



Lesson 8.
Employment

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“No matter how successful you are, your business and its future are in the hands of the people you hire” – Akio Morita (Japanese Executive)

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

Appearance

Intelligence

References

Blood group

Contacts & Connections

Hobbies

Marital Status

Age

Sickness record

Experience

Personality

Astrological Sign

Family background

Sex

Qualifications

Handwriting

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B Think about jobs you've had and interviews you've attended. Ask each other about your best or worst:

1. a. job b. boss c. colleague
2. a. Interview experience b. interview question c. interview answer

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 don't change much during their working lives.
4. It is best to work for as few companies as possible.
5. Everybody should retire at 50.

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A VOCABULARY

The recruitment process

Match the verbs 1 to 6 to the nouns a) to f) to make words 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.

For example: *1 to advertise a vacancy.*



B 8. 1 Listen to a consultant talking about the recruitment process to check your answers.

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C Complete the text using words or phrases from the box.

curriculum (CV) / resume
application form

probationary period
psychometric test

interview
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 candidate 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 work a/an _____ (6) in a company. This is usually three or six months; after that they are offered a permanent post.

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D 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.

- Motivated
- Confident
- Reliable
- Proud
- Dedicated
- Loyal
- Determined
- Charismatic
- Honest
- Adaptable
- Resourceful
- Meticulous

E Which qualities in Exercise D do you think are the most important to be successful in a job?

A READING

Retaining good staff

Discuss these questions before you read the article.

1. The article talks about people who are high performers. What does this phrase mean? What sort of people are they?

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2. What do you think motivates high performers to stay with the same company?

B Read the article and answer these questions.

1. What qualities of high performers are mentioned in the article?
2. What are the problems of losing high performers?
3. Which motivating factors are mentioned in the article?

MOTIVATING HIGH-CALIBRE STAFF

By Michael Douglas

An organization's capacity to identify, attract and retain high-quality, high-performing people who can develop winning strategies has become decisive in ensuring competitive advantage.

High performers are easier to define than to find. They are people with apparently limitless energy and enthusiasm, qualities that shine through even on their bad days.

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They are full of ideas and get things done quickly and effectively. They inspire others not just by pep talks but also through the sheer force of their example. Such people can push their organisations to greater and greater heights.

The problem is that people of this quality are very attractive to rival companies and are likely to be headhunted. The financial impact of such people leaving is great and includes the costs of expensive training and lost productivity and inspiration.

However, not high performers are stolen, some are lost. High performers generally leave because organisations do not know how to keep them. Too many employers are blind or indifferent to the agenda of would be high performers, especially those who are young.

Organisations should consider how such people are likely to regard important motivating factors. Money remains an important motivator but organisations should not imagine that it is the only one that matters.

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In practice, high performer stand to take for granted that they will get a good financial package. They seek motivation from their sources. Empowerment is a particularly important motivating force for new talent. A high performer will seek to feel that he or she 'owns' a project in a creative sense. Wise employers offer this opportunity. The challenge of the job is another essential motivator for high performers. Such people easily become demotivated if they sense that their organization has little or no sense of where it is going. A platform for self-development should be provided. High performers are very keen to develop their skills and their curriculum vitae. Offering time for regeneration is another crucial way for organisations to retain high performers. Work needs to be varied and time should be available for creative thinking and mastering new skills. The provision of a coach or mentor signals that the organization has a commitment to fast-tracking an individual's development.

Individuals do well in an environment where they can depend on good administrative support. They will not want to feel that the success they are winning for the organisation is lost because of the inefficiency of others or by weaknesses in support areas.

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Above all, high performers – especially if they young – want to feel that the organisation they work for regards them as special. If they find that it is not interested in them as people but only as high-performing commodities, it is hardly be surprising if their loyalty be minimal. On the other hand, if an organisation does invest in its people, it is much more likely to win loyalty from them and to create a community of talent and high performance that will worry competitors.

From the Financial Times

C Use these words or phrases from the article to answer the questions below.

pep talk

fast-tracking

mentor

headhunting

CV

financial package

Which word or phrase:

1. is British English for the American English resume? _____
2. refers to stealing employees from companies? _____
3. do you often find in a job advertisements referring to money and benefits? _____

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4. refers to an older, more experienced person who helps you? _____
5. usually leads to quick promotion? _____
6. means a short chat to motivate staff? _____

D What are the advantages and disadvantages of:

1. Headhunting?
2. Having a mentor system?
3. Fast-tracking certain employees?
4. Frequent pep talks?



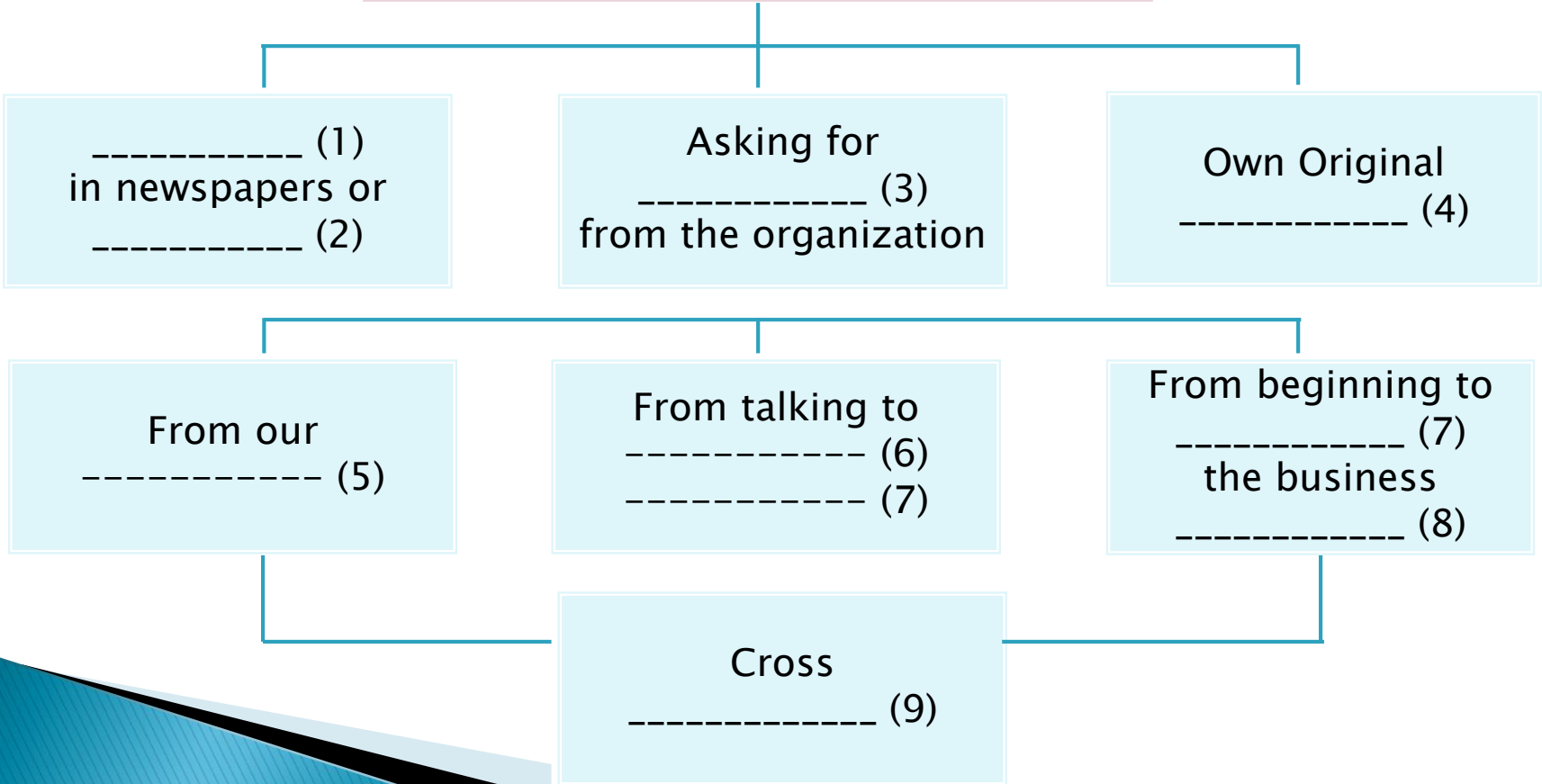
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A

8. 2 Dr. Simon Kingston works for the international executive search consultants Heidrick and Struggles. Listen to the first part of the interview and complete the chart below.

Methods for Identifying Candidates



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B

8. 2 Simon mentions three different types of experts which his company usually speaks at the beginning of an executive search. Who are they?



C

8. 3 Listen to the second part of the interview and complete the summary below.

One common theme in the careers of a lot of successful people is an _____ (1) of the individual's own _____ (2). This allows them to _____ (3) the sort of organizations in which they will work. It also allows them to _____ (4) but appropriately to opportunities that are unplanned that present themselves.

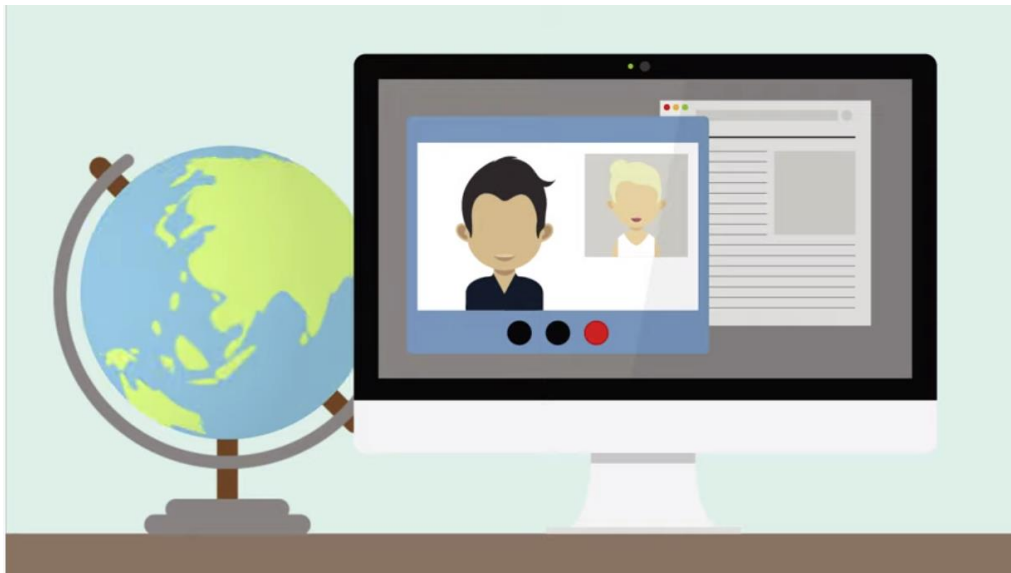
D

Which qualities does Lord Browne at BP demonstrate, according to Simon?

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- ▶ Watch the following video and discuss it.

<https://www.youtube.com/watch?v=HYPxrzHJhF8>



- ▶ How the World of Work is Changing

*Reference:
Market Leader
new edition.*