



UNIT

5

Job satisfaction

'A man can stand anything except a succession of ordinary days.'
Johan Wolfgang Goethe (1749–1832), German writer

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STARTING UP

A Which of these factors would motivate you to work harder? Choose your top five and rank them in order of priority. Explain your priorities.

bonus	more responsibility	working for a successful company
bigger salary	threat of redundancy	better working environment
commission	hard-working boss	promotion opportunities
praise	supportive colleagues	more time off
important job title	perks	more flexible working hours

Audio
5.1 – 5.3



B  5.1, 5.2, 5.3 Listen to three people talking about their motivation at work. Which of the factors in Exercise A do they mention? Who do / would you agree with?

C Discuss these questions.

- 1 For what reasons might you change jobs? How often do you expect to do so in your lifetime? Is changing jobs often a sign of success in your culture?
- 2 A recent US survey showed children preferred parents to go out and earn money rather than spend more time with them. What does this show, in your opinion?
- 3 Would you prefer a male or female boss? Why?

D Turn to page 152 and do the quiz 'Are you in danger of burning out?'.

**VOCABULARY**
Synonyms and word-building**A** Look at the sentences below. Underline the words or phrases which can be replaced with an item from the box without a change in meaning.

assessment breakdown empowerment fringe benefits red tape remuneration
severance payment ~~take industrial action~~

- 1 If employees become too discontent, they may go on strike. *take industrial action*
- 2 Most people like to have control over their work and therefore put autonomy near the top of their list of motivating factors.
- 3 Dealing with bureaucracy is a very time-consuming, demotivating problem which affects large businesses and organisations.
- 4 Overwork can lead to burnout if not spotted early.
- 5 Many job satisfaction studies, perhaps surprisingly, have found that often a compensation package is not the most motivating factor for many employees.
- 6 Offering perks rather than a salary increase can be a way of retaining employees in traditionally high staff turnover industries.
- 7 He received a very generous golden handshake when he left the company.
- 8 One way for managers to monitor and develop staff is by using appraisal interviews.

B Complete each of these sentences with a word formed from the verb on the left. Sometimes you will need to use a negative form.

s a t i s f y

- 1 a) The survey showed that staff working flexible hours were more *satisfied* with their jobs than those working fixed hours.
- b) Low pay and poor working conditions create workers.
- c) Small European companies are top of job league tables.

m o t i v a t e

- 2 a) What are the strongest factors in people's lives?
- b) Workers become if they work long hours for low pay.
- c) What was your for becoming a salesperson?

f r u s t r a t e

- 3 a) You could see the building up in the workforce.
- b) I find talking to him because he never listens.
- c) I felt so with their attitude that I decided to resign.

r e c o g n i s e

- 4 a) Employees are more likely to change jobs if they feel their work is or that others take credit for it.
- b) Because of her people skills, she was able to achieve and respect at the company.
- c) The company his lifelong service on retirement with a formal dinner and a substantial golden handshake.

C Discuss these questions.

- 1 What do you find satisfying and frustrating about your work or studies?
- 2 How true do you think these statements are?
 - a) There is no such thing as company loyalty these days.
 - b) Only successful people can have a good work-life balance.
 - c) Job satisfaction is about personality, not external factors.
 - d) Job satisfaction increases with age.
 - e) Improvements in technology lead to greater job satisfaction.
 - f) Job sharing and job rotation are not good for motivation.
 - g) People who work from home tend to work harder than people who don't.

LISTENING

Staff motivation



Madalyn Brooks

Audio
5.4 – 5.6



A ▶▶ 5.4 Listen to Madalyn Brooks, Director of Human Resources at Procter & Gamble (UK), and answer these questions.

- 1 What is the key to a successful business?
- 2 What are the two main ways in which Procter & Gamble drives job satisfaction?

B ▶▶ 5.5 Madalyn says that job priorities have changed in three areas over the last years. Listen to the second part of the interview and take notes on what she says under these headings.

- 1 flexibility
- 2 the drive for personal learning and growth
- 3 working for socially responsible organisations

C ▶▶ 5.6 Listen to Madalyn talking about what people want. Do not take notes while listening. Afterwards, write down in one minute as many things as you can remember that people want. Compare your answers with a partner. Who remembered the most things?

READING 1

Working for the best companies

A You are going to read an article from *The Sunday Times* survey *The 100 Best Companies To Work For*. What would you look for in your ideal company?

B Work in pairs.

Student A: Read Article A on the opposite page.

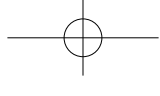
Student B: Turn to page 153 and read Article B.

Choose five points that you think make the company in your article a good one to work for. Take notes on those points and then tell your partner, without looking back at the article.

C Ask your partner questions about their company, so that you can work out together whether these statements are true or false (M = Marriott Hotels International, K = KPMG).

- 1 Over 70% of staff at K and M think that their training is of great benefit.
- 2 M scores lower on opportunities for personal growth than K.
- 3 Less than half the staff in M and K earn more than £35,000.
- 4 M and K both offer childcare vouchers and contributory pensions.
- 5 K has more than double the annual sales of M.
- 6 K employs a higher percentage of women than M.
- 7 M and K have a fairly similar-size workforce.
- 8 More than half the staff in M and K earn £15,000 or more.

D In pairs, look at Article A to find word partnerships with *basic*, *role*, *performance* and *paternity*. Then look at Article B to find word partnerships with *career*, *childcare*, *medical* and *pension*.



Article A

Marriott Hotels International

Hospitality and lodging

Annual sales	£550m
Staff numbers	11,157
Male / female ratio	48:52
Average age	31
Staff turnover	36%
Earning £35,000+	4%
Typical job	Food and beverage associate

Marriott checks in ten places higher up our list this year thanks to its five-star treatment of staff. Employees award the family-run hospitality business the highest positive score in our survey – 76% – for loving their work here.

5 It may not be the biggest payer (three-quarters of workers get a basic salary of £15,000 or less), but staff have fun (83%), think the job is good for their personal growth (77%) and are happy with the balance between work and home life (66%).

10 Employees also feel they can make a difference in the organisation (73%), make a valuable contribution to its success (76%) and are excited about where the company is going (69%).

15 The worldwide group, which employs more than 11,000 staff, ranks second out of all 20 organisations on questions about what staff think of the company and their colleagues and third for their positive views of managers.

There is a culture of respect and recognition, and there is training specifically on teamwork, a quality prized by the company. Marriott even uses psychometric testing to assess how well managers align to its nine core organisational com-



20 petencies. Staff say that senior managers truly live the values of the organisation (71%), help them fulfil their potential and motivate them to give their best every day (71% and 70%, both top scores). They say the managers are excellent role models and regularly show appreciation, winning positive
25 scores of 69% and 75% respectively, results bettered in both cases by only one other firm.

The company, where the average length of service for general managers is 17 years, likes to promote from within. Its performance review process creates a development plan for
30 every member of staff and identifies their training needs. On-the-job training is a key feature of development, and there are NVQ programmes for accredited qualifications, with staff saying this training is of great benefit to them (72%).

35 Rewards for outstanding contribution and long service, plus an annual staff appreciation week and quarterly social activities, reinforce the value Marriott places on its people. In the year to August 2008, the firm spent £355,000 on fun events for employees, who go out of their way to help each other (76%).

40 Staff have free use of the hotel leisure clubs and access to a confidential helpline if they have any personal worries. All this helps promote a strong sense of wellbeing. Stress isn't a problem (76%), workers say they are not under so much pressure they can't concentrate (72%) or that they can't perform
45 well (70%, the second-highest score).

50 Benefits include between 20 and 25 days' basic holiday, two weeks' paternity leave on 90% of pay, childcare vouchers, dental insurance, critical illness cover, life assurance and a contributory pension. Employees say Marriott is run on strong principles (75%) by an inspirational boss (71%), and that they are proud to work for it (79%).

from *The Sunday Times*

E In pairs, complete these sentences with some of the word partnerships from Exercise D.

- 1 You need to compare various policies online.
- 2 The government's new is designed to prevent widespread old-age poverty.
- 3 Ask Human Resources for the proper forms a month before your
- 4 Many fathers do not take up their entitlement.
- 5 does not include overtime, bonuses, commission or travel allowance.

F In groups, discuss which company you would prefer to work for and why.

READING 2

Flexibility

A Before you read

How will work change in the coming decade? Why?

FT

A different way of working

by Alison Maitland

Lee Summersgill was initially concerned when he heard that his employer, KPMG, the professional services firm, wanted staff to volunteer for a four-day week to help minimise job cuts in the recession. The news coincided with the birth of his daughter in January last year, and he was worried about a reduction in hours and pay. Then he considered the benefits of a change to his working week so that he could share the childcare with his partner, a health visitor. Now he puts away his BlackBerry every Thursday night and spends Friday with his two young children.

'I've been doing it for a year and it's worked really well,' says Mr Summersgill, who advises clients on housing projects. 'You have to be really disciplined and try to fit everything into four days. I think it makes you more loyal. Would any other firm have the same level of flexibility

and understanding? In the market I'm in, I don't think that would be there.' Mr Summersgill's experience illustrates two growing trends: fathers wanting greater flexibility to accommodate family life, and employers using flexibility to keep employees motivated, improve productivity and avoid large-scale job cuts.

Business leaders around the world have remained concerned about retaining good people, even in the depths of recession. A global survey by Hay Group, a consultancy, concluded: 'While employees fear losing their jobs, organisations fear the loss of top talent and critical skills.' Amid signs of economic recovery, but with cost constraints continuing, employers are looking at alternatives to financial incentives. Offering employees greater control over working time and location is one such option.

KPMG, for example, is examining new approaches, after the success of its 'Flexible Futures' programme in signing up employees for taking a year off or working reduced weeks. Roughly 85 per cent of the 10,000 UK staff volunteered at the start of last year. Approximately 800 people moved temporarily to four-day weeks. The firm saved £4m last year, or the equivalent of 100 full-time jobs, says Michelle Quest, UK head of people.

When the programme was relaunched for this year, 71 per cent volunteered. 'One of the softer benefits is moving the whole idea of flexible working up the agenda for everybody,' says Ms Quest. The firm is now considering more active promotion of job sharing, because this type of arrangement provides all-week cover for clients.

B Read the paragraph 2 and answer these questions with one word nouns, or nouns related to verbs.

Have Lee Summersgill's new working arrangements ...

- increased his feelings of wanting to do his best for his employer?
– Yes, they've increased his and
- shown that KPMG is willing to allow people to work in different ways?
– Yes, they've shown that they believe in job
- been criticised by KPMG?
– No, they have shown a high level of in relation to his personal situation.
- and those of other KPMG employees shown that their output is less than before?
– No, their actually increases.

C Read the paragraphs 3–5 and decide if these statements are true(T) or false(F).

- In the recession, the only people who are worried about jobs are employees.
- KPMG is looking at this area for the first time.
- Last year, fewer than half of its UK employees took up the offer of working less.

D Over to you

Lee Summersgill's experience illustrates the trend of job flexibility. Is this a trend in China? What are the merits and demerits of flexible working scheme?

**SKILLS**
Cold-calling**Audio**
5.7 – 5.8

A A headhunter is a person who finds people with the right skills and experience to do a job, then tries to persuade them to leave their present job. Headhunting often involves cold-calling. When you cold-call, you telephone or visit someone you have never met before and try to sell them something or persuade them to do something. Discuss these questions.

- 1 What qualities and skills do you think a headhunter needs to be successful in their job?
- 2 Do you think that headhunting is an ethical occupation?

B 5.7 Patricia Evans, a headhunter, calls Enid Wong concerning a job opportunity. Listen to the conversation and answer these questions.

- 1 What is the purpose of Patricia Evans' call?
- 2 Was the call successful? Why? / Why not?

C 5.7 Listen to the conversation again and complete these sentences.

- 1 I was given by Edward Zhang, I believe you know him quite well.
- 2 He suggested you. He thought you might be interested in a that's become at KB Financial Services.
- 3 Would you like to meet to find out about the job?
- 4 I don't think there's in us meeting, I'm very happy in this job ...
- 5 OK, I quite understand. Can you recommend anyone I could contact and them about the job?
- 6 Great, that. My number's 020 7644 8981.

D 5.8 Listen to another conversation in which Patricia Evans calls Federico González. What does Patricia say about the position and the company to interest Federico? What do they decide to do next?

E Listen to the second conversation again and note down the expressions that Patricia uses to a) persuade Federico to consider the offer, and b) deal with Federico's objections.

F Role-play this situation.

Barnard Media is looking for a television producer to be in charge of its business programmes. It has hired a headhunter to find a suitable candidate for the job.

Student A: Turn to page 159.

Student B: Turn to page 161.

USEFUL LANGUAGE**COLD-CALLING**

Hello, Mr / Mrs / Ms X. My name's ...
I work for Y. I was given your name by ...

SOUNDING PEOPLE OUT

Z suggested I call you. He / She thought you might be interested in ...
I was wondering if you'd be interested in ...
Would you like some information about ... ?

PERSUADING CANDIDATES TO CONSIDER THE OFFER

KB is offering a top salary and great benefits.
It's well over six figures.
It's a very attractive part of the package.
They give staff a substantial bonus – well above the industry average.
Why don't we get together? If you're still interested ...

DEALING WITH OBJECTIONS

People often say that to me, but ...
There's another thing you should bear in mind.
You can look at this in another way.
I take your point, but ...

SHOWING INTEREST

Perhaps we could discuss this face to face?
Can you give me some more details?
I'd like some time to think about this.



Case study

5

Just good friends?

A software company with a 'long hours' culture needs to ensure that staff relationships don't damage behaviour at work

Background

Patrick McGuire, CEO of San Diego-based Techno21, is facing a problem caused by the highly competitive nature of the IT industry. Recently, employees have been working much longer hours than previously and often over weekends. As a result, a number of staff have developed close, personal relationships with each other. Patrick has begun to think that the company may need to introduce a policy to give these employees guidelines concerning their behaviour at work.

Techno21 is a young company with a very relaxed atmosphere, and staff are encouraged to socialise during their free time.

Discuss the advantages and disadvantages of working in this kind of environment.

Relationships at work: three cases

Patrick McGuire's assistant has prepared notes on three cases in which personal relationships have affected staff performance and morale. Read about the cases in preparation for a meeting on managing relationships at work.

1 Promotion application of Judith Fisher

Peter Walters, the Chief Financial Officer, had a close relationship with one of his staff, Judith Fisher, but they broke up. A few months later, Walters had to choose someone to be promoted to be his deputy. Judith Fisher was one of three candidates. She didn't get the job. She claims now that it was because she'd had a personal relationship with Walters which had gone sour. According to her, this was Walters's way of taking revenge. Patrick McGuire and Veronica Simpson (HR Director) took no action. Judith is now threatening to take legal action against the company.


2 The sales conference

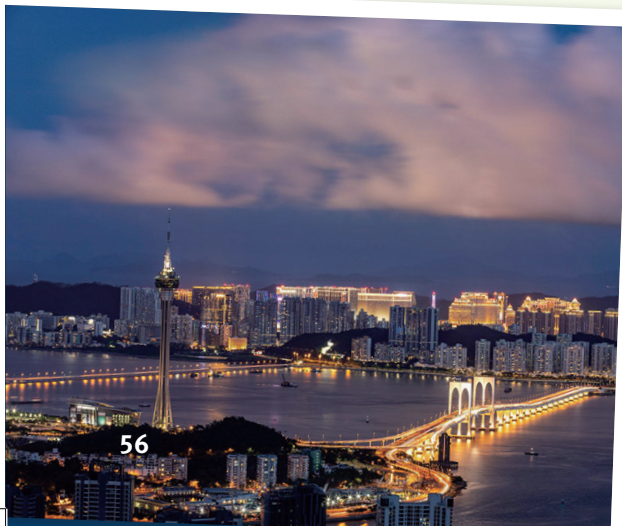
At the company's international sales conference, Brad Johnson, a sales manager, met Erica Stewart for the first time. He attended all the discussion groups she was in and always sat at her table at lunch. He texted her repeatedly, inviting her to have a drink or dinner with him. He was clearly very impressed with her.

When they both got back to Head Office, Brad Johnson asked for Erica to be transferred to his sales team. Erica went to see Veronica Simpson in order to reject Johnson's request. However, Veronica strongly advised Erica not to turn down the transfer, saying: 'Brad thinks you have the personal qualities to be a brilliant salesperson. He needs bright young people to strengthen his team and he thinks you're the right person to join his team.' Erica is confused and cannot decide what to do.

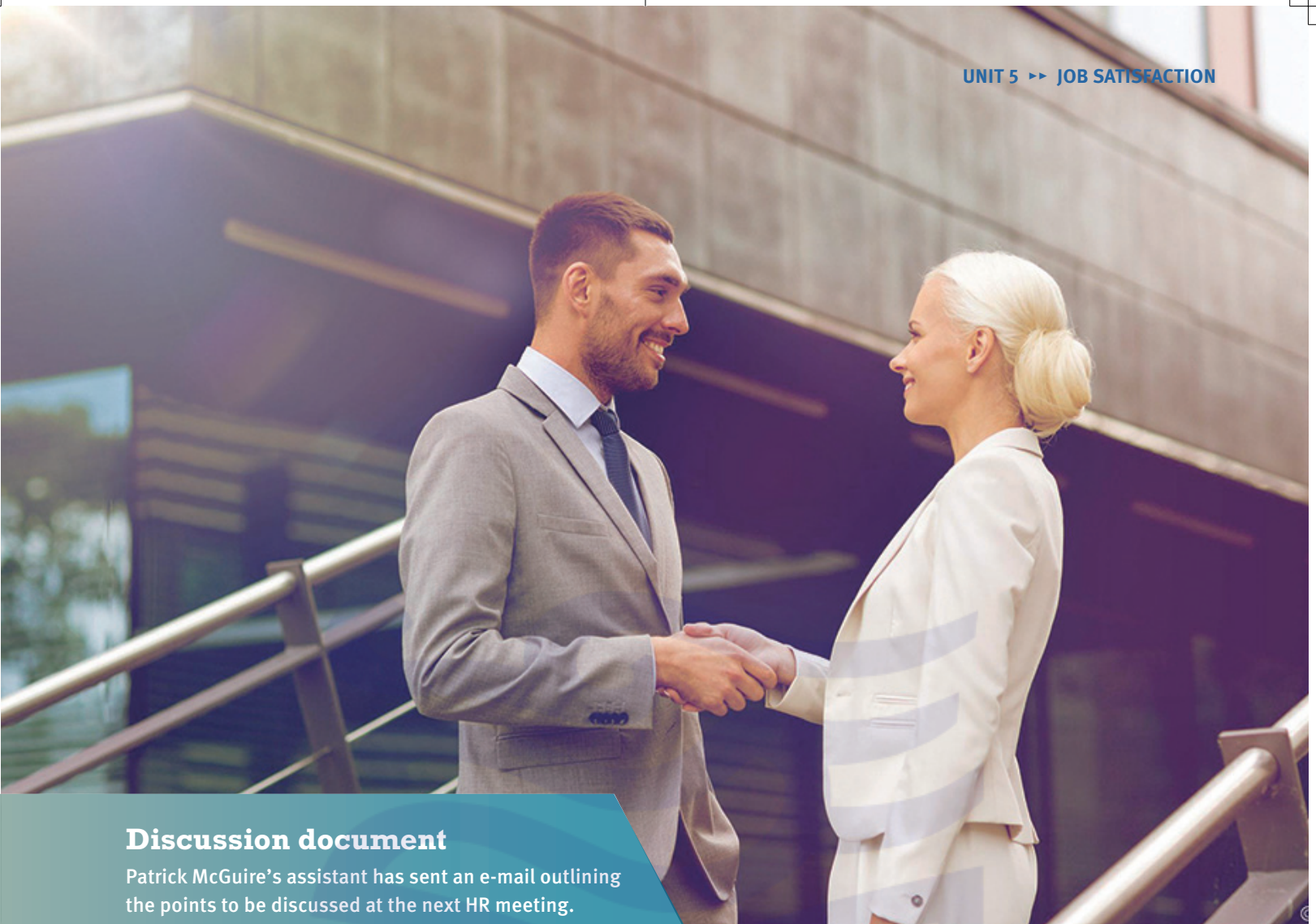
3 The loving couple

About a year ago, two colleagues, Lisa Davis and Steffan Olsen, became romantically involved. They kept their relationship secret – or so they thought. However, the other members of their team suspected something was going on. The team noticed that, at meetings, Lisa and Steffan always supported each other's opinions. Also, they would give each other loving looks or be more tactile than was normal among employees. Their behaviour upset the rest of the team. A representative of the group talked to the team leader and asked her to do something about it.

 **5.9** Patrick McGuire has come up with a proposal which he wants to discuss with Veronica Simpson. Listen and take notes.



56



Discussion document

Patrick McGuire's assistant has sent an e-mail outlining the points to be discussed at the next HR meeting.

To:	HR Staff
From:	Kate Mann
Subject:	Tuesday's HR meeting

- 1 Did we make the right decision concerning Peter Walters and Judith Fisher? What further action, if any, should we take?
- 2 Did Veronica give Erica Stewart good advice? What should Erica do now?
- 3 How should the team leader deal with the issue of Lisa and Steffan? She has asked for guidance from HR.
- 4 Which of Patrick's four options is best for the company?
- 5 How can we avoid someone gaining an unfair advantage by having a close relationship with a colleague or boss? What action can we take if this happens?

Task

You are members of Techno21's HR Department.

- 1 In small groups, discuss the questions in the e-mail and note down what action to take in each case.
- 2 Meet as one group. Try to agree on what decisions to take concerning the questions. One of you should take the role of Veronica and chair the meeting.

Watch a
Case study
commentary.



Writing

As a member of the HR Department, write a set of guidelines on relationships at work for discussion at the next board meeting.

→ Writing file page 147