored jobs to India and | <input type="checkbox"/> | b frequently outnumber the full-time permanent employees. |
| 3 I'm an independent consultant in an area where we consultants | <input type="checkbox"/> | c are disappearing as the country adjusts to the internet economy. |
| 4 Insurance companies that usually managed everything | <input type="checkbox"/> | d competitive edge in cost and productivity. |
| 5 The new strategy has restored the firm's | <input type="checkbox"/> | e made employees redundant to maximize the company's multi-billion profits. |
| 6 Some Japanese traditions, such as jobs for life, | <input type="checkbox"/> | f to outsource to developing nations where wages are lower. |
| 7 The economics of offshoring will force multinational corporations | <input type="checkbox"/> | g "Let's use the market to get the most cost-effective benefit." |

4.2 Complete the sentences with correct forms of expressions from A, B and C opposite.

- 1 There's a lot to be said for It would encourage more working men and women to refresh their skills on university short courses tailored to their needs. That way they can keep up with - the latest thinking in their area.
- 2 I love my new job. This is definitely the best I could have made.
- 3 The new chief executive fired 11,000 employees and sold several business units. Non-core were outsourced.
- 4 Some former advertising executives offer for ad agencies, bringing expertise the agencies do not have themselves.
- 5 Some 'creative' businesses, like design services, are kept going by work done by and have hardly any permanent staff.
- 6 Of course, there are advantages to doing some things
You don't have to explain to outsiders what you want them to do.



Over to you

- Would it be possible to do your job as a freelancer? Why? / Why not?
- What are the advantages and disadvantages of being a freelancer?
- What are the advantages and disadvantages for companies who use freelancers?

5 Flexibility and inflexibility

A Ways of working



The US is often described as having a **flexible job market** with **flexible working**. For example:

- **temporary workers** who only work for short periods when they are needed, either on a **temporary contract** with a company or through a **temp agency**
- **part-time workers** who work less than the maximum number of hours each week
- **job sharing** where two people share a particular job, each of them working part-time

B Job flexibility

Another aspect of **job flexibility** in the US is that companies can **hire and fire** employees easily. When **letting people go** – telling employees that they are no longer required – companies only have to **give** them very short **notice** – warning – and relatively small **redundancy payments** – money to compensate for losing their job.

Unemployment benefits – the money paid to people without jobs – are very low. It is said that all these measures make for a **flexible job market** and encourage **job creation**. Critics say that this approach leads to **job insecurity**, with employers able to get rid of employees too easily.

C Job protection

France is a country with a very different approach. Companies in trouble are only allowed to **make employees redundant** after a long period of **consultation**. If employees are made redundant, they receive generous redundancy payments and then unemployment benefits. The government says people need this sort of **job protection**, and **trade unions** – organizations that protect the interests of workers – are fighting hard to keep it.

Payments to employees such as **sick pay** and **parental leave** – when they have time off following the birth of children – are also very generous. Mothers get long paid **maternity leave** and fathers get **paternity leave**. But the **social charges** which employers and employees have to pay the government are very high.

Critics say that these policies contribute to a **rigid labour market** – one with too much job protection. They say that this sort of **inflexibility** discourages job creation and leads in the long run to higher **unemployment** and slower **economic growth**.

As a consequence, companies may look abroad for cheaper bases and workforces.

Note

BrE: **labour**; AmE: **labor**
BrE: **trade unions**; AmE: **labor unions**

5.1 Which type of work or workers in A opposite is each of these people referring to?

- 1 I work at the local council for two days a week, and my friend works in the same job on the other three days.
- 2 I work in a petrol station 20 hours a week.
- 3 I'm on a job at Clarkson's until the end of next week. Then I'll try and find something else.

5.2 Two American managers working in France, Melinda and Nat, are talking about the issues in B and C opposite. Replace the underlined expressions with items from those sections. Pay attention to the grammatical context.

- Melinda: It's ridiculous! We can't **(1)** get rid of people without a lot of **(2)** meetings and discussion with **(3)** employee organizations, government officials, and so on. We have to keep even the laziest, most incompetent people.
- Nat: I know what you mean. I don't have the opportunity to **(4)** recruit and get rid of people as I want! This sort of **(5)** rigidity must be bad for the job market. **(6)** The number of people without jobs in this country is very high.
- Melinda: It's a nightmare! If you do want to get rid of people, you have to **(7)** tell them three months in advance.
- Nat: Yes, and you should see the **(8)** amount of tax I have to pay for each of my employees just so they can get **(9)** money when they fall ill, and so on.
- Melinda: We should move back to the US. There the job market is **(10)** one that gives employers a lot of freedom. When the economy is going well, the level of **(11)** new jobs that can be created there is incredible.

5.3 Look at the expressions in B and C opposite. Say if these statements are true or false.

- 1 When companies talk about letting employees go, they make them redundant.
- 2 One person's job flexibility might be another's job insecurity.
- 3 In flexible job markets, hiring and firing is complex.
- 4 Employee benefits are paid for through social charges.
- 5 Rigidity is another word for inflexibility.
- 6 When fathers take parental leave, this is called maternity leave.
- 7 The cost of job protection might be higher unemployment.

Over to you

- Is your country more like the US or France in its ways of working?
- Think of one advantage and one disadvantage of flexible working from the point of view of employers.