

**TED**TALKS

# Eynote UPPER INTERMEDIATE

Workbook





#### Keynote Upper Intermediate Workbook

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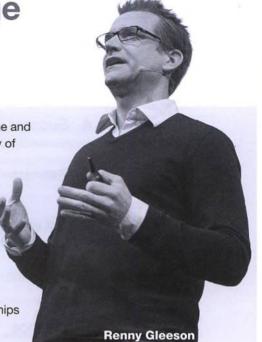
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## Identity

## 404, the story of a page not found

#### TEDTALKS

In 1990, RENNY GLEESON graduated from Yale University with a BA in Fine and Studio Arts. He then earned his MFA (Master of Fine Arts) from the University of Pennsylvania, graduating in 1993. After working for some years as a game designer and animator, he joined the global advertising agency Saatchi & Saatchi. It was 1997 and the Internet was still new, but experts could see its potential for advertising. Gleeson helped to set up Darwin Digital, an interactive marketing division of Saatchi & Saatchi, and he worked as its Creative Director until 1999. Gleeson began working for the National Basketball Association (NBA) in 2001 as their Senior Director of Global Media. In 2006, he joined advertising agency Wieden+Kennedy, where he is the Global Director of Interactive Strategies. Gleeson's creative background and experience drive his success in developing strong relationships between brands and customers.



#### CAREER PATHWAYS

- 1 Read the text. Match the questions (1-5) and answers (a-g). Two answers are not used.
  - 1 What was the first university degree that Renny Gleeson earned?
  - 2 Darwin Digital is part of which company?
  - 3 When did Gleeson leave Saatchi & Saatchi?
  - 4 In which organization was he the Senior Director of Global Media?
  - 5 Which company does he work for now?
  - a NBA
  - **b** 1997
  - c BA
  - d 1999
  - e Saatchi & Saatchi
  - f Wieden+Kennedy
  - a MFA

#### **TED PLAYLIST**

- 2 Other TED speakers are interested in topics similar to Renny Gleeson's TED Talk. Read the descriptions of five TED Talks at the top of page 5. In your opinion, which is the best title for this playlist, a, b or c?
  - a The science of the Internet
  - b The dangers of the Internet
  - c The Internet as a community

3 Complete the sentences with the words in the box.

	co-operation	function	science	kindness	volunteers
1	Margaret Go of art and				
2	Steven John cities, just lik well as toge	ke the Inter			
3	According to when they are	re run in an			
4	Jimmy Wale	s talks abo		dia as a gro	up effort run
5	Jonathan Zit treat each o				gers often
	hoose the co le TED playlis		tion (a or t	o) of these v	words from

- 1 global
  - a regional
- **b** worldwide
- 2 independently
  - a relying on outside support
- **b** without other support

- 3 benefits
  - a advantages
- b issues
- 4 monitor
  - a improve; update
- b observe; keep an eye on
- 5 reward
  - a something which is given to repay a favour or kindness
  - b help which is given when someone is in difficulty

Margaret Gould Stewart: How giant websites design for you (and a billion others, too)

When design is on a global scale, how do you please everyone? Margaret Gould Stewart describes the challenge of designing elements, such as the Facebook 'like' button, which are seen and used billions of times every day. She explains how the art of creating good design is informed by the science of understanding and meeting the needs of over a billion Facebook users.

Steven Johnson: The Web as a city

Steven Johnson compares the Internet to a city. It is built and shared by many people, but it is completely controlled by no one. Like a city, although its various parts are closely connected, many of them function independently. Even when one area is experiencing serious problems, the other areas continue as normal.

Clay Shirky: Institutions vs. collaboration

Clay Shirky recognizes the value of changing the traditional business model in which planning and management are always handled by closed groups. Using major websites such as Flickr and Wikipedia as examples, Shirky demonstrates the benefits of replacing tight systems with looser practices in which small contributors have bigger roles, and co-operation is more open and flexible.

Jimmy Wales: The birth of Wikipedia

Jimmy Wales talks about how he provided a mixed group of volunteers with the tools to create the free, online encyclopedia that we all know as Wikipedia. He describes the community spirit at Wikipedia, where everyone works together to develop, maintain and monitor the site.

Jonathan Zittrain: The Web as random acts of kindness

We hear many negative stories about how people treat each other cruelly on the Internet, but Jonathan Zittrain provides a different view. He presents various acts of Internet kindness, carried out by complete strangers for absolutely no reward except the knowledge that they are doing the right thing.

5 Which talk would you most like to see? Why? Watch the talk at TED.com.

#### **AUTHENTIC LISTENING SKILLS**

#### Recognizing key terms

- 6 1 1 You are going to hear a podcast in which a member of the *Keynote* team talks about Jonathan Zittrain's TED Talk, *The Web as random acts of kindness*. Read these extracts from the podcast. How would you pronounce the words in bold? Then listen and check.
  - 1 ... and even though so many of us are 'connected' 24/7 on some device or other ...
  - 2 ... but you can always block or unfriend those guys.
  - 3 So, it's not just about trolls and identity theft ...
  - 4 ... tons of times I've witnessed situations ...

#### LISTENING

- 7 A 1 2 Listen to the full podcast. Are the sentences true (T) or false (F)?
  - 1 Overall, Eunice agrees with the main points made in Zittrain's TED Talk.
  - 2 Eunice has personally observed strangers being kind to each other online.
  - **3** Eunice points out that we all follow strict rules when we are online.
  - 4 Eunice wishes that Zittrain had brought more humour into his TED Talk.

- 8 1 2 Listen again. Choose the correct option to complete the sentences.
  - 1 Eunice likes how Zittrain's talk *confirms / alters* her belief that people can be kind to each other online.
  - 2 She explains how Zittrain demonstrates an online sense of community by mentioning sites such as Facebook and Twitter / Couchsurfing and Craigslist.
  - 3 According to Eunice, Zittrain makes the web seem more strict / human.
  - **4** Zittrain provides an example of how the Internet community saved a young man's *embarrassment / website*.
  - **5** Eunice particularly likes Zittrain's presentation style, which is *amusing / entire* and clear.

#### **VOCABULARY IN CONTEXT**

- 9 Read the extracts from the podcast. Choose the correct meaning of the words in bold.
  - 1 We're constantly being told that it's making us lonelier ...
    - a never
- **b** always
- c sometimes
- 2 ... that's true to some extent, but it's not the whole ...
  - a in part
- **b** in full
- c in exceptional cases
- 3 ... it's very easy to criticize, but what about ...
  - a say bad things b be cruel
- c misunderstand
- 4 ... tons of times I've witnessed situations ...
  - a a few times
- b all the time c many times
- 5 Zittrain makes the vast web seem ...
  - a huge
- **b** scary
- c tiny

## 1.2 Building identity

## **GRAMMAR** Present tenses: active and passive

- Match the sentence halves to make correct statements. Then decide if each statement is active (A) or passive (P).
  - These days, many people are
  - 2 Others share lots of personal
  - 3 Experts are advising
  - 4 Some people use
  - 5 Privacy settings are being
  - 6 Sometimes, social media accounts

- a different identities on different sites. \_\_\_\_\_
- **b** are checked by potential employers.
- c hiding their real identity online. \_\_\_\_\_
- **d** people to protect their identity online.
- increased by many Facebook users today.
- f information on socialnetworking sites.
- 2 Choose the correct form of the verb to complete the sentences.
  - 1 Nowadays, more and more companies are being used / are using video ads to boost their online identity.
  - 2 These video ads are posted / are posting on major websites such as newspaper sites or TV channels.
  - 3 Video ads post / are being posted on social-networking sites, too.
  - **4** Over 12% of all videos that *are being viewed / are viewing* online are video ads.
  - 5 One video advertising company, LiveRail, is posted / is posting more than seven billion video ads a month.
  - 6 LiveRail is being owned / is owned by Facebook.
  - 7 It is believed / believe that Facebook paid more than \$400 million for LiveRail.
- 3 Choose the correct options to complete the paragraph.

Instead of traditional interviews, video interviews ¹are using / are being used by more and more companies these days. These video interviews ²are seen / are seeing as an effective way to decide which candidates should be invited to the next stage in the interview process. While many video interviews are interactive, that is, where the candidate and the interview panel ³are spoken / speak to each other live, another type of video interview ⁴is becoming / becomes more popular nowadays. This is the pre-recorded video interview, where a question ⁵is being sent / is sent to the candidate in advance. The candidate then ⁵is filming / films himself or herself answering the question. Usually the video file ¹is emailed / emails to the company, and the candidate ³is waiting / waits for feedback.



4 1 3 Complete the conversation with the correct form of the verb in brackets. Then listen and check.

A:	So, Sam 1	a vid	eo interview at the
B:	moment. (do) That <sup>2</sup>	scarv. I'd	be incredibly nervous!
	(sound)	,	,
A:	Well, the candidate <sup>3</sup>		the questions in
	advance, so that help	os. (give)	
B:	And this type of inter	view <sup>4</sup>	over the
	Internet? (do)		
A:	Yes, exactly. It 5		by the company. (film)
B:	Wow, I hope it 6		well. (go)
A:	Me too.		

#### **GRAMMAR EXTRA!** The passive form

- 5 Rewrite these active sentences using the passive form.
  - Online shopping is replacing traditional shopping in some places.

    Traditional shopping \_\_\_\_\_\_\_ by online
  - shopping in some places.Currently, adults under the age of 35 are spending a lot of money online.
    - Currently, a lot of money \_\_\_\_\_ online by adults under the age of 35.
  - 3 Social media provides a link between online shoppers and brands.

A link between online shoppers and brands by social media.

- 4 Fewer people use their smart phones to order goods online.
  Smart phones \_\_\_\_\_\_\_ by fewer people to order goods online.
- 5 Many online stores are reporting new trends.
  New trends \_\_\_\_\_\_\_ by many online stores.
- **6** Usually, a strong brand identity attracts more customers. Usually, more customers \_\_\_\_\_\_ by a strong brand identity.

6 Read the text. Correct the mistakes in the words or phrases in bold (1–8).



#### Online identity

More studies <sup>1</sup> is being done which show that the way people normally behave is not the way they tend to behave online. This <sup>2</sup> is seeing on social-networking sites in particular, where many of us publicly <sup>3</sup> shares details about our everyday lives. While some people <sup>4</sup> are upload photos that make their family and home appear perfect, others <sup>5</sup> are being posted cruel status updates and comments. It <sup>6</sup> is claims by some experts that self-esteem may be the cause of bad behaviour on social-networking sites. If online interaction <sup>7</sup> make people feel better about themselves, they may continue to present a version of their life that is more positive than the reality. Equally, when a person <sup>8</sup> are presented with the idea that everyone else is happier than they are, it is not unusual for them to feel miserable or angry.

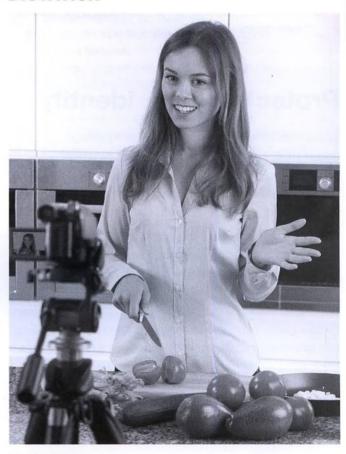
1		
2		
3		
4		
5		
6		91/
7		
88	723	

#### **PRONUNCIATION Word stress**

- 7 A 1 4 Read the sentences. Underline the part of the word in bold that should be stressed. Then listen and check.
  - 1 a We're watching the **progress** of the new sales team.
    - **b** Your career won't **progress** if you don't work hard.
  - 2 a Amy has a new research post at the university; she loves it!
    - **b** Do some **research** about the company before your interview.
  - 3 a It's a good project, but it's very time-consuming.
    - **b** They **project** a small increase in profits this year.

- 4 a The latest software doesn't function like the old version.
  - **b** He's going to an office function and then to the airport.
- 5 a I estimate that it will take about two years to build the brand.
  - **b** This is just an **estimate**, but we're confident about the numbers.
- 6 a We have the potential to develop more products like this.
  - **b** There's a **potential** issue with this item, but we can fix it.

#### **DICTATION**



8 1 5 Listen to some information about the popularity of video blogs (vlogs). Complete the sentences.

1	Video blogs, or vlogs,	more
	popular than ever.	
2	Most vlogs	by one person
	or, sometimes, two people.	
3	Some vloggers	millions of
	page views per month.	
4	Successful vloggers	by big
	companies.	
5	Top vloggers	a lawyer to
	handle their contracts.	
6	Some	a lot of money just to
	mention certain brands.	
7	No one really	how much
	money they receive.	
8	Should they state when they	

to endorse a product?

## 1.3 Who am I?

#### READING

1 Read the article. Choose the correct term to complete the sentences.

i	dentity fraud	phishing	identity theft
1		is when so	meone is tricked into revealing
	their personal	information.	
2		is when a p	person's private information is
	stolen.	,	
3		is when a t	hief uses stolen information to
	make money.		

#### **Protecting your identity**

When someone steals another person's private information, such as their date of birth, passport or banking details, it is called *identity theft*. If that information is obtained and used by the thief for their own financial benefit, it is called *identity fraud*.

There are many types of identity fraud. A criminal stopped for a traffic offence may avoid going to court or paying a fine by presenting a stolen driver's licence to the police. Stolen forms of identification can be used in a number of ways, for example to order goods or to set up mobile phone contracts. And while cyber-criminals often use stolen information to transfer money from a victim's bank account, the information may also be used to take out bank loans or credit cards in that person's name. It is not unusual for the victim to remain unaware that their personal information has been stolen until they apply for a credit card or a loan themselves. In 2013, almost £40 million was lost to credit card identity theft in the UK.

Identity theft and fraud are not new problems but, with the rise of the Internet, they have become significantly more common. In the early days of the Internet, online security was not as advanced as it is today, and people were less informed about how to protect their personal information online.

Different methods are used to trick people into revealing their banking information. Some of these are quite simple, while others are more sophisticated. Many people have been deceived by websites that are designed to look exactly like their bank's site. These are called *phishing* websites. In August 2005, there were 160 phishing websites aimed at banks and building societies in the UK. By August 2012, that number had risen to 41,734 sites. The targets of phishing scams

- 2 Read the article again. Change one word or number in each sentence to make it correct.
  - 1 In the UK, credit card identity theft cost nearly £40 million in 2012.
  - 2 The number of phishing websites aimed against UK banks and building societies dropped to 41,734 in 2012.
  - 3 According to the article, one British man lost more than £1,000,000 in a 2012 phishing incident.
  - **4** Booking.com customers affected by the 2014 phishing scam were given £10,000 refunds by the company. \_\_\_\_\_
  - 5 In phishing scams, callers are persuaded to reveal their personal information. \_\_\_\_\_

are often individual members of the public, but entire organizations can be hit, too.

In 2012, one British woman was robbed of her life savings (over £1,000,000) when she fell for a phishing scam.

Fortunately, the criminals – in this case, a gang of fourteen people – were later caught and arrested. In 2014, the hotel reservations website, Booking.com, was hit by a major phishing scam which affected about 10,000 people. The company paid full refunds to every customer who had lost money, and made important changes to its technical security features. Phishing is also frequently done by email or over the phone. The sender, or caller, pretends to be from a genuine bank or company and persuades the victim to reveal their account information or password.

Identity theft and fraud can be very stressful experiences. Always take a cautious approach whenever anyone requests your personal information. While it could be said that some victims of phishing and identity fraud have not been cautious enough, it should be noted that many cyber-criminals are extremely clever and convincing.



3	Are the sentences true (T) or false (F)?		WORDBUILDING Synonyms	
	According to the article, a criminal could get away with not paying a traffic fine by presenting a		6 Read the sentences. Match each word or phrase in b with its synonym (a-h).	oold
	<ul><li>stolen driver's licence to the police.</li><li>Most victims of identity theft never find out that their information has been stolen.</li></ul>		1 You might <b>go through</b> a period when you have fewer creative ideas, but don't give up!	
	3 The arrival of the Internet has increased the cases		2 The designers were furious when they learned that someone had copied their logo.	
	<ul><li>of identity theft and fraud.</li><li>4 Phishing scams are limited to individual members of the public.</li></ul>		3 It was a dreadful year financially, but we learned some important lessons about the brand.	
	5 All phishing scams are carried out by phone. 6 It's important to be extremely careful because		4 Leo sold most of his personal belongings in order to raise money for his business.	
	cyber-criminals are usually very smart.		5 Customers love their latest product. They've made a fortune!	
	1 6 Listen to an expert talking about identity fraud Number the items (1–6) in the order that you hear them.		6 The first thing we need to do is sort out the issues with the company's image.	
	a common sense b strong password		7 Keep trying to build the brand and you're bound to be successful, eventually.	
	c anti-virus software d important documents		8 Our former marketing manager wanted to change the brand identity, but everyone strongly disagreed.	
	e credit report  f secure web address		<ul> <li>a a lot of money</li> <li>b awful</li> <li>c experience</li> <li>g stuff</li> </ul>	
vc	CABULARY Tasks and interests		d fix h very angry	
	Complete the sentences. Use the words and phrases in the box.		7 Read the paragraph. Complete the sentences using synonyms from Exercise 6. I was a victim of identity theft a few years ago. It was	
	co-ordinate create deal with focus on head up help interested in involved in offer passionate about		<sup>1</sup> ! It happened when I moved to a new house. I was so busy packing all my <sup>2</sup> ,	
	1 Rosa and Lauren work in customer support, but they on the sales side, too.		I forgot to tell the post office to send my post on to my new address. I did it <sup>3</sup> , but by then the problem had already started, though I was unaware of	
	2 I don't know very much about their marketing strategies and I'm quite learning more	s	at the time. A credit card offer went to my <sup>4</sup> address and someone filled it out in my name. They	3
	about them.  3 It's annoying that we have to		received the credit card and spent <sup>5</sup> ove six months. When I discovered what had happened, I v	
	new passwords for so many different sites!  4 When you organize a big conference, it can be difficult to all the different events, but		<sup>6</sup> It took absolutely ages to <sup>7</sup> I don't want you to <sup>8</sup> the same nightmare	
	having a great team makes it easier.  5 Darrel and Kenji run most of the operations, but two more senior people the entire		WORD FOCUS bring  Match the sentence halves to complete the definition	ıs.
	company.  6 It's important to the customer's		1 To bring something to a to make something the table means happen.	
	needs or the brand won't be successful.  7 Kelly absolutely loves writing her fashion blog. She's		<ul> <li>the table means happen.</li> <li>To bring something to mind means happen.</li> <li>to do something that difficult.</li> </ul>	's
	new styles and designs.  8 Lee is various online groups, including a community forum that shares traffic		3 To bring yourself to do c to raise a point or something means topic.	
	information.  9 If you discover anything unusual about your bank		4 To bring someone down means down means down means down to be reminded of something.	
	statement, you should it immediately.		5 To bring something up e to contribute someth means useful.	ing
9	The technical team fixes issues very quickly. They also advice and tips that are very		6 To bring something about means bad.	el .
	useful.			

## 1.4 I don't think we've met



#### **MEETING PEOPLE**

1 1 7 Listen. You will hear six questions or comments from three conversations. Choose the best response to each one.

#### Conversation 1

- 1 a Yes, I'm fine, thanks.
  - b It's nice to meet you.
  - c Not at all. It's free.
- 2 a It's not far from my house.
  - b Well, it's good ... mostly.
  - c It finishes at five o'clock.

#### Conversation 2

- 3 a He knows my cousin in Mexico.
  - **b** He's still with the same company.
  - c Yes, he phoned me just yesterday.
- 4 a Great. He loves it!
  - b No, it's over there.
  - c Your phone is ringing.

#### Conversation 3

- 5 a I spoke to Ann in Human Resources, which was helpful.
  - b I lived here when I was student, so I know the city.
  - $\boldsymbol{c}\ \ \text{Yes.}$  Luckily I love data, so I'm looking forward to it.
- 6 a Astra project?
  - **b** It's a fantastic project.
  - c Do you have the paperwork?
- 2 1 8 Now listen to the full conversations and check your answers to Exercise 1.

3 1 8 Listen to the conversations again and complete the questions.

#### Conversation 1

1 Excuse me,	
2 So, how	
Conversation 2	
3 What's	7
4 How's he	7
Conversation 3	
5 You'll be	7
6 Shall we	7

#### **PRONUNCIATION** Using intonation

#### to ask a question

- 4 1 9 Read the questions. Practise asking each one, paying attention to your intonation. Then listen and check.
  - 1 And the slides have very little text?
  - 2 Lessig method?
  - 3 So, that's your presentation style, too?
  - 4 Excuse me, are you Lilian?
  - 5 Sorry, and you are?
  - 6 So, things are going well, Anton?
  - 7 Wow. What's it like?
  - 8 Hey, do you have time for a coffee now?
  - 9 So, are we ready to get the meeting started?
  - 10 Is today your first day?
  - 11 So, how do you like living in London?
  - 12 Astra project?

#### WRITING SKILL Symbols and notes

5 Write the correct word next to each symbol (1–5). Two words are not used.

	at hashtag	back slash hyphen	dot undersco	forward slash re
1 2 3 4 5	#			
7	1 10	isten and wri		sing symbols.
1	You can	find me on Sk	ype as san	1
2	The ema		en	businessnews
3		your ideas us	sing	identitytheft.
4				chicago2016.
5	Find us o	online at marke	eting	solutions.
R	ewrite the	sentences in	note form	
1				esigner in 2005.
2		rk with all majo		and the state of t
3		ay that I'm a g veral awards fo		
5		get more invo		
6		ssional referer		
7	The state of the s	everal languaç		
8	In my spa	are time I volu	nteer at a k	ocal school.
1				
2				
3				76
4				
5				

8 Look at part of an online profile. Rewrite the information as a paragraph using full sentences.



**Evan Brant**Financial planning administrator
London, UK

Areas of expertise	financial reporting research and analysis strategic planning
Areas of interest	environmental causes communications networking
Other languages	German (fluent) Spanish (improving)
Education	Trinity College, Dublin University College, London
Other interests	blogging, travel writing, photography
-	

## Presentation 1

#### **DESCRIBING A MEMORABLE EVENT**

#### YOUR IDEA

- 1 Read the paragraphs about a memorable event. Match the paragraphs with the photos (a-c).
  - 1 I've never seen anything like it. It was like a sea of colour - there were so many people dressed up in beautiful costumes of reds, greens, yellows and blues. It was very noisy, but not in an annoying way. Music seemed to come from all around, with people playing instruments like steel drums and trumpets. There were huge speakers and DJs were playing CDs. I'll never forget it.
  - 2 I love action and this event certainly provided that. I'm usually quite excited when I go to watch sport - I think professional athletes are so inspiring and some of the things they do are just unbelievable. This event had it all - goals, great play, two teams that both wanted to win. At times it was a bit aggressive, but that just shows you how much the players wanted to win.
  - 3 The most amazing thing I've ever done was travelling in the rainforest. It was scary at times and it took several days to make the journey through the jungle. When you're sleeping at night, it's never quiet - there are the sounds of all the animals and other creatures that call this place home. Some people get very afraid in that kind of situation, but I found it made me feel very brave.







_	246
-	
	hoose one event from your notes in Exercise 2. Answer
	Where and when did this event take place?
2	Who was involved in the event?
3	What made it memorable for you?
4	What picture could you use to show this event to other people?

- Remember to practise ...
  - · using words and expressions that are easy to understand.
  - · telling a story that can be followed easily.
  - · choosing examples about your memorable event that your audience can relate to personally.

#### **ORGANIZING YOUR PRESENTATION**

- Match the four steps of a presentation with the examples of useful language (a-d).
  - 1 Introduce yourself and your topic
  - 2 Say what memorable event you want to talk about
  - 3 Give more details and examples
  - 4 Finish
  - a This was a time when I travelled to South America and saw the Iquazu Falls.
  - **b** Now you know a little more about this memorable event. Thanks for listening.
  - c My name's \_\_\_\_\_. Today my talk is about a memorable event.
  - d Now it's time to give you a few more details about this event.

#### YOUR PRESENTATION

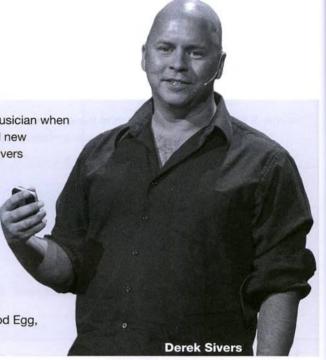
6 Read the useful language on the left and make notes for your presentation.

1	Introduce yourself and your topic	
	My name's Today my talk is about	
	I'm Let me tell you about	
	This is both to to you about	
2	Say what memorable event you	
-	want to talk about	
	This was a time when I	
	This happened to me when	
3	Give more details and examples	
	The next part of the talk gives a little	
	more information about	
	Now it's time to give you a few more details about	
	This is an example of	
	This is one of the	
4	Finish	
	That's the end of this talk about Thanks for	
	Thanks for your attention. Do you	
	have any questions?	
	Im yourself giving your presentation or ive yourself marks out of ten for	practise in front of a mirror.
	telling the story of your memorable eve	ent so it is easy to follow.
•	using examples that your audience car	n relate to.
	following the four steps in Exercise 6. using correct grammar.	□/10 □/10

## 2.1 Keep your goals to yourself

#### **TED**TALKS

DEREK SIVERS was working in New York City as a full-time musician when he decided to start selling his music online. The Internet was still new in the 1990s and no one else was using it for music sales. But Sivers was determined to make his plan work, so he taught himself programming and created a website called CD Baby. Other musicians soon asked him to sell their work too, and the site became a huge success. Ten years later, when CD Baby was sold for \$22 million, Sivers did something unexpected. He allowed a music-education charity to have the money from this sale on condition that he receive an annual payment of \$1 million for life. Sivers then set up a company called MuckWork, which helps musicians to manage the business side of their work. In 2013 he launched another company, called Wood Egg, which publishes guides on establishing businesses in Asia.



#### **CAREER PATHWAYS**

4	Read the	a tout A	a the se	entences t	T)	or folos	/E\2
п	Read th	e text. Ar	e the se	intences t	rue (1)	or talse	(F)?

- 1 In the 1990s, Derek Sivers was employed as a programmer in New York City.
- 2 Everyone knew that Sivers was going to donate the money from CD Baby to charity.
- 3 Every year for the rest of his life, Sivers will get \$1 million from the charity.
- 4 MuckWork is a company that gives musicians the business support they need.
- 5 Wood Egg helps business people to set up companies around the world.

#### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Derek Sivers' TED Talk. Read the descriptions of four TED Talks at the top of page 15. In your opinion, which is the best title for this playlist, a, b or c?
  - a Successful people know what they want
  - b The power to succeed is inside all of us
  - c Extreme sports teach us how to succeed

3	Read the TED playlist again. According to the descriptions,
	which speaker(s) talks about the following points? Tick (✓)
	all that apply.

	Daniel Goldstein	Larry Smith	Diana Nyad	Ben Saunders
fear				
motivation				
finance				
teamwork				
danger				
trying again				

4 Complete the sentences with the words in the box. Two words are not used.

	succeed	successful	fail	planning
	success	suffering	failure	
1	Daniel Gol	dstein believes th	nat a lack of	imagination stops
	us from	ahe	ad.	
2	According	to Larry Smith, v	ve don't try	our best because

Diana Nyad was determined to \_\_\_\_\_\_ even though the swim was incredibly hard.

we are too scared to \_

- **4** Ben Saunders was not \_\_\_\_\_\_ the first time he tried to reach the North Pole.
- 5 In spite of \_\_\_\_\_\_ physically, Nyad and Saunders made it because they were determined.

#### Daniel Goldstein: The battle between your present and future self

Why do we find it difficult to stick to commitments that will benefit us later on? Though we know that saving money for retirement or eating healthily are good things to do, many of us resist doing them. Daniel Goldstein suggests that we lack this discipline because we are unable to imagine what our lives might look like in the future. Using several tools, he presents people with possible future images of themselves and demonstrates the effect this has on their motivation.

#### Larry Smith: Why you will fail to have a great career

Why don't more people have really amazing careers? Larry Smith believes it is because the possibility of failure frightens us too much. He examines some of the excuses that we constantly make to ourselves and to others. He then suggests that we create these barriers because the fear of failing to achieve our goal is greater than the motivation to follow our passion.

5 Which talk would you most like to see? Why? Watch the talk at TED.com.

## **AUTHENTIC LISTENING SKILLS** Listening for signposts

- 6 You are going to hear a podcast in which a member of the Keynote team talks about Diana Nyad's TED Talk, Never, ever give up. Read the signposting phrases (1–6) and match them with their purpose (a–f).
  - 1 The TED Talk I want to tell you about is ...
  - 2 Summing up, ...
  - 3 For instance, ...
  - 4 And, turning her focus ...
  - 5 To put it more simply, ...
  - 6 Why does this matter?
    Well. ...
- a analysing a point
- **b** giving examples
- c introducing the topic
- d making a point clearer
- moving on to a new point
- f reaching a conclusion

#### LISTENING

- - 1 what Diana Nvad achieved
  - 2 the incident with the shark
  - 3 her style of telling the story
  - 4 the credit she gives the team
  - 5 Diana Nyad's overall message
  - 6 the celebration on the beach

#### Diana Nyad: Never, ever give up

Diana Nyad shares the story of her extraordinary achievement – with the support of a brilliant team, she swam from Cuba to Florida in 2013. She was 64 years old at the time and it was her fifth attempt at the swim. This journey of 100 miles is extremely difficult and dangerous, but Nyad's determination got her through it. Her message is simple: work with a great team, push yourself, and never give up.

#### Ben Saunders: Why did I ski to the North Pole?

In spite of a disappointing experience the first time he attempted to ski, alone, to the North Pole, Ben Saunders tried again three years later, and this time he succeeded. Saunders describes the many challenges he faced on the journey as well as his motivation to keep going. His key message is about not allowing others to decide what your potential or your limits are; only *you* know what you are really capable of achieving.

8 11 11 Listen again. Complete the summary with the words in the box. Two words are not used.

amusing	concerned	difficult	meaningful
praises	recalls	touched	
The podcaste	er, Sarah Ratcliff,	was 1	by
Diana Nyad's	TED Talk. What	made the tal	k particularly
2	for her wa	as the way N	yad told the story
of the swim. S	She thinks that th	ne speaker is	very strong and
brave, and the	at the talk is also	3	Sarah
appreciates h	ow the speaker	1	her team.
In difficult situ	ations in the futu	re, Sarah ho	pes that she
5	Nyad's wa	ay of thinking	J.

#### **VOCABULARY IN CONTEXT**

- 9 Look at the words in bold from the podcast. Choose the correct option to complete the definitions.
  - **1** When something is **evident**, it is very *clear / strange* to see and understand.
  - 2 Bravery means having the *courage / energy* to do things that are challenging or frightening.
  - **3** When we describe something as **outstanding**, we mean that it is particularly *big / good*.
  - 4 A tough time is a period when things are more difficult / exciting than normal.

## 2.2 Are you looking forward to it?

Gl	RAMMAR Future forms and uses	4	<b>∩1</b> 12 Co	mplete the co	nversation with	the future for
1	Look at the underlined past tense verbs. Rewrite them in		of the verbs in	n brackets. The	en listen and c	heck.
	the future form using <i>going to</i> + infinitive.		A: Pete, are ye	ou 1		for the nev
	1 Rika <u>asked</u> for a promotion.		manager's	role? (apply)		
	Rika is going to ask for a promotion.		B: I'm not sure	e, to tell you the	e truth.	
	2 He found this job quite challenging.		A: There <sup>2</sup>		a lo	ot of competition
	He this job quite challenging.		for it. (be)			
			7)	uess I 3		about i
	3 I <u>filled out</u> the application form.		(think)			
	I the application form.		A: Think about	t it? But this role	<sup>4</sup>	
	4 They offered him more money.			career! (chang		
	They him more money.			e end of June, I		
	5 We <u>discussed</u> it in the team meeting.				k I should wait	until I've been
	We it in the team meeting.				oplying for anot	
	6 Viktor <u>sent</u> the agenda to everyone.		know? (be)		sprying for anot	
	Viktor the agenda to everyone.			get it. Why not	apply now? It	
2	Choose the correct option to complete the sentences.				that you'r	e serious abou
	enesses the seriest option to complete the semences.			here. (show)	that your	e serious abou
	1 Don't worry, Mr Wagner will meet / will have met you					into anything
	after the conference.		((not) rush)			_ ii ito ai iyti iii ig
	2 We'll have taken / We'll be taking the first flight		((FIOt) FUSIT)			
	tomorrow, so please be on time.	5	Complete the	article. Use th	ne verbs in the	box and the
	3 If the report is too long, no one will read it and you'll have		future form in			
	wasted / you'll waste your time.					
	4 By the end of the day, I'll learn / I'll have learned how to		announce	attend	bring	explain
	use this software.		present	publish	run	talk
	5 We'll be helping / We'll have helped Kasia in the shop for					
	most of the day because she can't manage on her own.		Career fair co	mes to town		
	6 They'll open / They'll have opened three new branches		Carcer ran ce	ines to town		
	by the end of the year, if everything goes to plan.		Tomorrow, the	e mayor 1		(will
	7 First I'll have explained / I'll explain the problem, and then		+ infinitive) the	opening of a c	career fair at the	e town hall nex
	we can talk about solutions.					
	8 Eric will be giving / will have given a presentation about	month. It <sup>2</sup> (will + infinitive) for three days and organizers say that over 100 companies				
	this sales technique in a moment.		3	100		
2	Complete the conversation with the phrases in the box.		THE RESERVE THE PARTY OF		(will + future	
	complete the conversation with the phrases in the box.		The mayor 4_		(1	will + infinitive)
	are you going to do I'll be finishing		how to registe	er for the event	and she	
	I'm going to make I'll miss		5	Marie B	(will + future	continuous)
	you'll be leaving I'll be doing		about some of	f the benefits th	nis event	
	you're going to love I'm going to start		6		(will + infinitiv	ve) to our city
				reporter, Jim B		o, to our city.
	A: So, have you heard that 1 a career				(going to + i	- Florida - N
	change?					
	B: No way! You mean <sup>2</sup> the				TV broadcast to	
	company?			THE RESERVE AND ADDRESS OF THE PARTY OF THE	veeks, local nev	AND THE PERSON AND ADDRESS OF THE PERSON ADDRESS O
	A: Yeah. 3 in just a few weeks,		8		(will + future	continuous)
	actually.		a series of rep	orts about the	career fair.	
	B: But I thought you enjoyed being an accountant. What		•			
	4?					
	A: 5 a new role as a financial adviser.					
	B: Wow, congratulations. That sounds really interesting.					
	A: Thanks. 6 everyone, but I'm					
	5.01,010,000,1111					

excited about making a change.

A: It feels strange, though. I mean, a month from now I'll have left and 8 \_\_\_\_\_\_ a very different job.

## **GRAMMAR EXTRA!** Famous quotes with future forms

6 Match each quote (1-6) with the correct summary (a-f).



1	Audrey Hepburn
	As you grow older, you will discover that you have
	two hands, one for helping yourself, the other for
	helping others.

2 Confucius 
Choose a job you love, and you will never have to work a day in your life.

3 Albert Einstein Logic will get you from A to B. Imagination will

take you everywhere.

4 Henry Ford 

It's your thinking that decides whether you're

going to succeed or fail.

5 George Washington Carver

When you do the common things in life in an uncommon things in life in an uncommon things.

When you do the common things in life in an uncommon way, you will command the attention of the world.

6 Mark Twain

Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do.

- **a** If you find a special way of doing ordinary things, everyone will notice.
- **b** Creativity is more useful than reasonable thinking.
- c We become less selfish over time.
- d Don't regret what you haven't done.
- e Your thoughts affect how successful you will be.
- f If you earn your living doing something you really enjoy, it won't feel like you're working.

#### **PRONUNCIATION Elision**

7 13 Look at the quotes in Exercise 6 again. Circle the letters where you think the sound will be dropped or not fully pronounced. There may be more than one elided letter in each quote. Then listen and check.

#### **DICTATION**



8 11 14 Listen to a conversation about job-sharing. Complete the sentences.

	Hi, Faye! Can I see the baby?	
B:	Sure. 1	six months old tomorrow,
۸.	actually.  Wow. He's gorgeous. Who 2.	him
A.	그리고, 19일이 없고 있는데 되면 하지 않는데 그 전에 대한 하고 있다. 그런	
	when you go back to work? 3 someone?	nire
р.	27.74.1.7.71.1.7.3	flovible
О.	Well, my husband 4	
	hours so that he can stay at h	하는데 사람들은 그렇게 하면 하다면 하는데 하는데 하는데 하는데
	<sup>5</sup> being	with the baby.
	Yes, that's a good idea.	
B:	Yes. And I <sup>6</sup>	job-sharing with a
	colleague.	
	Job-sharing?	
B:	Well, there's one librarian role	The second secon
	1 7 that	· ·
	<sup>8</sup> the w	ork between us.
A:	I see. So, you <sup>9</sup>	with that person
	every day?	
B:	No. She 10	from Monday morning
	until Wednesday lunchtime	
A:	And you 11	
	afternoons?	
B:	Exactly. By the end of the wee	ek,
	we <sup>12</sup> 2	0 hours each.
A:	What a great system.	
	I know. And my mother 13	
	us a couple of days a week, to	
	we <sup>14</sup>	
A:	Excellent, Good luck!	

## 2.3 A job for life?

#### READING

- 1 Read the text quickly. Then write the correct paragraph number (1–4) to complete the sentences.
  - 1 In paragraph \_\_\_\_\_, she describes how she can help people to figure out what they are good at.
  - 2 In paragraph \_\_\_\_\_\_, she provides information about herself.
  - 3 In paragraph \_\_\_\_\_\_, she explains how she can help people to change unhealthy patterns they have developed.
  - 4 In paragraph \_\_\_\_\_\_, she gives examples of the types of people who come to her with specific problems.

# The career coach



#### Who am I?

1 My name is Carmen Alonso. After being a teacher for many years, I trained as a career coach in 2007. A career coach works with people who need help planning or managing their career, and it's the best job I've ever had. There are many things I love about my work, but my favourite part is seeing how relaxed my clients are once they find professional happiness. I believe that everyone should enjoy their job. Most of us will spend over 40 years working for a living, so we may as well be happy in our chosen role. If you are less than passionate about your career at the moment, I may be able to help.

#### Who are my clients?

2 Lots of people contact me when they want to make a career change, but aren't sure what direction to take. Others get in touch when they start to feel bored at work but, for various reasons, they don't want to change their job. I also have clients who are searching for their very first job, as well as those returning to work after a long absence.

2 Read the text again. Complete the sentences with the words in the box.

	learn manage figure out find guide	
1	A career coach helps people to plan or totheir career in a better way.	
2	Carmen can help people to improve their job situation to a new job.	or
3	She can help people to what is causing the problems they are having.	g
4	Once Carmen understands her client's needs, she can them to professional happiness.	1
5	After visiting a career coach, people usually a lot about themselves.	
Is	each statement true (T), false (F) or not given (NG)?	
1	Carmen Alonso has worked as a career coach all her life.	
2	She works with people who have different types of professional problems.	
3	Her fees are based on whatever the client can afford to pay.	
4	One of her services is helping people to figure	

#### What can I do for you?

one up.

#### Maintaining a work-life balance

out what their strengths are.

3 This is a classic problem that many people struggle with. The first thing we will do is identify the factors that are creating this lack of balance in your life. I will help you to break the cycle of late nights at the office and not enough time for your family or yourself. We'll be practising techniques for setting limits and saying no, and having fun while we're doing it!

5 When she needs a client to take a test, she makes

#### Discovering your strengths

4 It may sound strange, but many of us find it difficult to identify our strengths. If you are one of those people, I will ask you lots of questions about what aspects of your job you most enjoy. I'll also ask what kinds of things other people say about your work, for example, what praise or compliments you've received from your manager or colleagues. This information will help me to understand you better, and to start finding the right direction for you. I'll then invite you to take some established tests – these are officially recognized and are based on many years of research – and, by the end of our sessions, you will have discovered some very valuable information about yourself.

Drop me an email if you'd like to get in touch!

4	∩1 15 Listen t			7 Choose the	correct options to complete the email.	
			hich speaker (A, B	TO:	FROM:	
	or C) mentions ea	ch item (1–8)?		SUBJECT:		
	1 became better	at communicating				
	2 didn't have a pr	rofessional plan		Hi Anna,		
	3 was not satisfied	d at work		How are	you? So, I applied for a promotion recentl	ly
	4 was promoted.				I really want a position with more	•
	5 improved their of	confidence			ible / responsibility than I have in my curre	ent
	6 practised intervi	iewing			ortunately, my application wasn't	
	7 set goals	_			ful / success. I actually started to cry when	n I
	8 started a busine	ess			e news. Maybe that's part of the problem	
				I'm too ³6	emotion / emotional and employers see that	at
VC	CABULARY	Career collo	cations		akness / weak. The person who got it has	
		carcor conc	Cationic		pression / impressive academic	
5	Complete the que	stions with the co	ollocations in the box.		ions than I do, but I have more relevant ski	ills
				and profe	essional experience. I finally had a chat wi	ith
	high school diplo		fessional experience		ager this morning and he gave me some	
	driving licence		n a salary	very pos	itive feedback on my application and	
	starting position employment opp		ademic qualifications	encouraç	ged me to remain <sup>6</sup> ambition / ambitious.	
	employment opp	ortunities job	security	There's a	another round of promotions coming up	
	1 What are your _		2	soon and	d I'm 7determination / determined to try	
		in computer scier		again. 8S	fuccessful / Success is in my future; I can	1
	2 Do you have a			feel it!	TO STATE OF THE ST	
		unately I don't have		11		
	3 You don't think			Hope all	is well with you!	
	like Lionel Mess			Julia		
		le wasn't rich at fi	ret vou know			
	4 What are the					
		's why I moved to		WORD FO	CIIC work	
	5 Can my son get			WORD FO	JUS WOIK	
	아내는 지금시에서 가장 여기를 그리지 않고 있다.	alifications you ge		8 Match the p	hrasal verbs in bold with the correct	
		called A-levels ar		definitions (a	a—e).	
	6 How important i			1 At the mo	oment we're working on some new	
		I have a young so	78		next year's collection.	_
	regular income i	The second secon	rrio support so a		e managers don't get along, but	
	7 What kind of		do vou have?		orking through their differences.	
			mall restaurant. Then I	5	Jaden are working out how much it's	
	started working		maireotaarant. mem	all going t	grande ment i grande an amerikan di sada a <del>ra</del> an menerah kalan menerah kemerah menerah menerah menerah menerah	
			Are		orking against us but we'll get this	
	you interested?	oner you a	.,,,,		hished on time if we hurry.	
	· · · · · · · · · · · · · · · · · · ·	vorked too hard to	begin at the bottom.		s a second job because he's still	
	110, 0011 1.1 10 11	vomod too nard to	bogiir at the bottom.		off his student loans.	
AF		IC Forming	adiantivan from	Working	on his student loans.	
		IG Forming a	adjectives from	a calculatin	g	
10	uns			b paying ba		
6	Choose the adject	tive that is formed	from the nouns (1-8).	c developin	g	
			20	<b>d</b> dealing w		
	1 emotion	a emotionally	<b>b</b> emotional	e causing p	roblems	
	2 strength	a strong	<b>b</b> strengthen			
	3 responsibility	a responsible	<b>b</b> response			
	4 success	a succeed	<b>b</b> successful			
	5 ambition	a ambitious	<b>b</b> ambitiously			
	6 determination	a determined	<b>b</b> determine			

7 weakness

8 impression

a weakly

a impressive

**b** weak

**b** impress

## 2.4 A five-year plan

#### ARRANGING TO HELP SOMEONE

- Put the sentences and questions (a-i) into the correct category in the table.
  - a Could you bring the application form?
  - b Are you free on Friday?
  - c I'll meet you at the train station.
  - d We'll need to research the company.
  - e I can print out the document and bring it.
  - f Would you mind checking my application form?
  - g Let's say Monday at 8.30, then.
  - h I was just wondering if you could help me with my CV.
  - i Could we also talk about the interview process?

Stating the purpose of the meeting	Arranging the time and place	Deciding what is needed

2a Look at the extracts from three conversations. Match the questions and statements (1–3) with the appropriate reply (a–e). Two replies are not used.

#### Conversation 1

- 1 So, do you want to meet up and talk about it?
- 2 So, when are you free?
- 3 Does 10.30 suit you?
- a You know I work in a different department, don't you?
- b Actually, let's make it 11.
- c Yes, I already have a print-out.
- d Yes, please. That's why I'm calling.
- e That's a good question. Let me check my calendar.

#### Conversation 2

- 1 Could you help me with an application form?
- 2 I can meet you at the library, if you like.
- 3 Could you send me your latest CV, too?
- a Actually, could you come round to my place?
- b How's it going?
- c OK. I'll email it to you right now.
- d Tell me about it!
- e Of course. What are you applying for?

#### Conversation 3

- Sorry to bother you. I was wondering if I could ask a favour.
- 2 What time is best for you?
- 3 Ask her to bring some of her school essays.
- a Sure. We'll put them in a folder for you.
- **b** The mornings tend to be better.
- c Choosing a good college course is so difficult, isn't it?
- d Sure, Kate. What do you need?
- e Of course. I'd be happy to speak to her.
- 2b 1 16 Now listen and check.

3 11 17 Listen to the full conversations and answer the questions.

#### Conversation 1

- 1 What does Tom need help with?
  - a filling out an application form
  - b writing a cover letter
  - c preparing for an interview
- 2 Why is Chris able to help Tom?
  - a He will be interviewing Tom.
  - **b** He works at the same company.
  - c He is a qualified career coach.
- 3 What time are they going to meet?
  - a 09.00
  - **b** 10.30
  - c 11.00

#### Conversation 2

- 4 What problem does Gus have?
  - a He finds the application form difficult.
  - **b** He is nervous about an interview.
  - c He doesn't know anything about sales.
- 5 Where are Gus and Tina going to meet?
  - a at Gus's house
  - b at Tina's house
  - c at the library
- 6 What does Tina want Gus to email her?
  - a the job application form
  - **b** some company information
  - c a copy of his latest CV

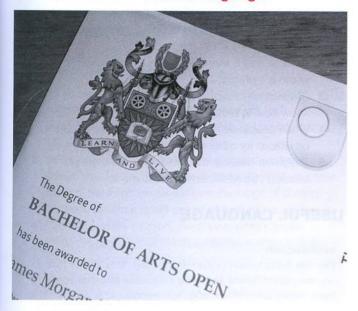
#### Conversation 3

- 7 Who needs a favour?
  - a Kate's daughter
  - b Gina's daughter
  - c Gina's friend
- 8 When is convenient for Gina?
  - a any time
  - **b** mornings
  - c evenings
- 9 What should she bring?
  - a some essays from school
  - **b** her latest school reports
  - c the college application form

#### PRONUNCIATION Elided /d/

- 4 1 18 For each sentence or question, underline the /d/sound which is not pronounced. Then listen and check.
  - 1 I would be, too. So, do you want to meet up and talk about it?
  - 2 That's a good question. Let me check my calendar.
  - 3 Actually, could you come round to my place?
  - 4 And we'll need to do a bit of research on the company, too.
  - 5 If you wouldn't mind, that would be great.
  - 6 No problem. Choosing a good college course is so difficult, isn't it?

#### WRITING SKILL Formal language



- 5 Read the sentences. Is the language formal (F) or informal (I)?
  - 1 I want to get a really great job overseas and earn a good salary.
  - 2 I believe I could make significant contributions to the sales efforts.
  - 3 I'm looking for a better role with more responsibility.
  - 4 I recently completed a Master's degree in psychology.
  - 5 I possess an impressive range of job skills.
  - 6 I'm doing a course in digital marketing, which is really interesting. \_\_\_\_\_
  - 7 I have the academic qualifications that you need. \_\_\_\_
  - 8 I am confident that my professional experience meets the needs of this role.
- 6 Choose the most formal word or phrase to complete the sentences.
  - 1 I am searching for / seeking / looking for a position that will offer exciting challenges and rewards.
  - 2 Last year, I did / obtained / got a certificate in business administration.
  - 3 I believe I could manage the project better / quicker / more effectively next time.
  - 4 I possess / I have / I've got excellent professional qualifications, which I would like to discuss during the intentiew.
  - 5 I'm going to be / I'll definitely be / I expect to become the head of department within a few months.
  - **6** I worked with a *top / leading / great* law firm for a number of years before starting my own practice.
  - 7 I am confident / I think / I'm sure that my depth of international experience will bring considerable value to the organization.

7 Read the letter. Replace the items in bold (1–10) with more formal words and phrases from the box. You may need to change the form of the verbs.

be confident	intend	obtain	become
significant	leading	secure	seek
possess	complete		

#### Dear Sir/Madam,

I was very interested to hear about the new position at Conor Communications. I ¹am looking for a new challenge and I ²have all the required qualifications for the post, as well as ³a lot of experience in staff training.

I worked as a receptionist for two years before <sup>4</sup>**getting** a role in customer service for a large supermarket chain. During my time there, I <sup>5</sup>**did** a professional development course and <sup>6</sup>**got** a diploma in customer care. I <sup>7</sup>**want** to move into telecommunications because I see it as an exciting area with growing opportunities, and Conor Communications is clearly a <sup>8</sup>**top** organization in the field.

I <sup>9</sup>**think** you will be impressed with my people skills and my attitude to work. I hope to <sup>10</sup>**be** a valued member of your team and look forward to hearing from you at your earliest convenience.

Kind regards,

Kimberley East

## Writing 1 | AN OPINION ESSAY

The opinion essay you will read in Exercise 2 is in answer to the following exam question.	3 Read the essay again. Are these statements true (T) or false (F)?
Your English class has had a discussion about social media. Your teacher has asked you to write an essay giving your opinions on the following statement.  Children under the age of fourteen shouldn't be allowed to use social media.  Write your essay in 140–190 words in an appropriate style. Use all the notes and give reasons for your point of view.  Notes Write about: 1. privacy 2. skills for the future 3. (your own idea)	<ol> <li>If a child is aged thirteen or under, they cannot register on any social media site.</li> <li>Children might share facts about themselves which are private.</li> <li>Children need experience of social media to know how to behave appropriately.</li> <li>When people do not have Internet access, it can be difficult for others to know their opinions.</li> <li>The writer believes that children under fourteen shouldn't be restricted on social media.</li> </ol> USEFUL LANGUAGE
	Introduction
<ul> <li>IDEAS</li> <li>1 Tick (✓) the things you would expect to see in the essay.</li> <li>a one or two sentences rephrasing the original question □</li> </ul>	Restate the question in the introduction. This shows that you can use different sentence structures and that you have clearly understood what you need to write about.
b a sentence clearly showing the opinion of the writer c advice for parents of children under fourteen d a paragraph that discusses privacy on the Internet	Match the opinion essay questions (a-d) to the introductions (1-4).
e a paragraph about the importance of learning to use social media  f a paragraph about another aspect of social	<ul><li>a You should not have to pay for websites on the Internet.</li><li>b You can learn anything you want to from the</li></ul>
media use for children	Internet so teachers are no longer necessary.  c Building professional networks should be a skill
<ul><li>MODEL</li><li>2 Read the opinion essay. Match the five paragraphs with a</li></ul>	taught at school. <b>d</b> When writing your CV, you should consider how it looks as much as the information in it.
description (a–f) from Exercise 1.  1	<ol> <li>In recent years more and more organizations seem to be providing courses on the Internet, from universities to groups like TED. Does this therefore mean that teachers are not needed any more?</li> <li>As part of our education we are encouraged to remember as many facts as possible. However, some might argue that teachers should focus on networking skills more than memorization.</li> <li>Modern technology has completely changed the way we access information, with many sites providing information for free. Should all sites do this or should we still have to pay for other people's work?</li> <li>Nowadays it is important to make a good first impression when applying for a job. But what happens if we spend too much time on the presentation of our CV and not enough on selling our experience?</li> <li>Underline any useful phrases from the introductions in Exercise 4 that you could use in your own essays.</li> </ol>
to be heard. Nowadays, if you are not on the Internet, it can seem like you do not exist. If children can use	And the complete of the second

heard.

social media, they can join global discussions and be

<sup>5</sup> In conclusion, as long as they are supervised by their parents or teachers, I believe it is important for

younger children to use social media.

#### Conclusion

Summarize the main points of your argument and state your opinion. You should not include any new information.

- 6 Match the conclusions (1–4) to the opinion essay questions (a–d) in Exercise 4.
  - 1 To sum up, while the experience of a job applicant should be the priority, if their CV does not look professional they will not be noticed, so presentation is just as important as content.
  - 2 Because of this, I am convinced that some sites should be charged for. Without paying for at least some parts of the Internet, we will lose the range of content because developers will not be able to make a living.
  - 3 Therefore, in my opinion, the connections people make are more important than the knowledge they have, and it is vital that schools teach students how to connect to new people effectively.
  - 4 In conclusion, I believe that no matter how much information we can get from the Internet, teachers will still be necessary to provide feedback and support.
- 7 <u>Underline</u> any phrases from the conclusions in Exercise 6 that you could use in your own essays.

#### Main paragraphs

Each paragraph should contain two or three sentences. The first sentence gives the topic of the paragraph (topic sentence). The others develop the topic.

- 8 Match the topic sentences (1–5) to the supporting information (a–e).
  - 1 On one hand, it could be said that free websites are open to everyone.
  - 2 On the other hand, if nobody pays for Internet content, how will the people who created it earn money?
  - 3 What is more, creativity will decrease.
  - **4** Firstly, online content provided by organizations like Harvard University and TED is of a very high quality.
  - **5** Having said that, teachers provide a human touch which no computer can give you.
  - a Even people who live in poorer countries can afford to use them, and there are no restrictions. This means that access is completely equal.
  - b Their presenters are some of the most qualified academics and speakers in the world, and anybody can access them. They are all specialists in their subjects.
  - c They are qualified and know how to help their students to achieve as much as they can. Their feedback is personal and they are very supportive.
  - **d** They will not be able to take money home to their families or pay to maintain the site, meaning the website will close.
  - e This is because people like singers will have to find another job with better pay. They will probably not have enough time to make music for the rest of us to enjoy.

- 9 <u>Underline</u> seven linking expressions in Exercise 8. Then match them to their functions.
  - 1 Listing and adding points (3 expressions)
  - 2 Showing contrast (2 expressions)
  - 3 Giving reasons (2 expressions)

#### **PLANNING**

You will answer the following question.

Your English class has had a discussion about the Internet and your teacher has asked you to write an essay giving your opinions on the following statement.

People today spend too much time on the Internet.

Write your essay in **140–190 words** in an appropriate style. Use all the notes and give reasons for your point of view.

**Notes** Write about: 1. social media 2. finding information 3. (your own idea)

- 10 Plan your essay. Write notes to answer these questions.
  - 1 How can you rewrite the question for the introduction?
  - 2 What aspect of social media will you write about? What information will support this paragraph?
  - **3** What aspect of finding information will you write about? What information will support this paragraph?
  - **4** What other idea will you write about? What information will support this paragraph?
  - 5 What is your opinion on the statement?

#### WRITING

**11** Use your plan to write an opinion essay to answer the question in Exercise 10.

#### **ANALYSIS**

- 12 Check your essay. Answer the questions.
  - Content: Does the essay include paragraphs about social media and finding information, plus a third one about your own idea?
  - Communicative achievement: Is the text balanced and neutral? Is your opinion clear at the end?
  - Organization: Does it contain an introduction and a conclusion? Are the paragraphs in the correct order?
  - Language: Does it use correct grammar and vocabulary? Does it include linking words?

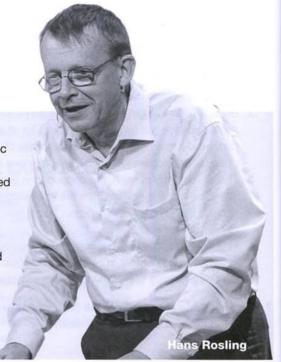
## 3 Growth and development

## 3.1 Global population growth, box by box

#### **TED**TALKS

HANS ROSLING was born in Sweden in 1948. He attended Uppsala University, where he studied statistics and medicine. He also studied public health at St John's Medical College in Bangalore, India, and became a medical doctor in 1976. He discovered the cause of a serious disease called konzo after spending twenty years studying it in rural parts of Africa.

Rosling is interested in how health, poverty, agricultural methods and economic developments are linked. He was a founder of Médecins Sans Frontières (Doctors Without Borders) Sweden, and has advised various aid agencies, including UNICEF and the World Health Organization (WHO). He co-founded the Gapminder Foundation, which promotes global development by presenting information with Trendalyzer, a software tool he designed to make animated versions of statistics. He is Professor of International Health at the Karolinska Institutet in Sweden.



#### **CAREER PATHWAYS**

- 1 Read the text. Choose the correct option to complete the sentences.
  - 1 Hans Rosling studied statistics and medicine at St John's Medical College / Uppsala University.
  - 2 In India / Africa he discovered what was causing a particular disease.
  - 3 Konzo is the name of the disease he studied / an area in rural Africa.
  - 4 Hans Rosling looks at the links between health and medicine / poverty.
  - 5 He has given presentations / advice to agencies such as UNICEF and the WHO.

#### **TED PLAYLIST**

- 2 Other TED speakers are interested in topics similar to Hans Rosling's TED Talk. Read the descriptions of five TED Talks at the top of page 25. In your opinion, which is the best title for this playlist, a, b or c?
  - a The pros and cons of technology
  - b More money, more happiness
  - c Working for a better future

- 3 Read the TED playlist again. Answer the questions. Choose all of the speakers (a-c) that apply.
  - 1 Which speakers mention issues with money?
    - a Hans Rosling
- **b** Paul Collier
- c Ian Goldin
- 2 Which speakers talk about more than one country? a Paul Collier
- b Michael Green c Nic Marks
- 3 Who developed a new type of index?
  - a Ian Goldin
- **b** Nic Marks
- c Michael Green
- 4 Which speakers discuss the issue of people's happiness? a Paul Collier
- **b** Nic Marks
- c Michael Green
- 5 Which speakers end their talk by doing or saying something surprising?
  - a Hans Rosling
- **b** Ian Goldin
- c Nic Marks
- Complete the sentences with the highlighted words or phrases from the TED playlist.
  - 1 We can measure progress in healthcare by looking at all \_ in modern medicine.
  - 2 I try to support charities that do medical research because this type of work is \_ to people everywhere.
  - 3 Talks and presentations work best when the speaker the important points with examples.
  - 4 People who are always borrowing money don't understand the \_\_\_\_\_ of saving.
  - 5 A way of\_ \_\_ is to bring two groups or things closer together.
- Which talk would you most like to see? Why? Watch the talk at TED.com.

#### Hans Rosling: New insights on poverty

In his unique style, researcher Hans Rosling demonstrates how some countries are managing to get out of poverty. Using fun tools to present the data, Rosling compares income levels worldwide. And to show that difficult things are possible, he does something special and unexpected.

Paul Collier: The 'bottom billion'

According to the economist Paul Collier, one billion people are struggling financially in poorer countries around the world right now. They have little hope of changing their situation, so how can we help them? In this talk, Collier suggests an interesting plan for closing the gap between rich and poor.

lan Goldin: Navigating our global future

As advances in technology enable businesses to operate on a global scale, the world is becoming more connected. But there is a risk that not everyone will benefit equally. Ian Goldin believes that if we can recognize this danger, an improved life for everyone might still be possible.

Nic Marks: The Happy Planet Index

Statistics expert Nic Marks asks why we measure a nation's success by how much it produces or achieves, instead of by the health and happiness of its people. He created the *Happy Planet Index* (HPI), a system that tracks national happiness and well-being against the use of resources. Which countries score highest in the HPI? It might not be the ones you expect.

Michael Green: What the Social Progress Index can reveal about your country

In the 1930s, an economist invented the concept of gross domestic product (GDP), which measures the size of a nation's economy. Michael Green believes that we need a more relevant system, so he worked with others to develop the Social Progress Index. The SPI is a tool that measures social progress and shows how a place is performing in terms of the health and happiness of the people who live there.

## **AUTHENTIC LISTENING SKILLS Focused**listening

- 6 1 19 You are going to hear extracts from a podcast in which a member of the Keynote team talks about Michael Green's TED Talk, What the Social Progress Index can reveal about your country. Read the first half of the sentences. What do you think the podcaster will say next? Match the sentence halves. Then listen and check.
  - 1 I watched Michael Green's TED Talk,
    2 It's obvious that we cannot continue
    3 But for those of us who are working longer hours.
  - enduring more stress,

    4 So, just as GDP was created for a particular
  - time and place in history,

    5 Michael Green's talk reminded me of
  - 6 And something else happened
  - a the creation of a Social Progress Index (SPI) ...
  - **b** to consume the planet's resources as we currently do.
  - c something my wife was involved in.
  - **d** What the Social Progress Index can reveal about your country.
  - e which was unexpected and interesting.
  - f taking on more debt, and being paid relatively less money ...

#### LISTENING

- 7 1 20 Read the podcaster's main points (a–e). Then listen to the full podcast and number the points in the order that you hear them (1–5).
  - a some negative effects of economic growth \_\_\_
  - b a personal story of SPI working positively \_\_
  - c how SPI can also have social benefits \_\_\_\_
  - d the podcaster's feelings about the talk \_\_\_
  - e what the SPI is / how it is important \_\_\_\_
- 8 1 20 Listen again. Answer the questions.
  - 1 Had Ian heard Michael Green's idea before?
  - 2 What does gross domestic product (GDP) measure?
  - 3 What does the Social Progress Index (SPI) measure?
  - **4** Which does lan think is more relevant to people today, GDP or SPI?

#### **VOCABULARY IN CONTEXT**

- 9 Look at the words in bold from the podcast. Answer the questions.
  - 1 Which of these are people more likely to consume?
    - a resources
- **b** time
- 2 Which of these is someone more likely to justify?
  - a a television programme
- **b** an unkind comment
- 3 Which of these is a person more likely to be **enduring**?
  - a a relaxing holiday
- b an exam period
- 4 Which of these is more likely to be worthwhile?
  - a something beneficial
- **b** something unnecessary
- 5 Which of these is more likely to be a dilemma?
  - a an exciting development
- b a difficult choice

## 3.2 The next economic giant

## **GRAMMAR** Present perfect simple and continuous

0111	indodo
М	atch the two parts of the sentences.
1 2 3 4 5 6	I've spoken to  The economic forecast has  He's been to New York  They've noticed a drop in  The popularity of the brand  We've discussed the idea
c d	customer satisfaction lately. shown a new trend. has risen recently. the company shareholders again. of opening a new branch. but never to Chicago.
	ut the words in the correct order to make present erfect continuous sentences.
	you / ages / telling / been / for / I've / that
2	designing / new / been / product / a / We've
3	on / working / hours / been / report / for / You've / that / been
4	some / been / setting up / He's / meetings / team
5	sales / asking / They've / figures / the / been / for
6	the / has / new / Ella / been / receptionist / training
V	/hich sentence is correct, a or b?
	<ul><li>a I haven't heard from them since last week.</li><li>b I haven't been hearing from them since last week.</li></ul>
3	<ul><li>a The meeting hasn't been starting yet.</li><li>b The meeting hasn't started yet.</li><li>a You haven't been meeting him before.</li></ul>
	<ul><li>b You haven't met him before.</li><li>a I've read the email at least ten times.</li></ul>
5	<ul><li>b I've been reading the email at least ten times.</li><li>a They've been winning this year's award for strategy.</li><li>b They've won this year's award for strategy.</li></ul>
6	a We've been launching new products in the last year.  b We've launched new products last year.

7 a She's been quitting her job at last!b She's quit her job at last!

4 Complete the text with the phrases in the box.

have been struggling
have grown
have said
haven't worked



Bicycle hire schemes 1	in
popularity over the past 50 years	s or so. Since the 1960s,
when the first one started in Ams	sterdam, other cities
out the i	dea, too. Worldwide, over
500 cities <sup>3</sup>	_ bike-sharing, and more
are getting involved all the time.	Many people
4 the sche	emes for their
environmental benefits, but they	also have economic
benefits. Apart from the fees tha	t people pay to hire the
bikes, a healthier society means	lower medical costs and
more productive employees. Ho	wever, it is important to
note that they 5	everywhere. While
bike-share schemes 6	
as London and Montreal, they 7	in
Australian cities like Melbourne.	Experts
8 this is be	ecause, unlike in many
other places, it's compulsory to	wear a bicycle helmet
in Australia	

**5** Complete the text with the correct form of the verbs in brackets.

Low cost growth	
Ryanair 1	(operate) since 1985. In
that time, it 2	(fly) over a hundred
million passengers to vario	ous destinations around Europe,
and it 3	(add) more routes each
year. For some time, the h	nead of Ryanair, Michael O'Leary,
4(r	olan) to include flights to North
America but, so far, this h	as not happened. Not everyone is
happy, and many people	criticize)
	rict policies and customer service
record. Despite this, huge	numbers of customers
	choose) Ryanair for its lower fares
over the last few years.	•

#### GRAMMAR EXTRA! Present perfect with

#### superlative + ever

he's ever said

I've ever known

6 1 21 Listen. Complete the conversation with the phrases in the box.

I've ever had

I've ever lived

	I've ever seen	I've ever received
Α	A: Alex, is that you?	
В	B: Chris! Yes. Gosh, how ar time.	e you? It's been such a long
A	A: It certainly has. You're th	e busiest person
В	B: Yeah, sorry. Work is craz busiest period <sup>2</sup>	y right now. Honestly, this is the
A:	A: Don't worry, I understand	I. I know how hard you work.
B	B: Thanks, Chris. So, how h	ave you been?
A:	A: Fine, thanks. We're still h	ere in London; it's the longest none place.
B:	B: London is fantastic. We r dinner soon.	
A:	<ul> <li>A: We'd love that. My young hero.</li> </ul>	gest son, Ben, thinks you're a
B:	B: Wow! That's the highest	praise <sup>4</sup>
		! Hey, what
B:	B: Oh, they're enjoying the s happiest <sup>6</sup>	summer. Actually, they're the them.
A:	A: That's really nice to hear.	Listen, let's make a plan soon.
B:	B: Definitely. Take care, Chr	s.
	Complete the superlative sin brackets. The first one ha	entences with the information as been done for you.
1	1 That's ridiculous! It's the heard (ever / hear).	most ridiculous thing I've ever

2 The company is really big. It's the biggest company

5 It's a difficult decision. It's the most difficult decision

6 Theo is incredibly friendly. He's the friendliest person

7 It's an interesting report. It's the most interesting report

8 It's really expensive. It's the most expensive thing she \_\_\_\_\_\_\_. (ever / buy)

3 That's great news. It's the best news

4 Irma is a great boss. She's the best boss

\_\_\_\_\_. (ever / work at)

\_\_\_\_\_ . (ever / have)

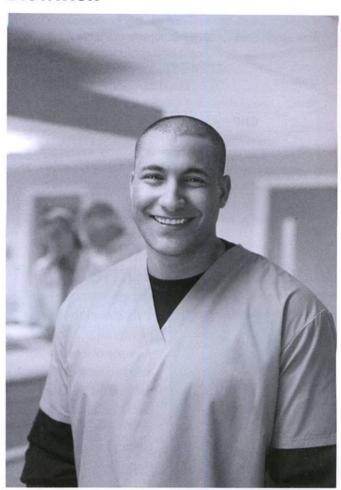
\_\_\_\_\_\_ . (ever / make)

\_\_\_\_ . (ever / read)

\_\_\_\_. (ever / meet).

\_\_ . (ever / deliver)

#### **DICTATION**



8 1 22 Listen to a nurse talking about his career development. Complete the sentences.

1	as a nurse for nine
years. Although I 2	this to
be a deeply rewarding job,	I would now like to develop
my career and study pharm	
3	night classes in chemistry.
Importantly, I <sup>4</sup>	how to
is an important skill for phar	current role, which, of course, rmacists. Both colleagues my strong
communication skills. Throu	ughout my nursing career,
good pharmacists require.	many of the qualities that
close attention to detail at	all times, and excellent time management
and organizational skills. I fee	
the point where career grov	wth is the next step, and I hope
	to gain a place on a pharmacy

## 3.3 Personal development

#### READING

1 Read the article. Which words in the box relate to GNP and which ones to GNH? Complete the table.

education environment goods values services wealth

GNP	GNH		

### **Measuring Happiness**



This should be the best time to be alive. Advances in science and technology have given us a deeper knowledge of the world around us, and the means to do many things electronically. Machines and gadgets invented in the past hundred years are making our lives easier.

We are obsessed with convenience. We're living longer.

But do these things make us happier? Modern life may be convenient, but it is also complicated. Many of us have anxiety related to financial difficulties. A lot of people are struggling to find work, and those with jobs are often stressed by the demands of their professional lives. We are constantly rushing everywhere. One factor that seems to drive the current pace of life is money: worrying about money, making money, spending money, borrowing money.

In economic terms, 'gross national product' (GNP) measures the value of services or goods produced by a country in one year. GNP indicates wealth: it is high in rich countries and low in poorer countries. But have you ever heard of 'gross national happiness' (GNH)? One country has chosen to focus on GNH rather than GNP, and that country is Bhutan, a small kingdom in the Himalayan Mountains.

- 2 Read the article again. Answer the questions.
  - 1 Where is Bhutan?
    - a in Thailand b in the Himalayas
  - 2 What kind of country is Bhutan?
    - a it is small b it is wealthy
  - 3 When did Bhutan begin GNH?
    - **a** in 2007 **b** in the 1970s
  - 4 How many Bhutanese homes don't have electricity?
    - **a** about 100% **b** about 70%
  - 5 Which country started a Happiness Index in 2012?
    - a South Korea b Dubai
- 3 Are these statements true (T) or false (F)?
  - 1 According to the article, people are less stressed today because life is more convenient.
  - 2 GNH is different from GNP because it measures happiness rather than finances.
  - **3** These days, bank balances in Bhutan are twice as big as they used to be.

In the 1970s, Bhutan's king declared a new approach to growth and development which would have gross national happiness as its basis. His idea was that people's happiness was more important than their economic wealth. Policies were made which put cultural and spiritual values above bank balances. The government made a commitment to better services that would improve the quality of life of the citizens. Another important aspect of GNH has been an emphasis on protecting the environment and the natural beauty of Bhutan.

Almost 100% of Bhutanese children go to primary school where, in addition to traditional subjects, they learn about environmental protection as well as 'green' methods of farming and living. Life in Bhutan is simple. People's homes are basic and about 70% do not have electricity. GNH appears to indicate positive developments because the people of Bhutan are now living twice as long as they used to.

In 2007, Thailand adopted the idea as part of their own 'Green and Happiness Index', followed by South Korea's 'Happiness Index' in 2012, and Dubai's in 2014. Many other regions and local governments around the world have modelled new policies on Bhutan's system of GNH. Major international conferences on the environment as well as on economics have promoted GNH as a worthwhile example to follow. How high is the gross national happiness where you live?

<ul> <li>4 It can be said that GNH has been a success because Bhutanese people live longer now.</li> <li>5 Several other countries have followed Bhutan's example and introduced their own GNH.</li> <li>6 On a global level, the general view is that GNH is not a valid system.</li> <li>4 A1 23 Listen to three people giving their reaction to the article. Then answer the questions.</li> <li>Which speaker, or speakers, (1–3)</li> <li>a is in favour of GNH?</li> <li>b is against the idea of GNH?</li> <li>c is new to the idea of GNH?</li> <li>d mentions the environment?</li> <li>e mentions where they live?</li> </ul> VOCABULARY Personal growth: abstract	<ol> <li>Choose the correct option to complete the sentences.</li> <li>They've published their profit and loss / tried and tester accounts and the numbers are quite surprising.</li> <li>I get frustrated in my job sales and marketing / now and then, but most of the time I really enjoy it.</li> <li>Don't worry, everyone has their here and now / ups and downs. Things will get better soon.</li> <li>The experts tell me this is a tried and tested / profit and loss method, so I trust that it will work.</li> <li>They spent a great deal of money on now and then / research and development, and it paid off.</li> <li>He doesn't want to know what happened yesterday; he only interested in the here and now / research and development.</li> <li>The sales and marketing / here and now teams know their customers extremely well.</li> </ol> WORD FOCUS happy
nouns	
5 Complete the extract from a speech. Use the words in the box.	8 Read the sentences, paying particular attention to the phrasal verbs in bold. Choose the option (a or b) that is closest in meaning to the original sentence.
growth quantity safe success  The 1 of our company has been amazing when you consider that we had only two employees when we started in the 1980s, and today we have thousands. Some people said we would fail, but they were wrong: this company is a great 2 ! None of it would have happened without the 3 of my father, whose advice and guidance helped me tremendously over the years. I must also mention my business partner, Joe, who is the most reliable man on earth. As long as Joe was taking care of things, I knew the company was 4 His work could not possibly be any better; it represents absolute 5  Over the years, I've learned that the 6 of our staff is a key aspect of running a successful business. I encourage my employees to take pride in what they do; to focus on the 7 of their work, not the 8 You see, we care about doing it right. Thank you.	<ol> <li>I'm happy for you to leave early, but I'll need you to sa little later tomorrow.</li> <li>I'm delighted you're leaving early, but I'll need you to stay a little later tomorrow.</li> <li>I don't mind if you leave early, but I'll need you to sta little later tomorrow.</li> <li>They're very happy with your progress. They say you doing incredibly well.</li> <li>They're very surprised by your progress. They say you're doing incredibly well.</li> <li>They think you're making very good progress. They say you're doing incredibly well.</li> <li>Grace is really happy in her new job. She hated the latone!</li> <li>Grace thinks her new job is OK. She hated the last one!</li> <li>I'm sorry the product didn't meet your expectations. I' be happy to give you a refund.</li> <li>I'm sorry the product didn't meet your expectations I'm willing to give you a refund.</li> <li>I'm sorry the product didn't meet your expectations I'll consider giving you a refund.</li> </ol>
	5 I'm so happy for you, Tanya. You really earned that promotion!
WORDBUILDING Word pairs	a I'm delighted that you got a promotion because you
6 Match the two halves of the word pairs.	really deserved it.
1 profit and a downs	b I don't mind if you get a promotion but you'll have t work harder for it.
2 here and b then	TOTAL TOTAL TOTAL
3 sales and c development	

4 ups and

6 now and

7 tried and

5 research and

d loss

g now

e tested

f marketing

- nd loss / tried and tested quite surprising.
- and marketing / now and ally enjoy it.
- r here and now / ups and oon.
- ed and tested / profit and vill work.
- ney on now and then / d it paid off.
- happened yesterday; he's now / research and
- and now teams know
- ticular attention to the ne option (a or b) that is al sentence.
  - rly, but I'll need you to stay
    - early, but I'll need you to
    - y, but I'll need you to stay
  - progress. They say you're
    - our progress. They say
    - ry good progress. They
  - ew job. She hated the last
    - OK. She hated the last
    - e hated the last one!
  - et your expectations. I'd
    - meet your expectations. nd.
    - meet your expectations. ind.
  - You really earned that
    - promotion because you
    - motion but you'll have to

## 3.4 Could you call me back?



#### **LEAVING VOICEMAILS**

- 1 1 24 Use one word to complete the extracts from the voicemails. Then listen and check.
  - 1 I'm calling \_\_\_\_\_ your appointment next week.
  - 2 You can get in touch \_\_\_\_\_ me on 553 937 8802.
  - 3 It's Simon Stewart returning your \_\_\_\_\_ from this morning.
  - 4 ... could you email \_\_\_\_\_ the original proposal?
  - 5 This is a message \_\_\_\_\_ Matt.
  - 6 I'm getting back \_\_\_\_\_ you about your booking at Bob's Restaurant tonight.
  - 7 You can reach me \_\_\_\_\_ 772 534 0961.
  - 8 But call me \_\_\_\_\_ if you get this message in the next hour or so ...

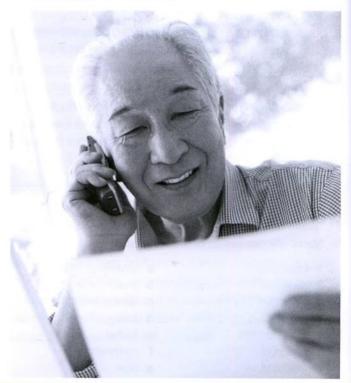
Which voicemail	Voicemail 1	Voicemail 2	Voicemail 3	Voicemail 4
includes a phone number?				
is about a change of plan?		-		
is work- related?				
is from a friend?				

- 3 1 25 Listen again. Answer the questions.
  - 1 When can Dr Chang see Matt?
    - a Tuesday morning
    - **b** Friday morning
  - 2 When can Matt get in touch with Kelly at the surgery?
    - a between 9 and 10
    - b any time today
  - 3 When did Matt call Simon Stewart?
    - a around lunchtime
    - **b** that morning
  - 4 How should Matt get the proposal back to Simon Stewart?
    - a by phone
    - **b** by email
  - 5 How many people did Matt book Bob's Restaurant for?
    - a six
    - **b** eight
  - 6 When should Matt get back to John at the restaurant?
    - a before five o'clock
    - b before eight o'clock
  - 7 What time will Ron's flight arrive?
    - a he doesn't know
    - b within an hour
  - 8 How is Ron getting home from the airport?
    - a Matt will pick him up.
    - b He'll take a taxi.
- 4 1 26 Now listen to Matt returning his calls. Who is he calling back? Write Caller 1, Caller 2, Caller 3 or Caller 4.

1			
_			

3

4 \_\_\_\_\_



#### **PRONUNCIATION** Intonation in requests

- 5 1 27 Practise saying these requests. Then listen and check your intonation.
  - 1 Can you get back to me about the booking for lunch?
  - 2 Could you text me the directions?
  - 3 Oh, and can you email me the address?
  - 4 Could you let me know?
  - 5 Could you call me back in the morning, please?
  - 6 Can you give me a ring when you get this message?

#### **WRITING SKILL** Abbreviations



- 6 1 28 Listen to the information. Write the time and date in abbreviated form.
  - 1 meet
  - 2 party
  - 3 born
  - 4 flight
  - 5 lunch
  - 6 talk

- 7 Underline the important information in these voicemails. Then write them in note form using abbreviations.
  - Hi, it's Mum. I'm having everyone round for dinner this Thursday night. I'd love it if you could come. Everyone's arriving around seven o'clock. Bring a dessert if you've got time to make something!
  - 2 Hi, it's Keith from the jewellery shop. Your watch is ready for collection now. You can call in Tuesday to Friday from nine to half past four, or Saturday from nine to six. Thanks.
  - Hi, it's Gerry, I need a favour. Could I borrow your camera this weekend? Actually, I just need it on Sunday really we're going to watch the football. Can you give me a ring back? Thanks.
  - 4 Hi, it's Marina. We're talking about taking a trip after the summer; do you want to come with us? We're thinking about Malta in October, say, the fourth to the tenth. Are you in?
- 8 1 29 Listen to six voicemails. Find and correct the mistakes in the notes.
  - 1 Collect prescription on Wends before 3.
  - 2 Yoga on Mon, 8 a.m. in the morning.
  - 3 Call Ray conference in Paris Aprl 2018.
  - 4 Dentist appointment 06/31.
  - 5 Send Joe flight info before Mond eve.
  - 6 Change trip from Aug to Sep.
  - 1 \_\_\_\_\_
  - 3 \_\_\_\_\_
  - £
  - 6

## Presentation 2 MY GOALS

#### YOUR IDEA



- Read what these people say about their goals. Then complete the table.
  - 1 Mai Lin: I work as an administrator for a publisher but soon I will move to the marketing department. I need to learn all the new processes involved in selling books in different markets, from advertising to identifying each product's unique selling point. I'm going on a short training course to develop my knowledge of this aspect of publishing. When I move departments next month, I will be ready to carry out all the requirements of my new job.
  - 2 Andres: I'm going to start a new course at university next year, so I have to prepare for what I'm going to study. As a science student I need to buy certain equipment things like a laboratory coat and safety glasses to protect my eyes. I'm also going to improve my knowledge of current developments by getting scientific magazines and reading a new article every week.
  - 3 Paula: Have you ever wanted to do something completely different? I'm an accountant and most of the time I deal with numbers. But I have a dream of doing something more creative I would love to paint a portrait of my father and give it to him as a present. I know a bit about art and painting, but I still need to improve. In my spare time I'm reading a book about different techniques and ways to paint and draw. It's going to take a long time, but with some hard work I think I can achieve this dream.

		Mai Lin	Andres	Paula
а	Who talks about their studies?			
b	Who is learning about a new area of work?			
С	Who wants to do something completely different?			
d	Who gives examples of things they need to get?			42
е	Who will complete their goal first?			

2		rite notes about your goals. Use the questions to help
	уо <b>1</b>	u. What are your goals?
	2	Focus on one of your goals. What area of your life does i relate to? (work, studies, hobbies, etc.)
	3	What do you need to do first?
	4	How will this help you achieve your goal?
	5	What will your goal help you to do?
3		rite sentences using the notes above. Use these words d any other ideas you have.
		goal is to (a phrase to describe the activity or hievement).
	Th	is goal relates to my (work/studies/hobbies).
	Th	e first thing I have to do is
	200	
	_	
	-	
	_	
4	Dr	actise talking about your goal out loud. Remember to
-		actise
		using words and expressions that are easy to understand
		directing your audience to think about their own
		experience by asking questions. (Have you ever?)
	•	interesting and involving your audience in your talk.
0	RC	ANIZING YOUR PRESENTATION
5		atch the four steps of a presentation with the examples
Ī		useful language (a-d).
	1	Introduce yourself and your topic
	2	Say what your goal is and what part of your life it relates to
	3	Give more details and say what you need to do to
	4	achieve your goal Finish
	а	Now I'm going to tell you a little bit more about what I have to do to achieve this. First, I am going to sign up fo Chinese lessons at my local language school.
	b	My name's, and this talk is about one of my goals
		Now you know more about what I want to achieve.
	d	Thanks for listening.  My goal is to learn how to speak Chinese well enough to
		be able to live and work in Beijing.

#### YOUR PRESENTATION

6 Read the useful language on the left and make notes for your presentation.

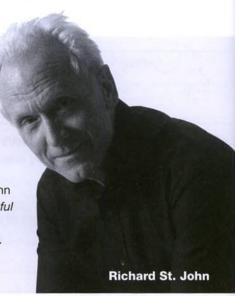
1	Introduce yourself and your topic  My name's, and this talk is about  I'm Today's presentation is about			[s]	
		-			
2	Say what your goal is and what part of your life it relates to  My goal is to  What I want to do is  This goal relates to	7			
3	Give more details and say what you need to do to achieve your goal				
	The next part of the talk gives a little more information about				
	Now it's time for me to tell you a few more details about				
	Have you ever?				
	First, I will need to	9.2			
	To help me do this I will				
4	Finish				
	Now you know a little more about Thanks for				
	Thanks for listening to Do you have any questions?				
		J	_		
	Ilm yourself giving your presentation or practise ive yourself marks out of ten for	in front of a mirror.			
	using words and expressions that are easy to ungetting your audience to think about their own e involving the audience in the topic of your prese following the four steps in Exercise 6. using correct grammar.	xperiences.	☐/10 ☐/10 ☐/10 ☐/10 ☐/10		

## 4 Success and failure

## 4.1 Success is a continuous journey

#### **TED**TALKS

RICHARD ST. JOHN knows about success. Not only has he achieved great things professionally and personally, he has also studied and written about success extensively. For ten years, he worked at a global telecommunications company, Nortel Networks, where he was part of the research and development team. During his time there he led successful marketing campaigns, ran original kinds of consumer surveys and was involved in many new product launches. Next, he started his own marketing company, The St. John Group, specializing in marketing new technologies. As the company won major business awards and its success grew, Richard St. John became a millionaire. In 2010, he published the bestseller, *The 8 Traits Successful People Have in Common: 8 To Be Great*, based on interviews he had spent ten years conducting with hundreds of highly successful people. Today, Richard St. John gives talks all over the world about his experience and his knowledge of



#### **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 Richard St. John's successes have been both in his private life and in business.
  - 2 At Nortel Networks, he carried out new types of customer research.
  - **3** He became a millionaire while he was working at Nortel Networks.
  - 4 Before joining Nortel Networks, he started his own business.
  - 5 These days, Richard St. John is a public speaker.

#### **TED PLAYLIST**

- 2 Other TED speakers are interested in topics similar to Richard St. John's TED Talk. Read the descriptions of four TED Talks at the top of page 35. In your opinion, which is the best title for this playlist, a, b or c?
  - a The recipe for guaranteed success
  - b Learning from success and failure
  - c How it feels to fail
- **3** Read the TED playlist again. Then answer the questions. Write <u>all</u> of the speakers that apply.
  - 1 Which speakers became successful authors?
  - 2 Who talks about a regret of their own?

- 3 Who struggled in their career before they found success?
- 4 Who has a career in art?
- 5 Whose income is mentioned in the descriptions?
- 4 Choose the correct option to complete the sentences.
  - 1 When publishers **rejected** Elizabeth Gilbert's manuscripts, it means they ...
    - a turned them down.
    - b turned them into films.
  - 2 To progress from a situation means to ...
    - a consider and analyse it.
    - b learn from it and move on.
  - 3 When Kathryn Schulz illustrates typical feelings of regret, she ...
    - a explains them by using an example.
    - b disagrees with experts' views on them.
  - 4 The casual comment that Sarah Lewis heard means a comment that was ...
    - a made without much thought.
    - b well-known and often repeated.
  - 5 The motivation to succeed means ...
    - a the fear and the anxiety.
    - b the enthusiasm and desire.
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

Elizabeth Gilbert: Success, failure and the drive to keep creating

Most people know about the extraordinary success of Elizabeth Gilbert's bestselling book, *Eat, Pray, Love*, but not everyone knows that, for six years, her work was constantly rejected by publishers. Gilbert reflects on the interesting link between how people experience failure and how they experience success, and what it takes to progress from both situations.

#### JK Rowling: The fringe benefits of failure

JK Rowling doesn't discuss the fact that she became the world's first billionaire author. Instead, she chooses to focus on the important things that had an impact on her life and work. She describes her personal experience of failure and how, in an unexpected way, it set her free. She explains what failure taught her, what she learned about herself, and what her hopes are for the audience she is addressing.

#### **AUTHENTIC LISTENING SKILLS**

#### Collaborative listening

6 1 30 You are going to hear part of a podcast in which a member of the Keynote team talks about Kathryn Schulz's TED Talk, Don't regret regret. Listen and try to write the missing words. You shouldn't expect to understand 100 per cent of what you hear.

tend to 1	30
1.0000000000000000000000000000000000000	things I have done in the
past as I don't find this helpful,	
immediately connected with 3	
Someone 4	
	_, instantly regretted it, and
5	

#### LISTENING

- 7 A1 31 Listen to the full podcast. Choose the correct option to complete the sentences.
  - 1 Helen wasn't sure what the title / the message of Schulz's talk meant.
  - 2 She tells us that she typically regrets / tries not to regret anything she does or has done.
  - 3 A friend of / A family member of Helen's did something they regretted as a teenager.
  - 4 Helen discovered that her own opinion of tattoos / regret is like Schulz's.
  - 5 She agrees with Schulz that regret is a *natural / negative* feeling.

#### Kathryn Schulz: Don't regret regret

Kathryn Schulz offers a new point of view about regrets. She illustrates the various factors that contribute to typical feelings of regret by discussing a personal regret of her own. The reality that we are unable to change something we've already done or a choice we've already made may be a difficult one, but instead of suggesting ways to avoid regret in our lives, Schulz demonstrates how regrets can also have benefits.

#### Sarah Lewis: Embrace the near win

In the gallery where she worked, Sarah Lewis had an interesting conversation with the painter Elizabeth Murray one day. The artist made a casual comment that caused Lewis to realize something important. It occurred to her that almost succeeding is not the same as failing because the 'near win' often provides us with the encouragement we need to try harder, and the motivation to succeed fully.

8 1 31 Listen again. Complete the summary using the words in the box.

bau	Habit	improve	Hormai
relevant	sharing	similar	
Helen explains	how she change	ed her own 1_	
of regretting pa	ast actions. She	tells us that s	he felt a
connection wit	h the tattoo stor	y because so	mething
2	had happened	I in her own fa	mily. Helen
says she appre	eciated how Katl	nryn Schulz d	escribed
situations that	are 3	to many o	of us, and she's
even thinking a	about 4	the talk	with some of
her family men	nbers. Most of al	I, she agrees	with Schulz
about regret b	eing <sup>5</sup>	and not	something we
should feel 6_	abo	out. Instead, s	she thinks regret
is something v	ve can use to 7_		our lives.

#### **VOCABULARY IN CONTEXT**

- Match the words and phrases from the podcast (1–5) with the definitions (a–e).
  - 1 tend to
  - 2 instantly
  - 3 identify with
  - 4 range from
  - 5 trivial

- a feel similar to
- **b** unimportant
- c regularly behave in a certain way
- d at once
- e included in a group of items

## 4.2 Measures of success

#### **GRAMMAR** Narrative tenses

	W	ead the sentences. Which tense is the verb in bold? rite PS (past simple), PC (past continuous), PPS (past erfect simple) or PPC (past perfect continuous).
	1	The company <b>won</b> several awards for excellence.
	2	The managers <b>had left</b> for the airport by the time I arrived.
	3	He had been planning to resign when he was offered a raise.
	4	I learned a lot about success when I was writing that report
		The deadline <b>had passed</b> before the project was completed
		We <b>had been working</b> as a team for two years at that point
		Everyone appreciated her guidance and support.  They were explaining how they had achieved so much.
2		noose the correct form of the verb to complete the entences.
	1	The fire alarm went off while Rodrigo the presentation.  a gave b was giving c had given
	2	I to speak to my manager for an hour before I realized he'd gone home for the day.  a had waited b waited c had been waiting
	3	When the email came through, we a candidate.  a interviewed b had interviewed c were interviewing
	4	A very successful businessman me some great advice yesterday.  a gave b had given
	5	c had been giving Unfortunately, the value of the company when he decided to sell his share.
		<ul><li>a was falling</li><li>b fell</li><li>c had been falling</li></ul>
	6	We the shop early that day because of a power cut.  a were closing b had closed c had been closing

3 Complete the text using the correct narrative tense of the verbs in brackets.

	Ali Brown	
	S.CONIT	(work)
	at a small company	
	number of years w	
	decided to quit. In	1998, she
	(start) her own ma	arketing
	3 (read) some books ab	oout
	marketing and success, and was determined	
	business succeed. Things 4	(be)
	difficult for Ali at first. She was putting all of he	
	into the business and, unfortunately, there was	
	left over for herself. She 5	_ (go) to
	meet friends for dinner one night when she	
	6 (discover) that her ban was only \$18.56! However, even though she	k balance
	7(struggle) financially, sl	ne continued
	to believe that her business could be successi	
	break came when she created some e-books	
	8 (sell) them online. Sude	
	g(rush) in, and everythin	
	after that. By the age of 35, Ali 10	9 0.10900
	(make) a million dollars. Today she helps other	women
	who are starting their own businesses.	Women
	wite are starting their even basinesses.	
4	Complete the text with the correct form of the box.	ne verbs in
4	the box. approach decide direct	ne verbs in leave work
4	the box.  approach decide direct reject see study	leave
4	the box.  approach decide direct reject see study  Success, Hollywood style	leave work
4	the box.  approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1Engli	leave work ish at
4	the box.  approach decide direct reject see study  Success, Hollywood style	leave work ish at
4	the box.  approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first	leave work ish at st choice, the
4	the box.  approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first University of Southern California, 2	leave work ish at st choice, the
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3	leave work ish at st choice, the grades in the
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englication California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when	leave work  ish at st choice, the grades in the he was
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The	ish at st choice, the grades in the he was estudio
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4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englication State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the to offer the young man	leave work  ish at st choice, the grades in the he was e studio e film,
4	success, Hollywood style  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the to offer the young mar as a director. Spielberg 6 and and as a director. Spielberg 6 and and and as a director.	leave work  ish at st choice, the grades in the he was e studio e film, n a contract
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englication California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the to offer the young mark as a director. Spielberg 6 college and became the youngest director to the and	leave work  ish at st choice, the grades in the he was e studio e film, n a contract nave a
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englice California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the second	leave work  ish at st choice, the grades in the he was e studio e film, n a contract nave a . He
4	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englice California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the second to offer the young mark as a director. Spielberg 6 to offer the young mark as a director. Spielberg 6 college and became the youngest director to be seven-year contract at a big Hollywood studio 7 TV productions when the second contract of the second contract of the second contract of the productions when the second contract of t	ish at st choice, the grades in the he was e studio e film, a a contract have a . He Universal
1	success, Hollywood style  Success, Hollywood style  Steven Spielberg 1 Engli California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the 5 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director. Spielberg 6 to offer the young mar as a director to he seven-year contract at a big Hollywood studio 7 TV productions when the gave him the opportunity to work on some film	leave work  ish at st choice, the grades in the he was e studio e film, n a contract nave a . He Universal ns for
1	success, Hollywood style  Success, Hollywood style  Steven Spielberg 1 Englication to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the offer the young mar as a director. Spielberg 6 college and became the youngest director to be seven-year contract at a big Hollywood studio 7 TV productions when I gave him the opportunity to work on some film television. After that, two producers at University of seven-year at University to work on some film television. After that, two producers at University of the seven-year at University to work on some film television. After that, two producers at University of the seven-year at University to work on some film television.	leave work  ish at st choice, the grades in the he was e studio e film, n a contract have a . He Universal his for al Pictures
1	approach decide direct reject see study  Success, Hollywood style  Steven Spielberg 1 Englice California State University, Long Beach. His first University of Southern California, 2 his application to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 to offer the young mark as a director. Spielberg 6 to offer the young mark as a director. Spielberg 6 to offer the young mark as a director. Spielberg 6 to offer the youngest director to be seven-year contract at a big Hollywood studio 7 TV productions when the gave him the opportunity to work on some film television. After that, two producers at Univers 8 him to make a film call	leave work  ish at st choice, the grades in the he was e studio e film, ha contract have a . He Universal has for al Pictures ed Jaws,
4	success, Hollywood style  Success, Hollywood style  Steven Spielberg 1 Englication to study film there because his were not good enough. He 3 editing department at Universal Studios when given the opportunity to make a small film. The vice president, who 4 the offer the young mar as a director. Spielberg 6 college and became the youngest director to be seven-year contract at a big Hollywood studio 7 TV productions when I gave him the opportunity to work on some film television. After that, two producers at University of seven-year at University to work on some film television. After that, two producers at University of the seven-year at University to work on some film television. After that, two producers at University of the seven-year at University to work on some film television.	leave work  ish at st choice, the grades in the he was e studio e film, ha contract have a . He Universal has for al Pictures ed Jaws,

## GRAMMAR used to and would

- 5 Choose used to or would to complete the sentences. Sometimes both options are possible.
  - 1 The managers used to / would disagree quite often, but they always got the job done.
  - 2 She used to / would speak Japanese, but she's forgotten it now.
  - 3 He used to / would worry about failing all the time.
  - **4** When things were busy, we used to / would hire extra people to help.
  - **5** Back then, Miguel *used to / would* know all the top business people in London.
  - 6 If a project failed, we used to / would always explore the reasons why.
  - 7 | used to / would work in that office building I hated it!
  - 8 They used to / would attend the big conferences every year to promote their new products.
- 6 Complete the text with used to or would. Sometimes both options are possible.



Lionel Messi 1	live in the city of Rosario,
	was born in 1987. As a young boy,
Lionel <sup>2</sup>	play football every day with his olde
brothers. Although h	was smaller than the other children,
he <sup>3</sup> c	ften score more goals than them.
He was only eight ye	ars old when he was invited to join a
local football club in	Rosario. When he was eleven, it was
discovered that he w	asn't growing properly because of a
health problem, so h	s parents <sup>4</sup> give him
special drugs every r	ight. Eventually, they could no longer
afford the treatment.	He was thirteen when he moved to
Spain to join FC Bard	elona's youth academy, where his
medical bills would b	e paid by the club. Messi
5love	the training sessions there. He
6 atte	nd school during the day and train in
the evenings. His ext	raordinary talent and commitment
led to him becoming	one of the best football players of
his generation.	

## **PRONUNCIATION** Elision of consonants

#### t and d

- **7** A 1 32 Read the sentences out loud. Circle the letters *t* and *d* that are not pronounced when you say the sentences naturally. Then listen and check.
  - 1 We failed the first time, but were successful when we tried the next time.
  - **2** Max and Corinne led the project that won the international prize.
  - 3 He enjoyed telling everyone about his tried and tested methods.
  - **4** One day I stopped feeling that success had to be measured in financial terms.
  - 5 No one's answering their phone! They must be in a meeting right now.
  - **6** He would tell you that he wanted your advice, but then he wouldn't take it!

## **DICTATION**

Complete the conv	ersation.
A: Where were you	this morning, Peter?
11	for you everywhere.
B: Sorry, I 2	my dad. He wants to buy
a new laptop.	

8 1 33 Listen to two people talking about tablets.

A: Ah, so you <sup>3</sup>	him advice, were
you?	

B: Yeah. He told me he 4	about
upgrading his, but I 5	him to get a
tablet instead.	

A: Wait, 1 6	you hated tablets.

B: Me? No way! Saeed 7	about
their prices when we 8	about this
before, but I 9	why I think they're
worth it.	

A:	Oh, that's right. I rer	member now. You
	10	all of us to start buying tablets,
	didn't you?	

B:	Well, I 11	to a podcast about the
	new generation of tablets just	that morning. They've
	really improved and are now a	ble to do all kinds of
	things.	

A: I 12	their battery life had got much
better.	

B: Yes, they last much longer now and they're so simple to use. That's why I like them.

# 4.3 Failure is not an option

## READING

- 1 Read the article. Match the paragraphs (1–4) with the main point they contain (a–d).
  - a the connection between achieving success and having money \_\_\_\_\_
  - **b** some things that are more important than becoming successful \_\_\_\_\_
  - c a comparison between the human race and the animal world
  - **d** how the effort of becoming successful can harm some people \_\_\_\_\_

## Does success matter?

ANITA DONALD



1 Have we always been so obsessed with success?
Is it simply a normal part of the evolution of the human race? Success in the animal world is often a matter of life and death where only the strongest survive. But succeeding and surviving

are not the same for millions of human beings who already have comfortable homes and plenty to eat. So why do we seek additional measures of success? As long as our society thinks of failure as a negative thing, success appears to be the only alternative. A person who fails is typically viewed as being weak and their options become limited, so it seems that we are not very different from the animal world after all.

- 2 Many of us push ourselves to succeed in education because, generally, it allows us to have more options in life. We push ourselves to succeed in our careers because success in business usually indicates financial success. This is an important goal for many people because money is the greatest measure of modern success: the more success we have, the more money we have. We look up to successful people because we are impressed by what they have, and we want to have it too. We want success. We want money. We want to feel powerful.
- 3 But do we give too much importance to success? In other words, do we think it's better than it really is? Too many people put terrible pressure on themselves to succeed because they need to appear strong and powerful in the eyes of other people. They want

2 Complete the summary with the words in the box. Two words are not used.

importance

professionally

dangers

	right	succeed	success	wrong	
		is an opinion p			ciety
	for those of push then	who <sup>2</sup> nselves so hard is p	and expl	ores why peopl She feels tha	e it too
	reasons. S with the s	e often want su She mentions so tress of chasing more important	ome <sup>6</sup> success, and	associate	ed
3		article again. A given (NG), acc			se
		iter sees a link bour of people ar		ss and the	
	2 There a before.	are more succe	ssful people too	day than ever	
		ason why many to have more mo	***************************************	uccess is in	
		ally, we tend to a sful and power		who are	
	5 Putting	pressure on ou	rselves to succ	ceed is one	

to be successful at all costs and, as their level of expectation rises, their level of anxiety also rises. This can create a dangerous situation for their physical and mental health. People believe that success and happiness are the same thing, but they are not. Just think about some of world's greatest movie stars and musicians who were enormously successful, yet desperately unhappy.

of the best ways to guarantee success.

6 The writer's own financial success has not

brought her happiness.

4 If we could reduce our obsession with success, we would probably be a lot happier. We are too concerned with how we appear to other people. Our priorities are wrong. We're wasting too much energy trying to present the perfect picture of our lives on social media, and we're losing track of what really matters. What about our friendships, our health and the importance of quiet time? We are too busy trying to be successful to pay attention to our deeper needs as human beings. Living a happy and healthy life is a much greater sign of success than any awards or big bank balances.

Which speaker(s)	Speaker 1	Speaker 2	Speaker 3
feels it's a good thing for people to push themselves?			
partly agrees with the writer?			
points out that the desire to succeed has improved lives?			
strongly disagrees with the writer?			
strongly agrees with the writer?			
mentions their own family members?			

## **VOCABULARY** Success and failure

- 5 Which word (a or b) is similar in meaning to the word in bold?
  - 1 fault
- a blame
- **b** truth
- 2 knowledge
- a failure
- **b** expertise
- 3 mistake
- a success
- **b** error
- 4 catastrophe
- a disaster
- **b** planning
- 6 Choose the correct option to complete the sentences.
  - 1 The *fault / truth* is that succeeding is easier for some people than for others.
  - 2 I've read a lot about his career, but my expertise / knowledge of his personal life is poor.
  - **3** We lost all our notes, so the presentation we gave was a complete *success / catastrophe*!
  - 4 Al is organizing the conference. He's managing all the knowledge / planning and key details.
  - 5 The project wasn't a big success, but it wasn't a total error / disaster either.
  - 6 It's a common problem, but your manager should take the blame / failure if problems occur.
  - 7 Don't worry! Everyone makes success / mistakes.
  - 8 Federica has expertise / planning in production, but not in manufacturing.
  - 9 They were late but it wasn't their fault / blame; there was a problem on the train line.
  - 10 We discovered some errors / expertise in the design and asked the team to correct them.

## **WORDBUILDING** forming adjectives from verbs

**7** Choose the correct suffix, -ful, -ing or -ive, to form an adjective from the verb in bold. Write the adjective.

- 1 produce
- 2 encourage \_\_\_\_\_\_
- 4 succeed
- 5 reward
- 6 effect
- 7 challenge \_\_\_\_\_
- 8 use \_\_\_\_\_

8 Use adjectives from Exercise 7 to complete the text.

JK Rowling's story is an 1	one. Although
she was a <sup>2</sup>	writer for years, sending
many manuscripts to various	s publishers, her work was
constantly rejected. It was a	3 time
for Rowling, who had a your	ig daughter and very little
income, but she didn't give u	up. She believed that her Harry
Potter series could be 4	, but she never
dreamed that it would be as	financially 5
as it turned out to be. Her ex	perience is 6
for writers everywhere.	

## WORD FOCUS learn

9 Complete the sentences. Use the phrasal verbs and idioms in the box.

	learn by heart	learn the hard way	learn from
	learn to	learned my lesson	
1	I'd like to	write computer	code so that I
2	I try to can avoid simila	my mistakes so th r situations.	at in the future
3		airfare cost me a fortune, always book well in adv	
4		out and I'd prefer to ask vledge than to	
5	I found this piec something I war	e of music so inspiring that to	nat it's

- 10 Write the correct phrasal verb or idiom from Exercise 9 next to each definition (a-e).
  - a trying to do something and making lots of mistakes
  - **b** learn not to repeat a certain behaviour because a previous experience was unpleasant
  - c learn how to do something \_\_\_
  - **d** remember all the words to something without looking at a text; to memorize \_\_\_\_\_
  - e use an incident or experience to understand what was wrong about it \_\_\_\_\_

# 4.4 How did it go?



## MAKING AND RESPONDING TO SUGGESTIONS

1	with / I'm / sure / not / I'm / you / that / on
i	nto / Let's / that / look
i	dea / a / That's / good
-	naving / special / How / offers / some / about
-	sound / like / that / I / the / of
_	better / cancel / We'd / conference / the
	more / I / agree / couldn't
	consider / markets / could / other / We
	think / sale / having / Why / we / a / about / don't
	report / look / Could / at / I / the
ł	nere / be / We / should / careful

1	Why don't we get up a mooting with the whole took	,
	Why don't we set up a meeting with the whole team	1 !
J.	Lwrote a report about it	
	I I wrote a report about it.  I like the sound of that.	
,	Time the Sound of that.	
2	We could consider changing the website.	
	Yes, let's look into that.	
	Carl is available tomorrow.	
/		
3	We should be careful here.	
,	I'm not sure I'm with you on that.	
	Would you like to see the brochure?	
1		
4	How about making a list of the things we need to change on the site?	
1	change on the site:	
4	I saw a great site today.	
	I couldn't agree more.	
5	I don't think we need to be critical in the meeting, yo	u
	know, just point out what's not working and why.	
	/	
	OK or I could put the main points into a short	
	report that we can use in the meeting.	
	report that we can use in the meeting.  I'm always trying to explain to John that he's too	
	report that we can use in the meeting.	
ŀ	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.	
	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the	,
ŀ	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.	)
6	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the	)
6	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.	,
6 6 k	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address?	
6 at the state	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.	)
6 6 kt	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address?  That's an excellent suggestion.  Chaute to the full conversation. Are the ements true (T) or false (F)?  Claude and Marta are discussing a problem egarding sales.	)
6 6 kt	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Claude and Marta are discussing a problem egarding sales.  They agree that there should be a meeting.	,
6 6 state 1 ( r 2 7 3 ( )	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Are the ements true (T) or false (F)?  Claude and Marta are discussing a problem egarding sales. They agree that there should be a meeting.  Claude says that he already has some ideas for the	
6 6 k state 1 ( r r 2 7 3 ( r r	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Claude and Marta are discussing a problem egarding sales.  They agree that there should be a meeting.  Claude says that he already has some ideas for the meeting.	)
6	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Claude and Marta are discussing a problem egarding sales.  They agree that there should be a meeting.  Claude says that he already has some ideas for the meeting.  They don't agree that the website needs to be	,
6 6 state 1 ( rr 2 7 3 ( rr 4 7 7 )	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Claude and Marta are discussing a problem egarding sales.  They agree that there should be a meeting. Claude says that he already has some ideas for the meeting. They don't agree that the website needs to be changed.	
6 a k stat 1 ( r r 2 1 3 ( r r 4 1 3 6 5 )	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Claude and Marta are discussing a problem egarding sales.  They agree that there should be a meeting.  Claude says that he already has some ideas for the meeting.  They don't agree that the website needs to be	)
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6 6 1 1 ( r r 2 7 3 ( r r 4 7 5 N r r 6 ( 6 ( 6 ( 6 ( 6 ( 6 ( 6 ( 6 ( 6 (	report that we can use in the meeting.  I'm always trying to explain to John that he's too critical; it's a real problem, you know.  We'd better work on it this week and then have the meeting on Monday.  Can you email me the address? That's an excellent suggestion.  Listen to the full conversation. Are the ements true (T) or false (F)?  Claude and Marta are discussing a problem egarding sales. They agree that there should be a meeting. Claude says that he already has some ideas for the neeting. They don't agree that the website needs to be changed.  Marta thinks the web designer is to blame for the problems.	

2 1 35 Choose the most appropriate response to the

## **PRONUNCIATION** Intonation and meaning

- 4 1 37 Listen to these responses to suggestions made in the conversation in Exercise 3. Decide if the speaker sounds enthusiastic (E) or unsure (U).
  - 1 I like the sound of that.
  - 2 Yes, let's look into that.
  - 3 I'm not sure I'm with you on that.
  - 4 I couldn't agree more.
  - **5** OK ... or I could put the main points into a short report ...
  - 6 Good idea, Claude.
  - 7 That's an excellent suggestion.
- 5 Practise saying the responses from Exercise 4 using the same intonation.

## WRITING SKILL Bullet points

- 6 Match the bullet points with the problems they have (a–e). You can use some of the problems more than once.
  - First of all, we really need to improve our systems, \_\_\_\_\_\_\_
    - Nora will book the room. Diego will plan the catering.
    - <sup>3</sup>Speak to the bank manager; tell the bank manager the problem.
  - 4Strategy isn't working. How about making a new plan?
  - <sup>5</sup>Mara is meeting the managers and possibly the team – next week, \_\_\_\_\_
  - a two points in the same line
  - b too much punctuation
  - c unnecessary information
  - d full sentence
  - e repeated language
- 7 Rewrite the items in Exercise 6 as more concise bullet points.



Read the email. Then summarize the action items in the bullet points.

TO:	FROM:
SUBJ	Ti .
De	rteam,
ac ou a r mo wh sa in is me	day's meeting we agreed on the following on items. The first thing we will do is drop orices by ten per cent. Steve is going to run we customer survey and will start that next th. Lana is going to organize an ad campaign the we'll launch at the beginning of May. The steam will register for the annual conference ondon. Kenji will check hotel rates and Pedro oing to look into airfares. We'll have another ting on July 10th and Tanya will reserve a ting room for it. Barry will email everyone the inda on July 8th.
Le	ne know if you have any questions.
Th	nks everyone!
Ali	on

	-							-	-	à
_	1)	ro	n	pric	20	n	17		10/	4
		$\iota \cup$	U	DIT	CO	W	- 1	U	10	U

•	Steve to	run	new	customer	survey -	start	next month	

•	
_	

<u> </u>			

## Writing 2 | AN ARTICLE

The article you will read in Exercise 2 is in answer to the following exam question.

You see this advert in your company's magazine.

What do	you need	to do to r	un a successful	marketing event?
---------	----------	------------	-----------------	------------------

We're interested in your opinion.

Write a short article answering this question and you could be featured in next month's magazine.

Wı	rite your article for the company magazine in 140-190 words	i.
1	Tick (✓) the things you would expect to see in the article.  a lots of examples of different marketing events  b an introduction linked to the title that engages the reader's interest  c a question which will then be answered in the main body  d a full description of the best marketing event the writer has attended  e a conclusion which leaves the reader with something	<ul> <li>3 Read the article against false (F)?</li> <li>1 The writer believe important for buse</li> <li>2 Before deciding with known why you are</li> <li>3 The litter-pick in the day of the event.</li> <li>5 The writer recommendation</li> </ul>
	to think about  f at least one example of the writer's own experience g a title to get the reader's attention	USEFUL LANGU
2	Read the article. Match parts 1–5 of the article with a description (a–g) from Exercise 1.  1 2 3 4 5	make them want to words from the que choose the most su  1 What will the wor a Imagine the fu  b The world in h
	<sup>1</sup> Maximising the success of your marketing event <sup>2</sup> In recent years marketing events have become big business. They can make the difference between people wanting to use your company and not knowing it exists. <sup>3</sup> So what can you do to make your event as successful as possible?	c What will the v  The gap between How can we reduce a Equality for even b Reducing the c c Bridging the p  Top 100 advertis
	Firstly, it's important to be clear about its purpose, and to choose an appropriate event. Perhaps you want to show how green your company is? <sup>4</sup> Hundreds of people came to a litter-pick to clean up the local park organized by my town's biggest employer.	your favourite add a How to sell yo b My favourite add c Quite possibly Why is it important
	Next, plan everything carefully. Make sure everyone involved knows what they need to do and when. That will help the whole day to run smoothly.	<ul><li>a The important</li><li>b How to be the</li><li>c Should you loo</li></ul>
	Finally, publicize the event as widely as possible. Why not create a short film about it to share on social media?  That would certainly encourage me to come along to	<ul> <li>Market research:</li> <li>Why market re your business</li> </ul>

3		ead the article again. Are these statements true (T) or lse (F)?	
	1	The writer believes that marketing events are	
		important for businesses.	
	2	Before deciding what event to run, you should	
		know why you are running it.	
	3	The litter-pick in the writer's town was unsuccessful.	
	4	You don't need to decide what people will do until	
		the day of the event.	
	5	The writer recommends making a video about your	

## JAGE

- icle should interest the reader and read more. It shouldn't use too many estion. Read the questions (1-5), then uitable title (a, b or c).
  - rld be like 50 years from now?
    - ture!
    - alf a century
    - world be like in 50 years?
  - n the poor and the rich is getting wider. uce it?
    - eryone
    - divide between the rich and the poor
    - overty gap
  - ements the public's choice. What is vert? Why?
    - ur product to anyone
    - dvert
    - the best advert in the world, ever
  - nt to learn from our mistakes?
    - ce of learning from our mistakes
    - best you can be
    - ok back or move forward?
  - does it really help?
    - search is the best thing you can do for
    - **b** How to find out about your potential market
    - c Does market research really help?

your event.

organize many more!

<sup>5</sup>By using these tips, there's no doubt that your event will be a success and your company will want you to

use i 1 you 2 you 3 Or 4 be 5 red 6 Com a ve b au c ott e to	he words in order to make useful phrases you can in your article. bu / Have / thought / ever / about bu'll / that / sure / I'm / agree bu / of / that / top best / The / thing / about commend / because / it / I'd
1 your 2 you 3 Or 4 bee 5 red out 6 Ott 6	ou / Have / thought / ever / about ou'll / that / sure / I'm / agree on / of / that / top est / The / thing / about
3 Or 4 be 5 red 6 Com a ve b au c ve d ott e to	n / of / that / top est / The / thing / about
4 be 5 red 5 red 6 Comp a ve b au c ve d ott e to	est / The / thing / about
5 red  6 Com  a  ve  b  au  c  ve  d  to	
6 Com a ve b au c ve d ott e to	commend / because / it / I'd
a ve b au c we d ot! e to	
ve b au c ve d otl e to	plete the sentences with a phrase from Exercise 5.
d ot!	it made me laugh, and this makes the product ry memorable.
dotll	it's very important to know who the target dience is before creating an advert.
d otl e to	we are also more likely to remember a product if
eto	e share the advert with friends why some adverts are more effective than
to	ners?
7 Use f	the future will be adverts which are personalized our needs and interests.
	our phrases from Exercise 5 to complete the article.
WI	nistling into the top 100
are you get	what makes a great  vert? 2 the best adverts  the ones which you can still remember years after  u first saw them. They often have a theme tune that  s stuck in your head and you keep singing it again  d again. Do you know an advert like that?
tha mill doc col we	ten I was very young there was an advert on TV to I loved. They wanted people to buy milk from the kman, who leaves bottles of milk outside your front for, instead of going to the supermarket. He also lects the empty bottles. In the advert, the milkman to a housing estate very early in the morning.

it's very funny and it

shows a part of British culture which not many people

know about. Because of supermarkets, there are not

the Internet?

many milkmen nowadays. Why don't you try to find it on

#### **PLANNING**

You will write an article to answer the following question.

You see this advert in your language school's magazine.

## How can you become a successful language learner?

Our students need your tips!

Write a short article answering this question and you could win two free classes.

Write your **article** for the language school magazine in **140–190 words**.

- 8 Plan your article. Write notes to answer the questions. Don't write full sentences yet.
  - 1 What title can you use to attract the reader's attention?
  - 2 How can you link the introduction to the title? What question can you ask?
  - **3** What three tips will you give? Do you have personal experience of using these tips?
  - **4** What will you leave the reader to think about at the end of your article?

#### WRITING

- **9** Write an article to answer the questions in Exercise 8. Your article should ...
  - · have a title to catch the reader's attention.
  - include an introduction linked to the title, engaging the reader's interest.
  - ask a question which is answered in the main body of the article.
  - leave the reader with something to think about at the end.
  - be 140–190 words long.

#### **ANALYSIS**

- 10 Check your article. Answer the questions.
  - Content: Does it offer two or three clear tips to help readers become successful language learners? Does it include examples of your own experience? Is it 140–190 words long?
  - Communicative achievement: Does it encourage the reader to keep reading? Is the level of formality correct for the target reader?
  - Organization: Does it have a title? Does it include an introduction and a conclusion? Are the paragraphs clearly linked?
  - Language: Does it use correct grammar and vocabulary? Have you included some of the useful phrases?

# 5 Exercise

5.1 Got a meeting? Take a walk

**TED**TALKS

Born in India, **NILOFER MERCHANT** moved to the United States with her family when she was a young child. In 1993 she graduated from the University of San Francisco with a degree in Applied Economics, and went on to get an MBA (Master of Business Administration) from Santa Clara University in 2000. Her professional focus has been on business strategies and, for over twenty years, she has been helping entrepreneurs as well as major companies to develop successful business and marketing strategies. Merchant is interested in the human side of commerce, and what makes her particularly special is her original approach, which combines social values with making a profit. She has written articles for the *Harvard Business Review*, *Forbes* and *BusinessWeek*, is the author of several books and is also a university lecturer.



## **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 Nilofer Merchant grew up in India.
  - 2 Her first degree was in Business Administration.
  - 3 She helps businesses to improve their strategies.
  - 4 She cares about people as well as profits.
  - 5 Nilofer Merchant has also written books.

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Nilofer Merchant's TED Talk. Read the descriptions of five TED Talks at the top of page 45. In your opinion, which is the best title for this playlist, a, b or c?
  - a How stress affects our health
  - b Healthier choices make sense
  - c Losing weight solves problems
- 3 Read the TED playlist again and answer the questions. Choose <u>all</u> of the speakers that apply.
  - 1 Whose talk relates to people who live in a particular community?
    - a Mick Cornett
- b Rishi Manchanda c Kamal Meattle
- 2 Whose talk includes a benefit for the environment?
- a Rishi Manchanda b Kamal Meattle c AJ Jacobs
- 3 Which speaker works in the medical profession?
- a Mick Cornett b Rishi Mand
- b Rishi Manchanda c Dean Ornish
- 4 Which speaker mentions illness?
  - a Rishi Manchanda b Kamal Meattle c Dean Ornish
- 5 Which speaker describes something he did to improve his own health?
  - a Mick Cornett
- **b** Dean Ornish
- c AJ Jacobs

- 4 Look at the highlighted words in the TED playlist. Match each word (1–8) with the correct definition (a–h).
  - 1 major
  - 2 citizens
  - 3 symptoms
  - 4 factors
  - 5 specific
  - 6 effectively
  - 7 affect
  - 8 humour
  - a the facts or circumstances that contribute to a situation
  - b clearly stated; particular
  - c the quality of amusing people by being funny
  - d people who live in a particular town or city
  - e very big; very important
  - f in a way that achieves a desired result
  - g changes in the mind or body which are the signs of an illness
  - h to act on someone or something and cause a change
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

## **AUTHENTIC LISTENING SKILLS** Rising intonation

6 A1 38 You are going to hear part of a podcast in which a member of the Keynote team talks about Rishi Manchanda's TED Talk, What makes us get sick? Look upstream. Read the extracts on page 45 and decide if you expect them to have a rising (R) or falling (F) intonation. Then listen and check.

## Mick Cornett: How an obese town lost a million pounds

In December 2007, the highest number of seriously overweight (obese) people in the United States lived in Oklahoma City. Their mayor, Mick Cornett, realized that major changes were needed. He describes the actions he took to help people – including himself – to become healthier. By January 2012, the amount of weight lost by the citizens of Oklahoma City reached one million pounds (450,000 kilos).

Rishi Manchanda: What makes us get sick? Look upstream

After working for ten years as a doctor in an area of Los Angeles known for its social problems, Dr Rishi Manchanda realized something important. Instead of just treating his patients' medical symptoms, he needed to learn more about their lives outside his office. By finding out more about factors such as their work, their diet and their environment – which he calls 'upstream' factors – he was able to understand the deeper causes of their illnesses.

Kamal Meattle: How to grow fresh air

When business owner and activist Kamal Meattle experienced health issues because of the poor air quality in New Delhi, India, he discovered an interesting solution. He

learned that by growing three common houseplants indoors, and by taking care of them in specific ways, they helped to make the air much cleaner. This has two advantages: buildings in which these plants are grown require less energy to run effectively, and the people who live or work in these buildings get fewer illnesses.

## Dean Ornish: Your genes are not your fate

According to research presented by Dean Ornish, living a healthier lifestyle can affect our genes – the part of our biological makeup that controls things like our physical appearance and our personality. An expert on fighting illness, he explains how genes can change in a positive way, and how we can actually increase our brain cells by exercising and eating healthy foods.

## AJ Jacobs: How healthy living nearly killed me

The writer AJ Jacobs decided to spend a full year trying to improve his health by following as much health advice as possible. With great humour, he describes his experiences and explains how important it is to reduce the amount of noise – meaningless things that disrupt or distract us – in our lives and to find joy in making healthy choices.

- 1 I've watched this talk before; I believe it was recommended to me a year or two ago. \_\_\_\_
- 2 It's definitely a subject I'm interested in and it has a message that's particularly meaningful for me.
- 3 Rishi Manchanda expresses the concept of looking 'upstream' ...
- 4 While this might seem like a fairly obvious thing to do, Manchanda's talk suggests that, actually, it isn't.

## LISTENING

- 7 A1 39 Read the sentences. Listen to the full podcast and number the points in the order that you hear them (1-4).
  - a People often prefer to take pills rather than thinking about the reasons why they are ill.
  - **b** The podcaster, Andrew, has been living in Asia. \_\_\_\_
  - c Andrew had seen Rishi Manchanda's talk before. \_
  - **d** If a person gets the same illness over and over again, it's useful to consider what the root cause might be.
- 8 1 39 Listen again. Choose the correct option to complete the summary.

Andrew 'likes / doesn't like the ideas contained in Manchanda's TED Talk. The main point of the talk is that treating an illness is one thing, but it's '2not necessary / necessary to also look 'upstream' to find out what actually caused the illness. In the talk, Manchanda explains why

many doctors <sup>3</sup>are / are not using this method. Andrew feels that it's <sup>4</sup>more important / less important to think about the body as a whole rather than as separate parts. He shares a personal experience he had with this medical approach, and believes that it will become <sup>5</sup>less common / more common in the future.

### **VOCABULARY IN CONTEXT**

concept

9 Use these words from the podcast to complete the definitions.

	herbs	increasingly		meaningful	
1	If a person finds a particularly impor				
2	2 A the starting point			ething and oft	en
3				ed in cooking	or
	to make medicine	Э.			
4	If something is two things are op			ng, it means t	he
5	Something that is people believe or		is based	d on what mo	st
ô	<b>.</b> m	eans something	that is h	nappening mo	re
	and more.				

contrary to

conventional

# 5.2 Overcoming challenges



# **GRAMMAR** Modals and related verbs: past forms (1)

- 1 Put the words in the correct order to make sentences.
  - 1 even though / managed / this week, / three times / a cold / work out / Izzy / to / she has
  - 2 had to / no sponsor / because / the event / The organizers / they had / cancel
  - 3 the Tour de France / their / part of / They could / hotel room / from / see
  - 4 hill climb / bad weather / We weren't / finish / because of / our / able to
  - 5 than Evie had, / Even though / in beating / trained more / others had / she succeeded / them

### 2 Choose the correct option to complete the sentences.

- 1 Rory McIlroy could play / couldn't play / had to play in the 2015 Scottish Open golf tournament because of an ankle injury.
- 2 You'll never believe this ... I was able to get / wasn't able to get / couldn't get an interview with Mo Farah for our local paper!
- 3 Luckily, we managed to raise / couldn't raise / weren't able to raise enough money for this tour by organizing fundraising events.
- 4 Although they tried, they were able to score / could score / weren't able to score any more goals.
- 5 Due to surgery, Eden Hazard couldn't miss / had to miss / could miss Chelsea's first game of the 2015 football season.
- 6 Everyone could / couldn't / wasn't able to understand why AP McCoy didn't want to retire from horseracing.

3 Complete the text with the verbs in the box.

couldn't train had to use managed to get succeeded in winning wasn't able to walk



#### Commitment and courage

Born in 1989, Kieran Behan is an unlikely star of gymnastics. When he was ten years old, he

1 \_\_\_\_\_\_ due to severe illness. However, thanks to his incredible courage, he 2 \_\_\_\_\_ himself back into training. Unfortunately, a serious accident at the gym when he was twelve meant that he 3 \_\_\_\_\_ a wheelchair again. Kieran 4 \_\_\_\_\_ for three years, but he wasn't ready to give up. In 2011, he 5 \_\_\_\_\_ three gold medals at the Challenge World Cup Series. Some people face more challenges than others, but Kieran Behan faced his with fierce determination.

- 4 Complete the sentences with the correct form of the verb in brackets.
  - 1 They knew they had a choice: they
    and go home, or keep
    trying ... and they chose to keep trying! (can / give up)
  - 2 In spite of serious burns from a crash in 1976, Niki Lauda

    one of the most successful racing drivers of all time. (succeed in / become)
  - 3 We \_\_\_\_\_ this time, but we'll try again next year! (to be not able / win)
  - 4 Manchester United \_\_\_\_\_\_ for the Champions League after Liverpool lost to Crystal Palace. (manage to / qualify)
  - The children \_\_\_\_\_ their luck when they met their sports hero, Usain Bolt! (can not / believe)
  - 6 Tennis star Serena Williams \_\_\_\_\_\_ of the 2015 Dubai Championship due to illness, but she went on to win at Wimbledon that year. (have to / pull out)

5	Complete the text. Use the correct form of the modals				
	in brackets and the verbs in the box. Use each verb only				
	once.				

	change	check	drag	find
	get	persuade	see	tell
			(can not) the mo	
to	) her to come to ne just found it be	the gym with oring. She 3	me a couple of ti	mes, but (can)
cł	nallenge. I <sup>4</sup>		but, for her, it wa (have to) her on e it or not, an ap	off the
5_		(succeed	in) her view. Succeedause this fitne	ddenly,
			, 7(be	
er	nergy she was us	sing – she love	ad taken and hov d it! More import d in) fitter and hea	antly, she
(	1 40 Listen	to someone ta	alking about hea true (T) or false	lth
1	Our ancestors of more complicate		oecause cars we	re $\square$
2	The same of the sa	way to get aro	und was on foot,	
3	In the past, pecable to grow.	ple only ate fo	ods that they we	re
4	way to keep the	em longer.	s, they had no ot	
6	have made us f	itter and health	entific developme nier. nade it easier for	_
U	have a healthy			us to _
Fi	nd and correct of	one mistake ir	each sentence.	
1	In 2009, the co completed 43 r		Izzard managed 1 days!	to
2	We're often ins		e who have man	aged to
3	They lost the m		they couldn't def	fends
4	Like many form adjusting to reti		s, he wasn't able	to
5			was struggling, lated the course.	but she

6 In 2015, the rugby star Andries Pretorius had to accepted that his career was over because of illness.

- 7 I went on an adventure holiday last year but many of the extreme sports were too challenging for me; I couldn't waiting to get home!
- 8 We all learned to had discipline by doing sports regularly.

## **DICTATION**



## 8 1 41 Listen and complete the conversation.

A:	Neil, I haven't seen you for ag	es! Gosh, have you lost a		
	lot of weight?			
B:	: Great to see you, Alec. Yeah,	1		
	about my weight gain. It was o	out of control! I mean, I had		
	no energy. I <sup>2</sup>	the stairs most days		
A:	Seriously, you 3	at least ten kilos.		
B:	: Yeah, I 4	eleven kilos actually.		
A:	: Amazing! My brother's trying t	o get fit but he		
	5 a singl	e kilo in the past year. He		
	didn't gain any weight, but he			
	any no matter how hard he tric			
B:	: Well, the thing is, I 7	my doctor a		
	while ago because I had a lot of health issues, and I			
	8 it was			
A:	Right.			
B:	: Basically, she told me that I 9_	my		
	diet and start exercising.			
A:	So, was it a real challenge?			
	Yeah, it really was. But once I	10		
	sweets and desserts, it wasn't			
	11 every			
	I got stronger, so I 12			
	exercise.			
A:	: I'm seriously impressed! We s	hould go out for a pizza		
	one of these days.	Jo out is a pieze		
B:	: OK, but I'll have a salad. No p	izza for me.		
	Of course!			

# **5.3** The bottom line

## READING

- 1 Read the article. Match the statistics (1–6) with the information (a–f).

  - a number of athletes who participated in London, 2012
  - b number of athletes who participated in the 1896 Athens Olympics
  - c number of days the Olympics lasted in Montreal, 1976
  - d number of spectators who watched the 1896 Olympics
  - e number of years it took Montreal to recover financially
  - f millions of passengers using Barcelona's airport since the Olympics

- 2 Choose the correct option to complete the statements.
  - **1** When the tradition of the Olympic Games was brought back in 1896, the first Games were held in *Athens / London*.
  - **2** Over time, the Olympic Games have become a lot *less* popular / larger.
  - **3** Hosting the Olympics is often *good publicity / bad publicity* for the host city.
  - **4** The problem is that some cities have suffered *physically / financially* as a result of hosting the Olympics.
  - 5 There hasn't been enough time to fully measure the effects of the more recent / more popular Olympic Games.
  - 6 According to the article, cities need to have a clear plan / new budget once the Games have finished.

## A price worth paying?



The Olympic Games began in Greece almost 3,000 years ago. The ancient Games continued for about 1,200 years, and the tradition was renewed in 1896 in Athens. Watched by a crowd of 60,000, 13 different nations were represented by 280 athletes in 43 different

sports. Since then, the event has grown significantly. In London in 2012, for example, more than 10,000 athletes from over 200 countries competed, and were viewed by almost five billion people worldwide. The honour of hosting the modern Games is certainly appealing, but the motivation is often largely financial. The host city invests money to improve its infrastructure – that is, its buildings, roads, transport and other facilities – and the publicity boosts its economy by attracting millions of visitors.

However, some cities have suffered huge financial losses after hosting the Olympics, and investment has only resulted in debt, bringing no particular benefit to the host city. It is too soon to say whether the Beijing (2008) or the London Games were worth the money. At an estimated cost of over \$40 billion, major improvements were made to Beijing, but many of the Olympic facilities are no longer being used there. In London, the Olympic Stadium, which cost the taxpayer over £700 million, has been very cheaply obtained

by West Ham football team. This decision has been controversial, but many are pleased that the stadium will continue to have a function.

The most important issue appears to be planning. Cities that failed to plan beyond the 17-day Games have suffered the most, and Montreal in 1976 is a famous example. The city went 800 per cent over its budget for the Games, their Olympic stadium is no longer being used, and it took 30 years to recover from the debt created by hosting the Games. It cost Athens over £7 billion (double their original budget) to host the 2004 Olympics, but their stadiums and other facilities are now in decline and there is no money to maintain them.

Many agree that the planners in Barcelona (1992) and Sydney (2000) got it right. Ahead of the Olympics, Barcelona created an ambitious urban development programme which vastly improved the city's infrastructure. Before the Games, their airport handled fewer than three million passengers a year. After the Olympics, that number rose above 20 million. They cleaned up their harbour and built more hotels, and tourism has continued to generate healthy profits for the city. Thanks to the Games in Sydney, tourism rose by 11 per cent in 2000, and today the city hosts major conventions in the Olympic facilities there.

So, hosting the Olympic Games in a financially successful way means having a realistic vision for the future of the city once all the athletes and tourists have left.

- 3 1 42 Listen to three people talking about their reaction to the article. Then answer the questions.
  - 1 What does the first speaker believe should be the most important thing about the Olympics?
    - a the popularity of the Games
    - b the athletes' performance
    - c the profits that can be made
  - 2 What does the first speaker want to happen to the Olympic Games?
    - a He'd like younger people to participate.
    - b He'd like to see poor people attending.
    - c He'd like the Games to be cancelled.
  - 3 What does the second speaker find special about the Olympics?
    - a the history and tradition
    - b the cities that host them
    - c the families of the athletes
  - 4 Which statement best summarizes the second speaker's feelings about the Olympics?
    - a She loves them, but they're too expensive.
    - **b** The cost of hosting them isn't an issue they're fun.
    - c The Games are expensive, but they must continue.
  - 5 How do the Olympic Games affect the third speaker?
    - a He gets worried about the cost.
    - b He feels very moved by them.
  - c He's not that interested in them.
  - 6 What matters most to the third speaker?
    - a having the Games in a different city every four years
    - b the shared sense of an international community
    - c the sports events and the athletic performances

## **VOCABULARY** Finance

- 4 Choose the correct expression to complete the definitions.
  - 1 To get into debt / make an offer is to owe money to a bank or company or to another person.
  - 2 To sponsor an event / control your finances is to manage your money so that you don't end up spending more than you have.
  - 3 To work out a budget / make an offer is to calculate the money you need so you don't spend too much.
  - 4 To balance the books / get into debt is to calculate how much money you owe against how much money you have made.
  - 5 To make an offer / work out a budget is to propose an amount that you are willing to pay for something.
  - 6 To sponsor an event / form a partnership is to go into business with another person or company.
  - 7 To invest money / balance the books is to put money into something with the expectation of making a profit.
  - 8 To get into debt / make a deal is to come to a formal agreement in business.
  - **9** To form a partnership / charge a fee is to ask someone to pay a sum of money for a service that you provide.
  - 10 To balance the books / sponsor an event is to pay the cost of something in exchange for publicity.

## WORDBUILDING the prefix re- with verbs

5 Complete the sentences using an appropriate verb with the prefix *re-*. Use the root words in the box.

	adjust	apply	assess	consider	gain	
1	Althou			sful last year		0
2	We've	changed	I the budg	et twice alre s once we kr	ady, and	we'll
2	consisted transfer	will cost.	un durina	the recession	on but we	'ua baan
J				the recession of our f		
4	to leav	e the cor	mpany. We	e'd like offer higher salar	you some	
5		orship of	decided t this event;	it may not b		he

## WORDBUILDING adverb + adjective

6 Match the sentence halves, paying particular attention to the adverb + adjective phrases in bold.

1	Although we've tried very hard, it's <b>practically</b>	
	impossible	
2	We believe both partners will find the project	
	economically beneficial,	
3	Like many investments, this one is financially	
	risky, and you could lose a lot of money	
4	It is generally understood that their profits have	
	dropped and the company accepts	
5	It is <b>perfectly clear</b> to absolutely everyone that	
	this kind of event	

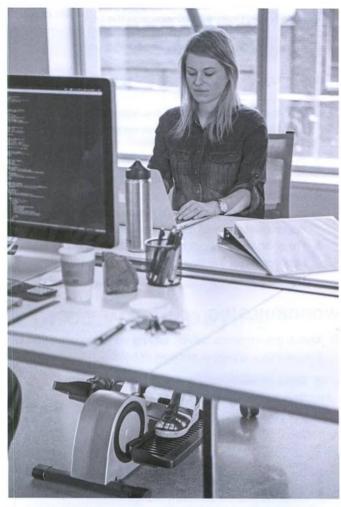
- a is an excellent sponsorship opportunity.
- b ... but that's the chance you have to be willing to take!
- c to say what next year's costs will be; no one knows.
- d that it'll go out of business unless they revise their marketing strategies.
- e since both are expected to make a significant profit.

## WORD FOCUS deal

- 7 Choose the correct phrasal verb or idiom to complete the sentences. You can use your dictionary to help you.
  - 1 A done deal / A big deal is an agreement that has been finalized and can't be changed.
  - 2 When people have agreed to a price or arrangement, they often say 'It's a deal!' / 'Big deal!'
  - **3** If something is a big deal / a great deal, it means it is considered to be important.
  - **4** When we say that something is a done deal / the real deal, we mean it is a very good example of that thing.
  - 5 If there is a great deal / a done deal of something, it means there is a lot of it.

# 5.4 Who funded you?

## **ASKING QUESTIONS**



- 1 1 43 Listen to the conversation and complete the questions.
  - 1 Can I \_\_\_\_\_\_ you something, Jessie?
    2 You go to the gym a lot, \_\_\_\_\_\_ you?
    3 Why do you \_\_\_\_\_\_?
    4 Can I \_\_\_\_\_\_ a suggestion?
    5 Is it \_\_\_\_\_\_?
    6 Where \_\_\_\_\_\_ they get the money to do that?
    7 I imagine it's really expensive. \_\_\_\_\_\_ it?
- 2 1 43 Choose the correct word or phrase to complete the sentences. Then listen again and check.
  - 1 Jessie and Derek are neighbours / work colleagues.
  - 2 Jessie invited Derek to a gym class at lunchtime / in the morning.
  - 3 Derek can't exercise because he's too busy / injured.
  - 4 Cubii is a device for exercising on your desk / under your desk.
  - 5 It was developed by experts / students from Chicago.
  - 6 Their funding / marketing came from a Kickstarter campaign
  - 7 Derek is interested / not interested in getting a Cubii.

- 3 Read part of Jessie and Derek's conversation. Match their answers in bold (1–7) with the information they omitted (a–q).
  - J: Hey, Derek, some of us are going to a new gym class during lunch, if you'd like to join us.
  - D: Thanks, Jessie. I wish I could, but I have a lunchtime meeting.
  - J: No problem. Next time.
  - D: Can I ask you something, Jessie?
  - J: Sure
  - D: You go to the gym a lot, don't you?
  - J: Pretty often. Yes. Why do you ask?
  - D: Well, I've put on loads of weight lately. I know I need to exercise but, honestly, I just can't seem to find the time.
  - J: I totally understand. Can I make a suggestion?
  - D: Absolutely.
  - J: I was just reading about this new device called Cubii ...
  - D: Cubii?
  - J: Yeah, it's a fitness machine that you can use while you're in the office working.
  - D: Cubii. I've never heard of it. Is it new?
  - J: It is. These college students from Chicago got the idea and developed it themselves.
  - D: College students? Where did they get the money to do that?
  - J: A Kickstarter campaign. They actually raised \$300,000!
  - D: That's amazing. So, how does this 'Cubii' work?
  - J: You put it under your desk and use your feet to pedal it.
  - D: Like a bicycle?
  - J: Kind of. It's a really neat device, though. Not that big, and it sits flat on the floor.
  - D: I imagine it's really expensive. Is it?
  - J: Not really. I think it's about \$300.
  - 1 Next time.
  - 2 Sure.
  - 3 Pretty often.
  - 4 Absolutely.
  - 5 A Kickstarter campaign.
  - 6 Kind of.
  - 7 Not really.

- a I go to the gym
- **b** like a bicycle
- c you can make a suggestion
- d you can join us
- e it's not really expensive
- f you can ask me something
- g they got the money from

## **PRONUNCIATION Stress in ellipsis**

- 4 1 44 Look at these questions and answers.

  Underline the words in the answers that you think will be stressed in ellipsis. Then listen and check,
  - 1 Q: Do you know who funded them?
    - A: No, but Alan does.
  - 2 Q: Will you submit a new funding application?
    - A: Yeah, I will.
  - 3 Q: Have they raised much funding?
    - A: Actually, they have.
  - 4 Q: Can she tell me who to approach for a loan?
    - A: I'm sure she can.
  - 5 Q: Did he get enough funding?
    - A: Unfortunately, he didn't.
- 5 Practise saying the responses from Exercise 4 using the same word stress.

## **WRITING SKILL Questions**

The state of the s	FROM BORROWER:
-VIE	FROM BORROWER:  RIN BEHALF OF BORR  money  money  noney
- AMOUNT DUE	R IN BEHAL
TIS PAID BY Cosit or earnest	money
" or earnest	-t new loan(s)
osit or	of new loan(s) aken subject to
cipar Loan(s)	aker
sting lost Cr	of new loame, aken subject to redit
sting loan(s)	- SOUMEIRI
	PROVED
[2] BH	SIL MO S
AN IV	
	S FOR ITEMS UNPAID I
	TEMS UNPA
T	FORTIL
"ISTMENT	Taxes
DJUSTOW	7 10
DJUSTMENTS	raxes
Vinty	

- 6 Find one mistake in each question and correct it.
  - 1 The deadline for funding has already closed, doesn't it?
  - 2 Can't he not show them his business plan?
  - 3 I wonder if you can helping me?
  - 4 Haven't anyone reviewed their application yet?
  - 5 It's not easy to get funding, isn't it?
  - 6 Do you all thinks the loan will be approved?

7 Read the thread on an online forum. Look at the questions in the text (1–8). For each question, write I (for indirect), N (for negative) or T (for tag questions).

Yoga1	A friend recommended that I post on this
	forum. ¹I wonder if you can give me some advice, please? I've just qualified as a yoga instructor and I'd like to set up my own business teaching yoga to adults and children. I need some funding to set up a studio in my home but I don't know who to approach. ²Have you any idea how I should go about this? Thanks.
GK34	<sup>3</sup> Couldn't you just get a bank loan?
Yoga1	<sup>4</sup> But the bank will want to see my credit history, won't they? The problem is I'm young and I have no track record.
GK34	<sup>5</sup> What about crowdfunding something like Kickstarter, for example?
Yoga1	Sorry, I don't think that's appropriate in this case. <sup>6</sup> Isn't it mainly for entrepreneurs with an idea for a product?
TimD	I wouldn't try crowdfunding or the bank if I were you. <sup>7</sup> Would it be possible to ask your family for a loan? <sup>8</sup> You won't need very much, will you?
	No, not much, I suppose. I hadn't thought of asking my family. Thanks for the suggestion.
Yoga1	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
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write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as
write th	asking my family. Thanks for the suggestion.  e four indirect questions from Exercise 7 as

## Presentation 3 | MAKING A PERSUASIVE ARGUMENT

Y	OUR IDEA	3	Develop your argument. Use the questions to help you.
1	Read these arguments. Match the arguments with the statements (a–c).		1 What statement can you start with to capture your audience's attention?
	1 That device in your pocket could be one of the biggest challenges to privacy ever. Mobile apps are capable of much more than we actually realize. They can record what you say and what you do, and it can be difficult to turn off those permissions that give access to your device's microphone. Mobile apps can track what you		2 Rewrite your statement so that it is a more surprising
	are doing online. Unless you switch your web browser to private, your internet history is stored.  2 Did you know that meat production is one of the major causes of carbon gases being released into the		<b>b</b> more controversial
	atmosphere? Eating meat can lead to increasing levels of these gases, which contribute to climate change. So what can be done to stop this? If we eat less meat, there		c more challenging
	will be less need to produce so much of it. If there is less meat production, there will be fewer carbon gases going into the environment.		Practise making your argument out loud. Remember to practise
	3 You might not believe me, but the key to helping people in developing countries may lie at the bottom of your supermarket basket. How can it? The answer is by making sure you buy Fairtrade products. By buying Fairtrade you support farmers and workers who are working to improve their lives and their communities. By buying Fairtrade you help make sure that farmers are paid a fair price for the food they produce. And by buying Fairtrade you know you will be getting a quality		<ul> <li>starting with a strong statement to capture your audience's attention.</li> <li>being controversial – say something that members of your audience might disagree with, or</li> <li>surprising your audience – do or say something that the won't expect, or</li> <li>challenging your audience – make your listeners question themselves.</li> </ul>
	product.	OF	RGANIZING YOUR PRESENTATION
	<ul><li>a Shopping can help people.</li><li>b Your smartphone is watching you.</li><li>c Being a vegetarian is good for the environment.</li></ul>		Match the five steps of a presentation with two examples of useful language (a–j).
2	Write notes about an argument relating to one of the topics below.  Technology Environment Lifestyle Business Education		<ul> <li>1 Greet and welcome the audience</li> <li>2 Introduce yourself</li> <li>3 Start with a strong statement</li> <li>4 Explain your argument</li> <li>5 Thank the audience and finish the presentation</li> </ul>
			<ul> <li>a My name's Alex Jones.</li> <li>b The Internet is making us stupid.</li> <li>c Hello. I'm pleased to see all of you here today.</li> <li>d Thanks for your time and attention.</li> <li>e Thank you for taking the time to listen.</li> <li>f Our lifestyles could make us sick.</li> <li>g Welcome, everyone.</li> <li>h When we rely on the Internet, we forget how to do thing ourselves. When we rely on the Internet</li> <li>i I'm Charlotte Brown.</li> <li>j If we aren't active, we become lazy. If we become lazy,</li> </ul>

we might start to gain weight. If we don't stop this ...

## YOUR PRESENTATION

6 Read the useful language on the left and make notes for your presentation.

1	Greet and welcome the audience  Hello. I'm pleased to see all of you  Good morning, everyone.	
	Welcome. It's good to	V.
2	Introduce yourself	
	My name's	1
	l'm	
3	Start with a strong statement	
	is making us	
	could	
4	Explain your argument	
	The reason for this is	
	This will happen because	
5	Thank the audience and finish the presentation	
	I hope you found this talk	
	Thanks for	
	ilm yourself giving your presentation or practise ive yourself marks out of ten for	e in front of a mirror.
•	making a strong opening statement. surprising your audience by saying something to	hey won't expect.  \tau /10
	challenging your audience	<u></u> /10
	following the five steps in Exercise 6. using correct grammar.	□ /10 □ /10

6.1 Please, please, people. Let's put the 'awe' back in 'awesome'

## **TED**TALKS

JILL SHARGAA grew up in Orlando, Florida. She has been involved in comedy for over 30 years, first as part of a comedy group and then, in 1985, she started her career as a solo comedian. During the 1990s she had a great deal of professional success in the US, winning awards and performing in several sold-out shows. A writer and performer of songs, music and comedy, her talents also include illustrating and graphic design. Having provided these services to various major companies for a number of years, she set up her own business in 2000, Shargaa Illustration & Design, which she still runs.



### **CAREER PATHWAYS**

- 1 Read the text. Then choose the correct option.
  - 1 Jill Shargaa started performing comedy on her own in the 1990s / 1985.
  - 2 She has won American / international awards.
  - 3 She writes comedy as well as books / music.
  - 4 In 2000, she started a design / comedy company.

### **TED PLAYLIST**

- 2 Other TED speakers are interested in topics similar to Jill Shargaa's TED Talk. Read the descriptions of five TED Talks at the top of page 55. In your opinion, which is the best title for this playlist, a, b or c?
  - a Conservation and how to protect the planet
  - b What science can teach us about our oceans
  - c Our world is awesome. Learn about it. Love it.
- 3 Read the TED playlist again. Then answer the questions.
  - 1 Which speaker broadcasts a programme?
  - 2 Which speakers filmed something special?
  - 3 Which speakers are involved in environmental protection?
  - 4 Which speakers talk about the oceans and seas?
  - 5 Who mentions an issue with finance?
  - 6 Which speaker suffered physically to make a point?

4	Complete the sentences with the highlighted words from	٣
	the TED playlist. Use each word only once.	

- 1 In 2010, many parts of Europe \_\_\_\_\_\_ the coldes weather and worst storms for many years.
- 2 Reading environmental journals is a good way to \_\_\_\_\_ your knowledge of conservation issues.
- 3 Some things change very slowly, while others go at a \_\_\_\_\_ pace.
- 4 It's difficult to swim here, but it's \_\_\_\_\_\_ easy on the other side of the bay because the water is calmer there.
- 5 The \_\_\_\_\_ thing about the Dead Sea is that animals can't live in it because it contains so much salt.
- **6** Many of these TED Talks provide an understanding of things that are not \_\_\_\_\_ known.
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

## **AUTHENTIC LISTENING SKILLS Listening**

## for gist

- 6 1 45 You are going to hear extracts from a podcast in which a member of the *Keynote* team talks about Robert Ballard's TED Talk, *The astonishing hidden world of the deep ocean.* Listen and match the questions (a–d) with the information in the extracts (1–4).
  - a What is Robert Ballard's speaking style like?\_\_\_\_
  - b Who is the speaker, Robert Ballard?\_
  - c What is the podcaster's connection to the topic?
  - **d** What are the potential advantages of exploring the ocean?

## Robin Ince: Science versus wonder?

Comedian and writer Robin Ince presents a radio series which explores a different science topic every week. In this talk, he discusses a particular criticism which the programme frequently receives. Many people enjoy the mystery of things that are not widely understood, and they complain that scientific explanations often spoil this enjoyment for them. Ince challenges this view and argues that having a deeper knowledge of the awesome world around us is a marvellous thing.

Louie Schwartzberg: Hidden miracles of the natural world Louie Schwartzberg is a filmmaker who produces extraordinary images that help us view everyday things in an amazing way. In this talk, he shares clips that surprise, entertain and, importantly, help us to see the natural world differently. His filming techniques, combined with brilliant technology, allow him to show us rapid processes slowed down. By showing us things that we can't usually see, Schwartzberg encourages us to expand our knowledge of the stunning world we live in.

Edith Widder: How we found the giant squid

Edith Widder is a scientist and deep-sea explorer. She is passionate about the ocean – both discovering more about it and protecting it. She helped to set up the Ocean Research & Conservation Association in 2005, an organization which uses technology and science to help protect ocean life. In this talk,

she explains the special processes and methods used to film a sea creature that no one had ever filmed before: the giant squid. She describes the remarkable experience of seeing this enormous, mysterious animal for the first time.

Robert Ballard: The astonishing hidden world of the deep ocean

Robert Ballard is an oceanographer – a scientist who studies the ocean. After almost 50 years exploring the seas, he speaks about some of the things he has seen on the many expeditions he has led. Here, he shares exciting information about the relatively unknown world that lies beneath the ocean waves. Some of these discoveries are breathtaking, but they are also important because of what they can teach us about our planet. And yet, as Ballard points out, significantly less money is spent on exploring the oceans than is spent on exploring space.

Lewis Pugh: How I swam the North Pole

Some people are willing to do exceptional things to protect what they care about. Lewis Pugh is one of those people. He cares passionately about the ocean and, by swimming in places that are being damaged by human activity, he makes the public aware of serious environmental issues. In an attempt to make governments do something about climate change, he endured extreme conditions by training for a year in freezing cold waters and then swimming a kilometre at the North Pole.

### LISTENING

7 1 46 Listen to the full podcast. Are the sentences true (T) or false (F)?

According to the podcaster ...

- **1** Robert Ballard is known for helping to discover the *Titanic*.
- 2 Ballard feels that too much money is spent on studying the ocean.
- **3** Ballard lists some of the advantages of ocean research in his talk.
- 4 this talk is mainly aimed at scientists and other experts.
- 5 Ballard is angry because he is not supported by oceanographers.
- 8 1 46 Listen again. Answer the questions.
  - 1 Which budget does Robert Ballard say would pay for 1,600 years of ocean research?
  - 2 What does Gavin think about the content of the talk?

3 According to Ga	vin, why is Ballard angry?
-------------------	----------------------------

- 4 What does Ballard say that people are frightened of?
- 5 What is Gavin's hope?

## **VOCABULARY IN CONTEXT**

- 9 Read the extracts from the podcast. Choose the correct meaning of the words in bold.
  - 1 ... for those unaware of ocean research.
    - a who are interested in
      - **b** who don't know about
  - 2 ... the talk is still accessible.
    - a popular with many
- **b** easy to understand
- 3 ... I'm fascinated by Ballard's commitment ...
  - a really amused by b v
- **b** very interested in
- 4 ... ocean research isn't appreciated enough ...
  - a valued and respected
- b easy and relevant
- ... I'm struck by how closed the world of the ocean is ...
- a particularly notice
- b really unhappy about

# 6.2 Getting value for money

## **GRAMMAR** Zero, first and second

CO	onditionals				7	If I	,1	you fo	or the concert.
	Which conditional tenses are the senter Tick (/) zero, first or second.	ences u	ısing	?	8		our job	s if we	the
		zero	first	second	0		(leave / win) mone	y for other thin	as if they
	1 If he saves half of the money, his father will give him the other half.				9		expensive		
	2 When they're not very busy, they just close early.					complete erbs in th	the blog post. Us ne box.	se the correct f	orm of the
	3 If it wasn't so heavy, I'd take it home right now.					e pend	find (not) use	discover want	specialize work
	4 If he doesn't use his laptop more often, we're going to sell it.					pond.	(1.03) 4.03		
	5 If you get there first, please order a sandwich for me.						al.		
	6 If you met my mother, you'd know how much she likes to shop.							5	Mala
	7 If you've already opened the box, you won't be able to return it.								
	8 When you collect ten loyalty stamps, they give you a free coffee.								Ь
2	Choose the correct option to complete	e the s	enter	ices.					
	1 If you're / you'd be a regular custom mailing list.	er, sign	up f	or the	7	7		and the second second	
	2 When people spend money, the eco grows.	nomy v	voula	grow /	A		177		
	3 If you would like / like that brand, you range.	』'∥ love	their	new	Rings:	Vhen you	1	really hard a	ll year, there's
	4 If we get more orders, we'll make / v profit.	ve'd ma	ake a	nice			e the joy of leaving somewhere fabu		
	5 If the price would be reduced / was more people buy it?	reduce	d, wo	ould	2 b		months a good book. Of	A STATE OF THE PERSON OF THE P	
	6 If I wasn't saving / won't save for a composite book a holiday.	ar, I'd	defini	tely	t	o get the	at holidays are exp best value for my	money. I use o	ertain travel
3	Complete the sentences with the corr verbs in brackets. Use contractions w				F	oromise yo	and, if you <sup>3</sup> ou <sup>4</sup>	very pleas	santly surprised
	Zero conditional	·					ere are a lot of dif can put some peo		
	1 Tell Miguel I his back	pack if	you		C	discourage	ed. If you invested top sites, you <sup>5</sup> _	a little time loc	oking at just a
	him. (have / see)  When you a bigger b				C	do most c	of the work for yo	u. For example	e, if you
	better value for mone  If you a seat, there				le	ots of diffe	erent airlines, you's that! It's a really	d simply click a	a button it's
	another train at four. (not find / be)  First conditional						ately, to save mor		atrior informati
	4 They her a discount	if she					y, I like to book my		
	a store card. (give / have)	0.10 _					and have nothing p		
	5 You what I mean if you	ou					in last m		
	the report. (understand / read)	oation	+				ome exceptional b	argains by bool	king at the last
	6 If they the loan application approved in time. (no			be)	r	ninute!			

Second conditional

5	Complete the text with the correct form of the verbs in brackets.
	Most of us want to get the best value for our money, and in recent years, the trend of group buying online has emerged. If you 1 (use) one of these group
	websites, then you <sup>2</sup> (know) how they work. If not, then read on.
	The idea is that companies come up with special offers, which the group website sells for them. The group website then keeps up to 50% of the sales. If the process    (work) as intended, everyone should (benefit). The company is guaranteed customers, the group website gets a percentage of the sales, and the customer gets a bargain. If you (want) to buy something, a laptop,
	for example, you could 6 (check) a

group website in your area for special offers. The sites sell everything from goods to services to events. Importantly, the offers are only valid if enough people purchase them.

\_ (not like) it as much. Some companies

the system. But if you are a business, you might

offer huge discounts believing that if they attract customers, those customers 10\_\_\_\_\_

other products, but it doesn't always work that way.

## **GRAMMAR EXTRA!** Conditionals and modals

6 Match the two parts of the sentences.

If you're a consumer who 7\_ group websites, you probably 8\_\_\_

- 1 If she wasn't so careless, 2 If they had more money. 3 If she wants to retire early, 4 When the sales begin, 5 If you can't use the gift card, 6 If you've spent all your money, 7 If she's seen one she likes, 8 When you're not sure which model to buy, a we might buy a new TV. b you should give it away.
- c she might have a better bank balance.
- d they could afford a bigger car.
- e she'll have to save for it.
- f you should ask for advice.
- g you could borrow some from me.
- h she should check the online reviews.

- 7 Choose the correct option to complete the sentences. Sometimes both options are possible.
  - 1 If you found a cheaper one in another shop, you could / might tell the manager.
  - 2 If you weren't so generous, you should / might have more money.
  - 3 If you like to eat out, you could / should check for special
  - 4 If you want a discount, you have to / might ask for it.
  - 5 When you see a bargain, you might / should buy it right
  - 6 If you've saved frequent flyer miles, you could / might get a cheaper flight.

## DICTATION



- 1 47 Listen to two people discussing dinner plans. Complete the conversation.
  - A: You look a bit stressed, Colin. Are you OK?
  - B: Oh, I'm having a hard time trying to organize a surprise dinner for my brother.
  - A: Really? What's the problem?
  - B: Well, I booked a seafood restaurant, but I just found out that three of the guys don't like fish. If I \_\_\_\_ now, I <sup>2</sup>\_\_\_\_\_ my
  - A: That's terrible. Can you book somewhere else?
  - B: Yeah, there's that nice restaurant on Main Street, but if I 3 \_\_\_\_\_ it, it's 4 \_\_\_\_ quite expensive for the guests.
  - A: How much?
  - B: Um, if you have two courses, it 5\_ If you 6 \_\_\_\_\_ three, it's £40.
  - A: What about the pizza place near the crossroads, Gino's?
  - B: Maybe. But if I book Gino's, I 7\_ another deposit.
  - A: So, do you think you'll go with the Main Street restaurant?
  - B: I'm not sure. If I <sup>8</sup>\_\_\_\_\_\_ already booked the seafood place, I 9\_\_\_\_\_\_ it right away.
  - \_\_\_\_\_ them to do A: Hmm. It's tricky. If you 10\_ some non-seafood dishes, 11 \_\_\_\_\_ that for
  - B: I don't know. I hadn't thought of that.
  - A: I mean, if you 12\_\_\_\_\_ the situation to them, they might do it.
  - B: That's a great suggestion. I'm going to try it. Thanks!

## 6.3 Is it worth it?

## READING

- 1 Read the article quickly. Answer the questions.
  - 1 What is the article mainly about?
    - a animal welfare
    - b food and groceries
  - 2 Who is the article for?
    - a producers
    - **b** consumers
  - 3 What is the purpose of the article?
    - a to inform people about labels
    - b to persuade people to read labels

- Read the article again. Are these statements true (T) or false (F)?
  - 1 An increase in the availability of different food items has led people to want more information about them.
  - 2 Fairtrade goods come from small farms only.
  - 3 Not all countries define 'free-range' in exactly the same way.
  - **4** To use the organic label, foods do not have to be produced 100% organically.
  - 5 Sustainable seafood labels also say how the fish were caught.

## How well do you know your labels?



We all need to eat and nowadays many of us are faced with endless choices when we go food shopping. Food items which used to only be found in certain parts of the world can now be flown to cities everywhere, and most foods that were only available at certain times of the year are now available all year round.

Though this is convenient and improves our quality of life, it has also raised some ethical concerns about where the food has come from and how it was produced.

To deal with these concerns, various food labels have been developed to inform the consumer and assist them in making ethical choices. Let's look at some of them.



#### Fairtrade

Fairtrade, as the name suggests, is about buying and selling products fairly. Fairtrade goods usually come from small farms in developing countries. They are produced according to a set of rules, or standards, which means decent pay and working conditions for the farmers and workers,

as well as protection of the local environment. Larger farms which produce items like tea and bananas can also be part of this market as long as they meet Fairtrade standards.



#### Free-range

The official definition of free-range varies from country to country, but it usually means a farming method that considers the welfare of the animals. In many places, in order to be labelled free-

range, meat and dairy products such as chicken and eggs are supposed to come from animals that are provided with shelter but have continuous access to an outdoor area.



#### Organic

Organic foods are produced on farms where no chemicals or artificial products are used to grow them. The regulations for

labelling foods organic vary in different parts of the world. Farmers in the EU, for example, have to follow strict rules and register with an official organization which checks that these rules are being followed. Food products can be labelled organic if 95% of their agricultural ingredients were produced organically.



#### Sustainable seafood

The word 'sustainable' means not using up an entire supply of something, or destroying natural resources. Some types of seafood have been

fished so aggressively that their populations have been dramatically reduced. The idea of the sustainable seafood label is to let the consumer know two things: 1) that there is still a healthy supply of this species, and 2) that the fishing method used is a sustainable one.

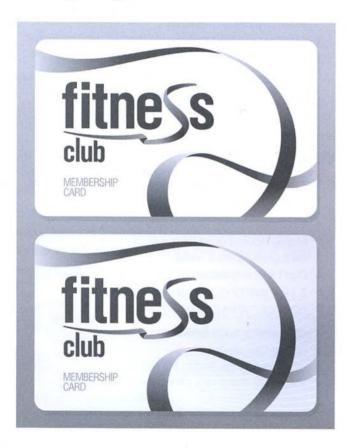
3 Complete the summary	with the words in the	box.
------------------------	-----------------------	------

wc	ORDBUILDING suff	ixes	
6 7 0	The suffix -less means 'with use $\rightarrow$ useless) and the suffor condition (for example, cat the base words (1-8). Ad orm new words.	nout' (f ix -ion onfuse	indicates an action $\rightarrow confusion$ ). Look
3	end care confess express		AMERICAN
	Use the new words from Exsentences.	ercise	6 to complete the
2	She'll definitely get a prongood on the good on the street of the good on the good on the good on the good on the good good good good good good good goo	ne mar of moi t. It's _ nt. roken.	nagers. ney because it was before and I had to He was always very
	It was such a long journey here. It felt  Then he said he had a admitted that he'd damaged it's a big snake and it look	, we the	to make, and r car.
wc	ORD FOCUS grow		
	Match each idiom (1–6) with You can use your dictionary		
1 2 3 4 5	Money doesn't grow on tr He's growing like a weed. Don't let the grass grow u It's like watching grass grow	rees! inder y	our feet.
a b c c e f	getting tall very quickly small beginnings lead to be something that's very slow being away from someone	oig resi v and e make	boring es you like them more

# 6.4 Shopping around

### **CONSUMER TO CONSUMER**

- 1 A1 49 Listen to a conversation about gym membership. Match the sentence halves to complete the questions.
  - 1 What's the difference between
    2 So, if I took the silver card,
    3 Does that mean
    4 Did you say
    5 What would happen if
    6 What was that about
    7 So can I just check that
    8 Can you tell me about
  - a I couldn't just show up whenever I wanted?
  - b cancelling again?
  - c the gold card and the silver card?
  - d I got the gold card membership?
  - e I wouldn't be able to use the swimming pool?
  - f the classes again?
  - g would I still have full access to the gym?
  - h I've got this right?



- 2 11 49 Read items 1–5 about Lorna's questions. Then listen again and choose the exact answer that Sue gives.
  - 1 When Lorna asks about having full access to the gym, Sue answers:
    - a Not exactly, no.
    - b Yes, that's correct.
  - 2 When Lorna asks about going to the gym at certain times of the day, Sue replies:
    - a Not exactly, no.
    - b Yes, that's correct.
  - 3 When Lorna asks about the swimming pool, Sue replies:
    - **a** Let me put it another way. If you think you'll only use the gym ...
    - **b** What I mean is, if you think you'll only use the gym ...
  - **4** When Sue is explaining about unlimited access to the gym, she clarifies:
    - a As I said, you could go any time ...
    - **b** What I mean is, you could go any time ...
  - 5 When Lorna asks about the classes, Sue replies:
    - a As I said, you basically get complete access ...
    - **b** What I mean is, you basically get complete access ...
- 3 1 49 Complete the table for the gold and silver card. Then listen again and check.

You	Silver card	Gold card
pay a joining fee		1
pay a lower fee per month		
have full access to the gym		
can use all the fitness machines		
can't use the pool		
can join any class for free		
must have a contract		
can cancel any time		

## PRONUNCIATION Words beginning with u

- 4 1 50 Read the words aloud. For each one, decide if the *u* sounds like the 'u' in *up* (1) or like the 'u' in *unique* (2). Then listen and check.
  - 1 ultimate 1
  - 2 unchanged \_\_\_\_\_
  - 3 understandable \_\_\_\_\_
  - 4 united \_\_\_\_\_
  - 5 upsetting \_\_\_\_\_
  - 6 ugly \_\_\_\_\_
  - 7 user\_\_\_\_
  - 8 utilities \_\_\_\_
- 5 Practise saying the words from Exercise 4 using the correct pronunciation.

## **WRITING SKILL Intensifiers**

6 N	Match the	phrases	(1 - 8)	with	their	intensified	version	(a-h).	
-----	-----------	---------	---------	------	-------	-------------	---------	--------	--

1	fairly unhappy	
2	not impressed	
3	not that difficult	
4	pleased enough	
5	poor value	
6	pretty bad	
7	quite convenient	
8	rather good	

- a absolutely appalling
- **b** amazingly easy
- c incredibly expensive
- d unbelievably useful
- e particularly impressive
- f really upset
- g totally satisfied
- h extremely disappointed
- 7 Rewrite the underlined parts of the review (1–8). Use the intensifiers and adjectives in the box.

absolutely essential	
unbelievably high	
very satisfied	
really easy	

completely different incredibly pleased extremely varied extremely strict

You asked us to find you the best value in savings accounts, so we've been busy looking at banks across the country for you. The results are 'pretty mixed, we have to say. Here's the best and the worst of what's on offer ...

Barris Bank was the overall winner mainly because of their terms, which are <sup>2</sup>fairly simple to understand. We were <sup>3</sup>reasonably happy to find that there are no hidden fees and we were <sup>4</sup>quite content with the customer service, too.

However, the situation over at Bank of Many is <sup>5</sup>not particularly similar. Their conditions are <sup>6</sup>not very flexible and their fees are <sup>7</sup>quite expensive.

You can read all of our reviews in detail on the next page. As ever, our message is that it's \*really important to shop around before making a decision.

1			
2	-		
3		- 7	
4			
5	r d'		
6			
7			
8			

8 Use the information in the table to write a short review of an office chair. Remember to use strong adjectives and intensifiers.



What?	an office chair
Where?	from Chairs Online
When?	two weeks ago
Price?	quite high
Delivery?	very quick
Positive points?	easy to put together looks nice
Negative points?	quality is poor not that comfortable

## Writing 3 | A REVIEW

The review you will read in Exercise 2 is in answer to the following exam question.

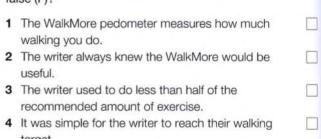
This email arrives in your inbox.

TO:	FROM:	
SUBJECT:		
Dear all,		
	NT:	mpany's products. Would you like to contribute? If so, please ou have used and send it back to me as soon as possible.
Kind regards,		
Karel		
Social Media I	Manager	

Write your <b>review</b> for the blog in <b>140–190 words</b> .	
IDEAS	
1 Tick (✓) the things you would expect to see in the review.	8/30
<ul> <li>a a formal greeting</li> <li>b a short description of the product</li> <li>c a recommendation about whether you should buy it</li> <li>d one or two things the writer didn't like about it and why</li> <li>e a description of where you can buy it</li> <li>f one or two things the writer liked about it and why</li> </ul>	·o·
MODEL	
2 Read the review. Match parts 1–4 of the review with a description (a–f) from Exercise 1.	3 Read the review again. Are these statements true (T) or false (F)?
Last month I decided to buy a WalkMore pedometer.  ¹ It's a small device you put on your wrist to count how many steps you walk each day.  ² I didn't believe the WalkMore could help me when I first bought it, but now I'm a complete convert.  On the first day, I realized that I normally walk fewer than 5,000 steps a day. The app that came with the pedometer recommended that I should walk 10,000 steps every day, which seemed like an impossible task, but it was easier than I thought. All I had to do was go out for half an hour in the evening, and walk up the steps instead of taking the escalator on the metro.  ³ My only complaint is that the battery runs out quite quickly. You charge it by plugging it into your computer, and I have to do it every two days. It would be better if it lasted for at least a week.  ¹ Despite this, I would definitely recommend WalkMore	<ol> <li>The WalkMore pedometer measures how much walking you do.</li> <li>The writer always knew the WalkMore would be useful.</li> <li>The writer used to do less than half of the recommended amount of exercise.</li> <li>It was simple for the writer to reach their walking target.</li> <li>You have to buy new batteries regularly.</li> <li>USEFUL LANGUAGE</li> <li>Choose the correct intensifier to complete these sentence from reviews. Sometimes both options are possible.</li> <li>The film was extremely / totally fantastic – full of exciting action scenes with a great central love story.</li> <li>I couldn't stop playing the game because it was incredibly / utterly interesting.</li> <li>I'd recommend reading this book because it has an amazingly / exceptionally deep storyline.</li> </ol>

to anyone who wants to get fit and do more exercise.

It's changed my life!



- e these sentences re possible.
  - c full of exciting story.
  - se it was
  - use it has an
  - 4 It was one of the best restaurants I have ever been to their desserts were absolutely / very delicious.
  - 5 You should watch his TED Talk because he shares really / unusually complicated ideas in a simple, clear way.

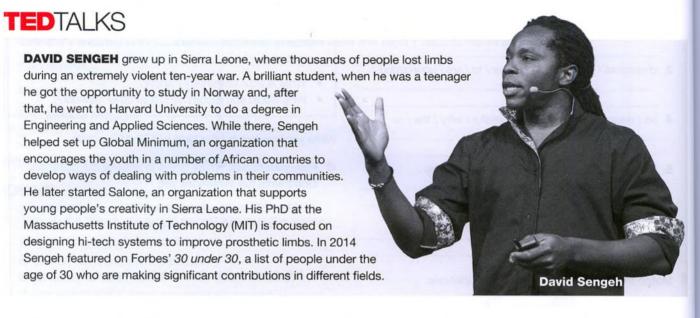
	Put the words in order to make phrases you can use to describe things you like and don't like.	PLANNING  You will answer the following question.
	that / expensive / complaint / is / only / My / was / it / very	You see the following advert in TV Magazine.
2	experience / an / It / unforgettable / was	We have just created a new Internet service where people can watch TV shows as many times as they want to.  To help viewers choose what to watch, our blog will feature reviews from readers. To join in, answer these two
3	characters / difficult / The / rather / to / are / understand	<ul><li>questions.</li><li>What is your favourite TV show?</li><li>Why would you recommend it to other viewers?</li></ul>
4	so / reason / That's / it / successful / why / the / is	Write your review for the blog in 140–190 words.
Ę	tries / It / to / hard / be / it / fails / but / funny	8 Plan your review. Write notes to answer the questions. Don't write full sentences yet.
6	follow / easy / is / The / surprisingly / plot / to	1 Which TV show will you review? Who are the main characters? What is the main storyline?
6 1	Match the two parts of the recommendations.	2 What do you like about the show?
1	I'd recommend reading it because	
2	2 You should only watch this film	3 Is there anything you don't like?
	B Even if you're not keen on expensive restaurants	
	I strongly recommend this phone  If I could only recommend one product to buy	
		4 Who would you recommend it to?
ć	I would definitely recommend this one – the food's great	
,	and there is a lovely atmosphere.  it will make you think about Africa in a completely	
•	different way.	WRITING
(	for its large screen size and long battery life.	
C	it would certainly be this one.	Write a review to answer the questions in Exercise 8. In your review you should
6	if you think he's a good actor. If not, choose something	
	else!	summarize the main points of the TV show, without  talling the reader over thing.
7 1	Match the products (1-6) with the vocabulary (a-f).	<ul><li>telling the reader everything.</li><li>include the good points and bad points of the show.</li></ul>
	nhono	<ul> <li>say who else would enjoy the TV show.</li> </ul>
2	phone	<ul> <li>write 140–190 words.</li> </ul>
3	B book	
4	video game	ANALYSIS
5	restaurant	10 Check your review. Answer the questions.
6	TV show	and the second of the parties of the
the contract of the contract o	developer, addictive, setting, bug fiction, easy-to-read, page-turner, believable series, cast, talented, emotional modern, latest, brand, manufacturer	<ul> <li>Content: Does it tell the reader about the TV show without telling them too much? Are the good and bad points clear? Is it 140–190 words long?</li> <li>Communicative achievement: Will the reader understand the main points of the TV show? Is there a clear recommendation?</li> </ul>
		<ul> <li>Organization: Are the parts in the correct order?</li> </ul>

 Language: Does it use correct grammar and vocabulary? Is there a range of language, including

some vocabulary specific to TV shows?

# 7 Innovation and technology

# 7.11 The sore problem of prosthetic limbs



### **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 In his teens, David Sengeh went to study in Norway.
  - 2 At Harvard, he began designing prosthetic limbs.
  - 3 Global Minimum is an organization for young people.
  - 4 Sengeh set up Salone to help people in his country.
  - 5 In 2013, Sengeh was named on the 30 under 30 list.

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to David Sengeh's TED Talk. Read the descriptions of five TED Talks at the top of page 65. In your opinion, which is the best title for this playlist, a, b or c?
  - a The changing costs of producing prostheses
  - **b** Benefits of the latest prosthetic limbs
  - c Bionics and how they are helping the military
- 3 Read the TED playlist again, then answer the questions.
  - 1 Who talks about the price of prosthetic limbs?
  - 2 Who had limbs of their own amputated?
  - 3 Who has a special interest in the loss of hands?
  - **4** Who initially didn't want to get involved in designing prosthetic limbs?
  - 5 Who enjoys doing physical activities as a hobby?

- 4 Match the highlighted words in the TED playlist (1–5) with the correct definitions (a–e).
  - 1 barrier
- 2 biological
- 4 fortunate 
  5 sophisticated
- 3 dramatically
- a by a significantly large amount or great extent
- **b** something that prevents a person from doing something
- c something that is organic or living
- d highly developed; advanced
- e the state of being lucky, or involving good luck
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

## AUTHENTIC LISTENING SKILLS Dealing

### with accents

- 6 1 You are going to hear a podcast in which a member of the *Keynote* team talks about Hugh Herr's TED Talk, *The new bionics that let us run, climb and dance*. Read these words from the podcast. Then listen to how they are pronounced by an English speaker and a Polish speaker. What differences do you notice?
  - 1 progresses / prosthetic / run / from
  - 2 inspiring / fascinating / motivating
  - 3 potential / positive / person
  - 4 the / this / think / that

Krista Donaldson: The \$80 prosthetic knee that's changing lives

Krista Donaldson is an engineer who believes that technology can improve our lives, and she wants everyone – not just rich and fortunate people – to enjoy the benefits of the latest technological developments. She explains how millions of amputees who earn less than \$4 a day don't have proper prosthetic limbs because they can't afford them. With her team she developed ReMotion, a hi-tech device for above-knee amputees which costs dramatically less than all other prosthetics on the market.

Hugh Herr: The new bionics that let us run, climb and dance

The science of developing a mechanical system that can function like a living thing is called 'bionics'. Rock climber and bionics designer Hugh Herr leads a team at MIT, building the latest bionic limbs. In fact, due to a climbing accident, Herr is himself an amputee who uses two bionic legs. He explains how the technology being developed by his team is inspired by nature to allow amputees a better range of movement. With great humour he describes how these artificial limbs are an improvement on his biological ones, enabling him to climb more effectively than his own feet and legs could.

Todd Kuiken: A prosthetic arm that 'feels'

Engineer Todd Kuiken develops bionic limbs for amputees. He is particularly motivated to help people who have lost their hands or their arms. He says, 'We talk with our hands. We greet with our hands. And we interact with the physical world

with our hands. And when they're missing, it's a barrier.' He explains the limited movement that traditional prostheses give arm amputees, and demonstrates exciting new prostheses that are controlled by nerves (the fibres which direct movement and feeling by carrying messages from the brain to other parts of the body).

Dean Kamen: The emotion behind invention

Some years ago, a senior US military doctor and the head of the US government research agency responsible for new technologies approached inventor Dean Kamen. They told him about the very basic prostheses available to amputee soldiers, and asked him to design better ones. Kamen hesitated at first, but accepted the challenge when he thought about what life must be like for these men and women. He explains how he was moved and motivated by the courage of the amputees he met, and how his team of engineers developed sophisticated prosthetic arms for them.

Aimee Mullins: My 12 pairs of legs

Due to a medical condition at birth, both of Aimee Mullins' legs were amputated below the knee when she was a baby. Refusing to be limited by this, she became passionate about sports in childhood and she competed in various athletic events at the 1996 Paralympics. In this talk, Mullins explains how a range of prosthetic legs have given her the potential to go beyond ordinary abilities; increasing her height and her speed, for example and altering her style. She doesn't believe that prosthetic limbs represent a disability but, rather, that they can be a symbol of power for amputees.

### LISTENING

- 7 \( \) 2 \( \) Listen to the podcast. Then choose the correct option to complete each statement.
  - 1 Wioletta gives TED Talks / teaches at a college.
  - 2 Wioletta mentions Adrianne Haslet-Davis, who is a designer / dancer.
  - 3 She explains how Hugh Herr believes that people are entitled / born to live without disability.
  - 4 She thinks that Hugh Herr's work makes science fiction / bionic limbs become real.
- 8 \(\lambda\)2 \(\text{2}\) Listen again. Answer the questions.
  - 1 According to Wioletta, what is the main point of the talk?
    - how artificial limbs can in some ways be an improvement over natural ones
    - b how an accident can completely change your life
  - 2 What does Wioletta find inspiring about the talk?
    - a how so many people are living with disabilities
    - b how bionics can defeat physical problems

- 3 What is Wioletta particularly interested in?
  - a Hugh Herr's personal situation
  - b the technology used in bionics
- **4** According to Wioletta, what effect are people like Herr having on the human race?
  - a a pessimistic one
- **b** a very positive one

#### VOCABULARY IN CONTEXT

9 Complete the definitions with the words in the box.

	capacity	motivating	overcome
	pessimistic	progresses	
1	Towith it.	something means	to successfully deal
2	If something is keen to do it well.	, it mal	kes a person feel
3	A person'sability to do it.	to do som	nething means their
4	Being positive belief in the	means not hav he future.	ing hope or a
5	When something or improve over ti		continues to develop

# 7.2 Developing new technology



R/	
R	ead the sentences. Are they active (A) or passive (P)?
1	No one understands why the event wasn't a greater success.
2	Just one month after the release date, over a million orders had been placed
3	We're organizing a technology conference and we'd like to invite you to attend
4	New ideas are being explored by the research and development department.
5	Experts are saying that this will be a revolutionary new device
6	The product was reasonably popular, but people felt it was too expensive
	The new features are expected to be completed by 2020
8	Exciting new developments in 3D images are being
Ü	made by a company called Magic Leap
Pı	
Pı	made by a company called Magic Leap ut the words in the correct order to make passive
Pi se	made by a company called Magic Leap ut the words in the correct order to make passive entences.
Pr se 1	made by a company called Magic Leap ut the words in the correct order to make passive entences.  being / in research / More / is / money / invested
Pr se 1 2 3	made by a company called Magic Leap ut the words in the correct order to make passive entences.  being / in research / More / is / money / invested  built / scientists / was / in China / It / by  the product / made / released / were / was / Updates /
Pr se 1 2 3	made by a company called Magic Leap ut the words in the correct order to make passive entences.  being / in research / More / is / money / invested  built / scientists / was / in China / It / by  the product / made / released / were / was / Updates / before

Choose the correct form of the verb to complete the text.

### **Developments in GPS**

Up until now, the Global Positioning System (GPS) that most of us use on our phones and in our cars 1 has been provided / will be provided by US or Russian satellites in space. Currently, a new GPS system called Galileo 2was developed / is being developed by the European Space Agency (ESA). Thirty satellites <sup>3</sup>are being placed / are been placed thousands of kilometres above the earth, and control centres 4have been built / have being built at two locations in Europe. Once it is completed, it is believed that more accurate GPS information 5was provided / will be provided by Galileo. Unlike the US and Russian GPS

Sy	stems, Galileo <sup>6</sup> will not be managed / was not managed
by	the government.
	omplete the passive sentences using the verb and nse in brackets.
1	I went to a café while my laptop
2	(fix / past continuous)  They feedback on the
_	performance of the app. (give / past simple)
3	A new scheduling programme (design / present continuous)
4	Applications from tomorrow. (accept / future simple)
5	The product needs before the release date. (test / infinitive with to)
6	A prize for the best invention.  (award / past simple)
7	An exciting new travel app next year. (launch / future simple)
8	Her daughter computer programming at school. (teach / present continuous)
С	hoose the correct option to complete the sentences.
	This product will be used by / for measuring pollution. A free update was made available by / for the
	developers.
	The files were destroyed by / for hackers.  A better service is being developed for use by / for
*	A better service is being developed for use by 7 101

5 The system was known by / for crashing, and was

6 The problem was exposed by / for a dissatisfied

people with disabilities.

eventually replaced.

customer.

6	Complete the text using the passive form of the verbs in brackets.		4 5		
	It 1 (remark) that, almost two decade	22			
	into the 21st century, air travel could and should be more	25	0		
	convenient and much faster than it is. At the moment,				
	a new aircraft <sup>2</sup> (design) in the	D	ICTATION		
	United States which will vastly decrease the travel time	100		50	
	between the US and Europe. It 3				The same
	(claim) that a flight from New York to London would take		1 0		
	less than four hours on the new <i>Spike S-512</i> . The team			1= ==	
	at Spike Aerospace, based in Boston, Massachusetts,				
	has 4 (work) on this supersonic			66	
	jet for a number of years. The high-speed craft		DOM:	I	
	<sup>5</sup> (fly) at speeds of more than 1,300			The state of the s	
	miles per hour, and 6 (expect) to be		THE STATE OF THE S		
	launched in 2018.				
	5 11 1 5		图 2 / 图 / 图 图	Mary 1	
	Read the text. Then use the prompts to write questions in the passive form.	n	-	AVE	
	We've all had mornings like this. You're about to leave	2500			
	your house when, suddenly, you realize that the battery on	9	∩2 3 Listen and co	omplete the conver	sation about
	your phone is very low. You don't have time to wait for it to		hybrid robots.	simplete the conver	sation about
	charge. Very annoying, isn't it?		•		
	But a new company called Petalite may have the solution		A: Wow, look at this arti-		
	to this common problem. Started in 2014, the small		1	_ by scientists at Ha	arvard
	UK-based company has been working on a device called		University.	1 -1-10	
	Petalite Flux, an external battery that can charge in only		B: Sorry, what's a hybrid		a4a1
	fifteen minutes. The team at Petalite are raising the money		A: Oh, it's a combination		
	to develop this fantastic product through a crowdfunding		materials. 'Hybrid' is		
	campaign. The device is designed for everyone who uses		B: Right, of course, like		
	a smartphone. At the moment, you can place an advance		3		
	order for Petalite by contributing to the campaign. In the		A: Exactly.	_ using entire ruero	r electricity.
	near future, it is expected that the product will be available		B: So robots 4	that are	e nart electronic
	to the public for purchase online.		and part biological? H		, par cootrorno
			A: Yes, absolutely. They		on
	1 who / product / made / by		them for some time, a		
		?	6	에게 하셨습니다. 전에 바로 100 HT 100	
	when / company / start	•	robots using 3D print		Special relation for the Property Control
		?	B: That's amazing! So, h	low will these hybrid	robots
	3 who / product / design / for		7		
		?	88	_ for any interesting	projects?
	4 how / money / raise		A: Um, I'm not sure. I thi	nk they're still	
		?	9		
	5 how / advance order / place		10	_ to be sent on spa	ace missions.
		?	B: Why's that?		
	6 when / product / available		A: Well, the hybrid robot		_
		?	both hard and soft ma		
	Write answers to the guestions in Eversine 7 in the		they can land in rough		
	Write answers to the questions in Exercise 7 in the passive form.		B: Ah, yes, or they might		
			collapsed buildings, s	-	
	1		it wouldn't be safe for	people to go in and	I look for
	2		survivors.	imaal	
	3		A: That's true. Exciting t	mes!	
,					

# 7.3 Innovative approaches

- 1 Read the article. Then match the topics (a–d) with the correct paragraph (1–4).
  - a examples of how V2V functions \_\_\_\_\_
  - **b** the evolution of the car \_\_\_\_\_
  - c potential problems with V2V \_\_\_\_\_
  - d why V2V is needed \_\_\_\_\_
- 2 Read the article again. Match the numbers and dates in the box with the information (1–5).

about 1.25 million	
20th century	2017
	1

- 1 when cars went through a large number of changes \_\_\_\_\_
- 2 number of cars on international roads in the 21st century \_\_\_\_\_
- 3 distance within which V2V cars can communicate
- 4 number of people who died in traffic accidents during 2010
- 5 when V2V is intended to be widely used in the US

## **Communicating cars**



1 Ever since the motor car was invented in the late 19th century, we have been adding new innovations.
Throughout the 20th century, engines were improved and the capacity for greater speed was

increased, better roads were built, higher quality tyres were produced, and important safety features were designed. By the 21st century, there were more than a billion cars on the roads, worldwide. Now, another exciting innovation is being developed.

Vehicle-to-vehicle (V2V) communication is a new feature that is expected to become standard on all cars in just a few years' time. V2V would allow cars to 'talk' to each other. Using the V2V system, key information would be shared between vehicles within a few hundred metres of each other, and road safety would improve. The World Health Organization (WHO) reported around 1.25 million deaths, worldwide, due to traffic accidents in 2010

- 3 Choose the correct option to complete the statements.
  - 1 The beginning of the article is about how cars have been failing / developing over the years.
  - 2 V2V communication is not being used anywhere yet / now being used in most countries.
  - **3** The main function of V2V is *ending traffic jams / improving road safety*.
  - 4 In a few years, all drivers in the United States will be invited / required to use V2V.
  - 5 There are still some difficulties with the V2V technology, but experts are working on / not interested in these.
- 4 \(\Lambda\)2 4 Listen to three people sharing their opinions about V2V communication. Answer the questions.
  - 1 Who is the least in favour of V2V communication?
    - a Speaker 1 b Speaker 2 c Speaker 3 d No one
  - 2 Who generally hesitates to use new technology?
    - a Speaker 1 b Speaker 2 c Speaker 3 d No one
  - 3 Who is very excited about V2V communication?
    - a Speaker 1 b Speaker 2 c Speaker 3 d No one
  - **4** Who thinks that V2V communication is only suitable for experienced drivers?
    - a Speaker 1 b Speaker 2 c Speaker 3 d No one
  - 5 Who thinks that V2V communication should have been available before now?
    - a Speaker 1 b Speaker 2 c Speaker 3 d No one

alone. With V2V communication installed in cars, it is believed that this number could be dramatically reduced.

- 3 To do this, vehicles would broadcast their position and other data to each other using wireless technology. A car would know whether it was safe to overtake another vehicle without being able to see what was ahead. It could also calculate the speed of other vehicles and let the driver know when it was safe to make a turn into a busy road. It could inform the driver if a pedestrian or another vehicle was going to suddenly appear around a corner, or it could report a traffic accident, allowing drivers to choose a different route.
- 4 Clearly, V2V communication has obvious benefits, and this innovative approach to safer driving is expected to become compulsory in the US by 2017. Unfortunately, it also has some issues. For one thing, the legal aspects are not completely clear. If, for example, the system failed and someone was hurt or killed, would the driver or the V2V manufacturer be responsible? And what if a hacker managed to access the system and transmit false information? Although there are still some important details to sort out, V2V appears to offer many more solutions than problems.

### **VOCABULARY** Innovation: verbs

5	Choose the correct verb (a or b) to complete th	he
	definitions.	

d	efinitions.	
1	To	is to make it possible for something to
	be done, or sor	meone to do it.
	a enable	<b>b</b> exploit
2		something (usually a problem) is to
	overcome it or	find a way to deal with it.
	a replace by	<b>b</b> get round
3	To	someone is to make them want to do
	something.	
	a introduce	<b>b</b> inspire
4		something is to make it better than it
	was or to do it	
		<b>b</b> introduce
5		something is to get the best use out of
		use it in a way that benefits you.
	a enable	
6		is to make use of something or to
	apply it in a pra	NO AND THE PROPERTY OF THE PRO
		tice <b>b</b> get round
7		something, such as a new idea, is to
		ised for the first time.
	a introduce	
8		is to use someone or something new
-	10.50	

## **WORDBUILDING** prefixes

a inspire

instead of an existing person or thing.

6 Read the definitions. Then complete the table by putting the words in the box under the correct prefix.

**b** replace

attack	babble	bully	wizard
crimes	phile	phobe	space

	Pr	efix			
	cyber techno		Definition		
1			a person who dislikes or fears modern machines or technology		
2			an attempt to damage or destroy a computer network system		
3			technical language that is difficult for most people to follow		
4			the environment in which internet communication occurs		
5			a person who is very enthusiastic about new technology		
6			a person who uses the Internet to harm or frighten another person		
7			a person who is excellent at using technology		
8			illegal activities carried out using computers or the Internet		



## WORDBUILDING compound nouns

(noun + noun)

energy efficiency

7 Complete the sentences using the compound nouns in the box. Use your dictionary if you need to.

	energy efficiency	information superhighway
	ink cartridge	screen saver
	search engine	
1	The state of the s	nuch more online information than
	used?	which you
2	It's funny. For my	I use a photo of
	our family, but my hus	sband uses a picture of his dog!
3	It's a really cool TV bu	ut the is
	very poor. My electric	ity bill has gone up a lot since
	I bought it.	
4	You can find out anyt	hing you want to know, and we car
	share electronic files i	n seconds; that's why it's called the
5	My printer has stoppe	ed working. I think I need to replace
	the block	

## **WORD FOCUS** point

- 8 Match the sentence halves to complete the definitions.
  - 1 When something isn't relevant to a discussion or topic, we say that it's 2 When we want to give a specific example of something, we can describe it as 3 When it seems useless to do something, we say 4 When we openly accuse someone or blame them for something, we 5 When we feel a certain way to some extent, but not completely, we feel that way 6 When we're in a situation where we decide to continue rather than turn back, we call this
  - a up to a point.
  - b there's no point.
  - c the point of no return.
  - d beside the point.
  - e point the finger.
  - f a case in point.

# 7.4 It can all be done online



## **VOCABULARY** Online operations

- 1 Answer the questions.
  - 1 Which are you more likely to need in order to receive an electronic payment?
    - a bank account number
- **b** touchscreen
- What do you need in order to sign up to an electronic mailing list?
  - a PIN number
- **b** email address
- **3** Which of these are issued electronically by airlines, theatres and cinemas?
  - a password
- **b** e-tickets
- 4 What do you need to do in order to access an online account?
  - a log in

- **b** save
- 5 Which of these do you have to set up to keep your online information safe?
  - a touchscreen
- **b** password
- 6 What do you need in order to get money from an ATM?
  - a PIN number
- **b** username
- 7 What do you need to do to make sure you don't lose any files?
  - a save
- b log in
- 8 What do some companies use in order to check your identity online?
  - a e-tickets
- **b** security questions
- **9** What part of a device do you tap in order to enter or access information?
  - a touchscreen
- **b** PIN number
- 10 Which of these is the identification you use to access a computer or network?
  - a username
- **b** bank account number

## ASKING AND TALKING ABOUT HOW SOMETHING WORKS

- 2 \( \) 2 5 Listen and complete the questions.
  - 1 So, \_\_\_\_\_?
  - 2 Hey, \_\_\_\_\_ download an app to use it?
  - 3 But \_\_\_\_\_ ?
  - 4 OK, once I call them, \_\_\_\_\_
  - 5 But \_\_\_\_\_\_ it's been installed correctly?
  - 6 So, when would the money \_\_\_\_\_
  - 7 \_\_\_\_\_\_ your bills sent out?
  - 8 Where \_\_\_\_\_?
- 3 \( \begin{aligned} \begin{al
  - a an engineer is sent out
  - **b** every few months
  - c how the app is accessed
  - d how the device is checked
  - e they are sent in the post
  - f what the device doesg when money is taken from account

Asking how something works	How the process works
1	allows heating to be controlled online
how the device is operated	an app is downloaded
2	a link is sent by email
what happens once the device is ordered	3
4	it is tested by the company
5	payment is made in advance
how often Tim's bills are sent out	6
how Tim receives his heating bills	7

## PRONUNCIATION Linking with /w/

- 4 12 7 Read these sentences aloud. Draw a line between the two words that are linked with the /w/ sound. Then listen and check.
  - 1 This programme is so old!
  - 2 Although other people like it, I find it hard.
  - 3 It's easy to do it online.
  - 4 There's no other problem with this computer.
  - 5 Do you know anyone who can help?
  - 6 I can go over it with you.
  - 7 From now on, use an anti-virus program!
  - 8 I think you need to upgrade.

## WRITING SKILL Being clear and precise

- 5 Cross out any unnecessary words to make the sentences clearer and more precise. The first one has been done for you.
  - 1 It's a restaurant app that functions a bit like a loyalty card.
  - 2 The first thing you need to do is to register online.
  - **3** You can then go to one of the usual sites online to download the app.
  - 4 The great news is that you can begin using the app pretty much immediately.
  - 5 You can collect loyalty or reward points every time you use the app.
  - **6** You can also use the app to browse the restaurant's menu and order a takeaway!
- 6 Rewrite the sentences to give the same information more clearly and precisely. Use the verb(s) in brackets.
  - 1 The first thing you need to do is to follow the step-bystep instructions to get this great new taxi app onto your phone from a number of online sources. (download)

Follow			

2 Next, you're going to need to set up your online account and you also have to connect it to your credit card information. (link)

Create			

3 Whenever you find that you require a taxi, the app will search to locate the nearest driver and direct him or her to go to you. (need / send)

When you		
3		

4 A great feature is that it lets you know how far away the taxi is and how long it will take to get to you. (tell / reach)

laxi is	and now	long it	VVIII	lane	lO	get to	you.	(tell /	reacri
1+									

5 As a matter of fact, you can actually check and see the progress of your taxi using the app! (follow)

You can		
100 0011		

6 You don't need to pay the taxi driver because the fare will automatically go on your credit card. (charge to)

The fare _			

7 Making it even more convenient, the company then sends your receipt to you by email. (email)

Your receipt		
rodi receipt		

- 7 Imagine you need to help someone set up a social networking account for the first time. Write clear and precise instructions (1–10) explaining what they need to do. Use the information in the bullet points to help you.
  - name of website / home page
  - sign-up form
  - email address / password / phone number / security questions
- · verification email
- · link / activate account
- profile picture
- privacy settings
- friends
- chat
- status update

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## Presentation 4 | SOMETHING | LOVE TO DO

### YOUR IDEA

- 1 Read the paragraphs about what people love to do. Match the paragraphs with the titles (a-c).
  - 1 There is nothing I like doing more than sitting down at my desk with all my brushes and getting ready to paint. My mother was an artist, so there were always drawings, sketches and models lying around at home. I guess that's why I first became interested in creating art. When I'm painting, everything becomes quiet and peaceful. My mind clears and I feel really calm. I love to arrange all my paints, brushes and pencils neatly on my desk. Then I'm ready to create. There's nothing like it it's almost like meditating.
  - 2 It might seem silly to you, but I love speed. That's why I'm a huge fan of race cars Formula 1 especially. Watching the drivers going around the track at speeds of hundreds of kilometres per hour is amazing. I'd love to drive a Formula 1 car myself one day I think the sound of the engine and the feel of the speed would make my heart beat really quickly. I'm not sure I'll ever get to do it though it's very expensive. It's also quite dangerous to drive at those high speeds, so I don't think my family would encourage me to do it!
  - 3 I only started playing the violin relatively late in life I was at university and decided to join the classical music society. I think it's actually one of the most difficult musical instruments to learn to play well. Most violinists start playing as children or maybe as teenagers. And even then there aren't many that become very good. But when I start doing something I try really hard to get better. My reward for my hard work came when I was made the lead player for my orchestra. It was lovely because this showed how much I had improved.
  - a Something that excites me
  - **b** Something I do to relax
  - c Something I'm good at



2	of	rite notes about some things that you love to do. Think several ideas so you can choose the best one to talk bout.
3		hoose one thing from your list. Answer these questions
		Where and when did you start doing it?
	2	Why is it important to you?
	3	How does it make you feel?
	4	What title could you give your talk?
4		ractise talking about something you love. Remember to ractise
	•	being authentic and using words and expressions that you normally use.
	•	using relaxed and friendly body language. making your presentation style match your personality, whether you are naturally funny, serious, shy or self- confident. Don't worry about being perfect.
OI	RO	GANIZING YOUR PRESENTATION
5		atch the four steps of a presentation with two examples useful language (a-h).
	1 2 3 4	Greet and welcome the audience, and introduce yourself Introduce the thing you love Say why the thing you love is important to you Thank the audience and finish the talk
	a b c d e	I get a great sense of achievement from it.  Thanks for listening to me talk about the thing I love.  Hi, I'm Peter Clark. It's good to see you all here today.  There is nothing I like more than  Hello, and thanks for joining me. My name's Anna Forbes.

f It makes me forget about all my worries.g Thank you for taking the time to listen.h I started ... when I was a teenager.

### YOUR PRESENTATION

6 Read the useful language on the left and make notes for your presentation.

<ol> <li>Greet and welcome the audience, and introduce yourself</li> </ol>	
Hi, I'm It's great that you could be here today.	
Hello, and thanks for joining me for this talk today. My name's	
Welcome, everyone. I'm	
	2.4154
2 Introduce the thing you love	
There is nothing I like more than	
It might seem to you, but I love	
I started when I was	
3 Say why the thing you love is important to you	
When I I feel	
It's almost like	
It is very to me.	
it is very to me.	
4 Thank the audience and finish the talk	
I hope you enjoyed listening to my talk about	
If you have any questions, I'll try to answer	
them.	
Film yourself giving your presentation or practise Give yourself marks out of ten for	e in front of a mirror.
<ul> <li>being authentic and using words and expression</li> </ul>	ons that you normally use. /10
<ul> <li>using relaxed and friendly body language.</li> </ul>	<u></u> /10
<ul><li>matching your presentation style to your persor</li><li>following the four steps in Exercise 6.</li></ul>	nality/10/10

# 8 Balance

# 8.1 How to make work-life balance work

### **TED**TALKS

**NIGEL MARSH** was born in England. He studied theology (the study of religious beliefs) at university, but started his career in marketing and branding. He worked in London until 2001, then moved to Australia where he became the head of Leo Burnett, a major advertising agency which won the highly respected Agency of the Year award twice in a row. When he lost his job unexpectedly, Marsh used the opportunity to write his bestselling book, *Fat, Forty and Fired*. He has since written two other books, and has founded such positive projects as The Sydney Skinny, an annual ocean swim in Australia, and Earth Hour, a global environmental event. Marsh has continued to enjoy significant professional success, regularly advising top business leaders around the world. He is also a popular public speaker, and his 2010 TED Talk has been viewed nearly three million times.



### **CAREER PATHWAYS**

1 Read the text. Complete the sentences with the words in the box. Two words are not used.

	advises	Australian	internation	al manages
	marketing	theology	three	two
1	Nigel Marsh	n's college deg	ree is in	
2		irnett advertisir ile he was CEC		n
3	Nigel Marsh	n has written _		books.
4	The Sydney	y Skinny is an		event, while
	Earth Hour	is an	event.	
5	Nowadays,	Nigel Marsh is business le		aker and he

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Nigel Marsh's TED Talk. Read the descriptions of four TED Talks at the top of page 75. In your opinion, which is the best title for this playlist, a, b or c?
  - a Stop working so hard!
  - **b** Secrets of management
  - c Making work work better

- 3 Read the TED playlist again. Then choose the correct option to complete the sentences.
  - **1** Anne-Marie Slaughter is interested in the needs of the worker and the *government / family*.
  - 2 Shawn Achor doesn't believe that we become successful / stressed by working harder.
  - **3** According to Shawn Achor, the brain can actually learn to become more *hard-working / positive*.
  - 4 Jason Fried believes that the problem with working at the office is that *employees / managers* can't concentrate.
  - **5** Paolo Cardini *thinks / doesn't think* that multitasking is a good thing.
- 4 Match the words in bold from the TED playlist with the correct definition.
  - 1 Which of these is an example of a policy?
    - a dressing appropriately for work
    - b using an umbrella when it rains
  - 2 Which of these best describes what productive means?
    - a working independently
    - b achieving a lot
  - 3 When would you be more likely to say 'strangely enough, ...'?
    - a when something is surprising but is also true
    - b when there isn't enough of something for everyone
  - 4 In which situation is a person more likely to be distracted?
    - a in a noisy place
    - b in a calm place
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

### Anne-Marie Slaughter: Can we all 'have it all'?

From her impressive professional success in a high-level US government post to her personal experience as a wife and mother, Anne-Marie Slaughter explores the factors required to 'have it all'. She compares companies and countries that recognize the needs of the employee beyond the work place, and where the needs of the family are also protected by policy or law or both. In this talk, she points out how things improve for companies, employees and families when these combined needs are respected and achieved.

### Shawn Achor: The happy secret to better work

Psychologist Shawn Achor challenges the general belief that working harder leads to better success. He explains how something else has a greater influence on our levels of success: being positive. He describes research which shows that the brain can be trained to become more positive and, when this happens, we actually become more productive. This 'happiness advantage', as he calls it, makes us feel more optimistic and, as a result, our levels of creativity, energy and even intelligence rise. On the other hand, when we feel stressed or negative we perform significantly less well.

### Jason Fried: Why work doesn't happen at work

Jason Fried claims that going to the office actually makes us less productive. He shares research he has carried out which reveals that most people prefer to work anywhere except at the office. This is because, strangely enough, the office environment makes it difficult to focus on work. Employees are constantly distracted by things which prevent them from getting their work done. In this talk, Fried also suggests that many managers are part of the problem, and proposes three ideas to make the office a more effective place to work.

### Paolo Cardini: Forget multitasking, try monotasking

Is the digital age the reason why so many of us now try to multitask (to do lots of different things at the same time)? Product designer Paolo Cardini believes that it might be. He demonstrates how using our smartphones to do too many things at once often means that none of these tasks is actually done effectively. He uses humour to point out how we fail to enjoy visiting new places because of the temptation to experience them through a downloaded app. Cardini's advice is that we might be more productive and successful if we stop and simply focus on just one task at a time.

### **AUTHENTIC LISTENING SKILLS**

### Elision: dropped vowels

6 A 2 8 You are going to hear a podcast in which a member of the *Keynote* team talks about Shawn Achor's TED Talk, *The happy secret to better work*. Look at these words from the podcast. Cross out the vowel or syllable that is **not** pronounced in each word. Then listen and check.

favourite opening

everything interesting

particularly differently

### LISTENING

- 7 \( \begin{aligned} \begin{al
  - a his humour
  - b his ideas
  - c his personal experiences
  - d his daughter's story
  - e his research
  - f his intelligence
  - g his story telling
  - h his companies

8	<b>∩2</b> 9	Listen again. Are the sentences true (T) or false (F	-)?
	1 Positiv	re psychology is the term Shawn Achor uses	

- 1 Positive psychology is the term Shawn Achor uses for approaching life in a positive way.
- When Jess says that she was 'hooked right to the end', she means that she remained interested until the talk finished.
- 3 She doesn't feel that her own family has much in common with Achor's.
- 4 Jess agrees with Achor that our measure for achievement and success changes constantly.
- 5 She especially enjoyed the specific stories that Achor told about those who have used positive psychology.

### **VOCABULARY IN CONTEXT**

- Match the words from the podcast (1-4) with the correct definitions (a-d).
  - 1 combine
  - 2 back up
  - 3 playful
  - 4 firmly
  - a to prove a point or show that something is true
  - b to have fun and be in high spirits
  - c done in a solid and definite way
  - d to join together or mix

### 8.2 Can we 'have it all'?



### **GRAMMAR** Verb patterns with -ing and infinitive

- 1 Read these sentences, paying attention to the verb patterns in bold. Match each verb pattern with the reason for its use (a-f).
  - 1 After I finish writing this email, I'm going to take a walk in the park.
  - 2 We listened to a podcast about coping with stress.
  - 3 Maurice was the first to sign up for our new relaxation class
  - 4 It's an important occasion and I have no idea what to wear!
  - 5 It's wonderful to know that the weekend is nearly here. \_\_\_\_\_
  - 6 I often promise that I'll leave the office early, but I never seem to manage it. \_\_\_\_\_
  - a -ing after prepositions
  - b infinitive after adjective
  - c infinitive after a wh- question word
  - d -ing after the verb finish
  - e infinitive after first
  - f infinitive after the verb seem
- 2 Complete the table with the verbs in the box. Use each verb only once.

admit	consider	continue	prefer
(don't) bother	enjoy	expect	forget
refuse	stop	suggest	wait

verb + -ing	verb + to + infinitive	verb + -ing or verb + to + infinitive
admit		

- 3 Choose the correct form of the verb to complete the sentences.
  - 1 Giada would like to make some changes in her life, but she doesn't know where starting / to start.
  - When I finish working / to work on one thing, I try to take a break before I start the next thing.
  - **3** It's incredible *thinking / to think* that most of us spend over 40 years of our lives working!
  - **4** This app is designed *helping / to help* people manage their schedule.
  - 5 I never seem having / to have enough time to get everything done!
  - **6** He was the first *discovering / to discover* the link between stress and poor health.

managing

to have

finish

to implement

4 Complete the text with the verbs in the box.

balancing

to believe

stress.

to make	to work	
While it is tru	e that people are re	esponsible for
1	their own work	-life balance, their work
situation is a	lso known 2	a significant effect
		at a company chooses
3	can strongly inf	fluence how the employees
		nds it more convenient
	: 이 바다 이 집에 되어 있는데 맛있는데 하는데 되었다.	rning and 5
	W	any is flexible about
		ee has a better chance of
6	their work- and	home-life. Or if an
		that they have
	Andrew Control of the	hey are more likely to feel
		nt point is how the compa
	V	mployee feel. People who

5 Choose the correct form of the verb to complete the text.

genuinely feel appreciated at work tend to experience less

There have been many studies and reports about 
'having / to have it all, professionally and personally, 
but this idea can cause problems. It can make people 
anxious 2to achieve / achieving more than they are 
comfortable with, and that can set them up 3failing / 
to fail. For example, an unhappy employee might look 
at someone who appears 4to have / having it all, and 
feel worse about their own situation. However, it is not 
helpful 5to compare / comparing situations because not 
everyone's needs are the same. For one person, the 
most important thing might mean 6earning / to earn more 
money; for another person, it might mean 7working / 
to work fewer hours. Experts recommend 8making / to 
make a list of the things that are most important to us. 
That's the first step. Why not start there?

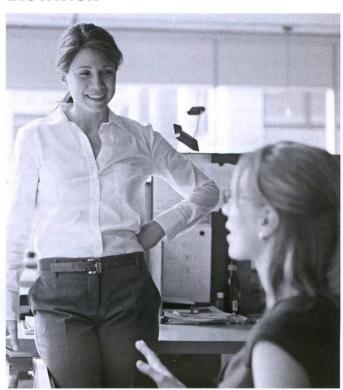
6 \( \bigcap \) Write the correct form of the verb to complete the questionnaire. Then listen to someone completing the questionnaire and check.

Cop	ing with stress	
0	Do you avoidfeel? (talk)	about how you
0	Do you find it hardinterrupted? (tolerate)	being
3	Are you aware ofanxious sometimes? (feel)	scared or
4	Do you worry a lot about _ (be)	late?
6	Are you willingtreat you badly? (let)	other people
6	Do you dislike(meet)	_ new people?
0	Are you difficult(get along)	with?
8	Do you insist onelse's plans? (control)	everyone

7 Complete the text about work-life balance with the correct form of the verbs in brackets.

(be) perfect, because keep 10		
more than we should		
because we constant	tly agree <sup>8</sup>	(do)
your boss. Too many	of us are workin	g longer hours
<sup>7</sup> (say)		
hours! Wait until you'		
stop 6		
the office longer than		- 100 State of the Control of the Co
First of all, it's importa	ant not 5	(stav) at
4(mak	ke) a start.	
(get) this balance righ	nt, but these tips,	will help you
you're not alone. Mos	st of us struggle <sup>3</sup>	
(establish) a better we	ork-life balance. F	Remember,
family. Instead, follow	these tips 2	
Don't regret 1	(miss) tim	ne with your

### **DICTATION**



8		plete the conversation.
	A: Sheila, do you want 1	a walk in the park at
	lunchtime? A few of us a	are going.
	B: Oh, thanks, Kerry. Sorry	, but I can't. I'm trying
	2 this repo	ort. It's a nightmare.
	A: Oh, sorry to hear that. W	/hen do you expect
	3 it? I mea	an, do you need 4
	more time?	V. 19 (2002) 14 (2002)
	B: Well, I don't want 5	that because it won't
		nink I'm not able 6
		emember 7 the
	1400 THE TRUE CONTROL THE STATE OF THE STAT	ward last year? Everyone thinks
	you're brilliant, Sheila!	tof the combleme I feel the
	B: To be honest, that's par	·
		perfect. I'm completely
	stressed.	16
		yourself under so
		sk 10 ill, you know.
		to my manager
	about how I'm feeling. I projects but I don't knov	know I'm taking on too many
		our manager tomorrow. I'm
		tic and she'll make a plan
	13 all this	
	A: You're right, Kerry. Than	
	14 for help	o, right?

B: Exactly!

# 8.3 Taking it easy

### READING

1 Read the article. Complete the paragraph with the information in the box.

a decade	UK	US
2012	500,000	21,000,000
Close to 1	people	e in the <sup>2</sup>
became ill due to	work-related	stress in 3
The same year, i	it was found tha	at close to 4
people in the 5_	W	vere practising yoga, which is
nearly twice as r	nany as <sup>6</sup>	before.

- 2 Read the article again. Then choose the correct option to complete the sentences.
  - 1 According to the article, leisure is something we like / need, not an optional luxury.
  - 2 Leisure time is when we are not free / working.
  - 3 Relaxation is when we are not sick / anxious.
  - **4** The article says that *everyone / not everyone* experiences leisure in the same way.
  - 5 A short walk / breath can improve our levels of anxiety.

### Put your feet up!

Leisure is not a luxury – it's essential – yet most of us fail to make time to relax and take it easy, which is exactly what our minds and bodies need in order to function effectively. After all, even machines need their batteries charged regularly or they simply stop working. Without adequate leisure time we cannot have a decent work-life balance, and without a decent work-life balance we can't be properly productive, healthy, or indeed, happy.

Leisure time is free time, time that we can enjoy when we are not busy at work. Relaxation is the state of being free from anxiety and tension. Importantly, leisure time and relaxation help us to manage our levels of anxiety and stress. People who are constantly struggling with stressful situations often suffer physically and mentally. In fact, in 2012, almost half a million workers in the UK reported that stress at work was making them sick.

Leisure can mean different things to different people. For some people, it's about doing a specific activity that they enjoy, like hiking, skiing or cycling. For others, it means having time to themselves – time to just do nothing much. When we truly relax, negative activity in our brain is reduced, tension in our muscles decreases and our levels of anxiety decrease. And research shows relaxation brings additional advantages: we sleep better, and our energy levels and our productivity increase.

- 3 Answer the questions.
  - 1 According to the article, who makes time to take it easy?
    - a many of us
    - b not many of us
  - 2 What does the writer mean by 'we often find it difficult to 'switch off'?' (paragraph 4)
    - a to shut down our computers
    - b to stop working and relax
  - 3 What does doing yoga involve?
    - a movement and relaxation
    - **b** relaxation and no movement
  - 4 In what way can we manage our stress and anxiety?
    - a by leaving the office a little earlier each day
    - **b** by making some minor adjustments in our lives

We live in a fast-paced world and, in spite of the known benefits of taking it easy, we often find it difficult to 'switch off' mentally. But studies show that many of us are actively learning how to relax. One survey in the United States found that the number of adults practising yoga in 2012 (about 21 million) had almost doubled since the previous survey ten years before. Trends in Europe also indicate a rise in the practice of yoga, which involves stretching the body gently and using breathing exercises to relax the mind.

Small changes in our everyday lives can also help us cope with anxiety. Simple breathing techniques, for example, or stepping away from the busy office environment for a short time – even for ten minutes – and taking a walk outside can help to reduce stress levels. Whatever method you choose, it is incredibly important that you make leisure and relaxation a priority in your life. Remember, it is not a luxury, it is a vital element of working and living well. Go on, take it easy!



4 ∩2 12 Listen to three people talking about the article. Complete the table. Tick (✓) all of the speakers that apply.

	Speaker 1	Speaker 2	Speaker 3
Who hasn't found a leisure activity they enjoy?			
Who feels their work-life balance is unhealthy?			
Who mentions their work situation?			
Who is not very stressed?			

### **VOCABULARY** Relaxation



- 5 Match the sentence halves.
  - 1 We all meet for coffee on Sunday mornings;
  - 2 Kai had a really stressful day,
  - 3 To recharge her batteries, Vicky goes for a swim every evening;
  - 4 They've already taken all their annual leave
  - 5 I'm going to do a long hike in the hills to have a change of scene
  - 6 When she gets stressed and needs to switch off,
  - 7 It might sound strange but the way I really chill out is by cooking;
  - 8 Going away for the weekend means they can switch off
  - a so they can't have a day off this month.
  - b I can completely unwind when I'm in the kitchen.
  - c because I really need to get away from it all for a while.
  - d so we told him to put his feet up and take it easy.
  - e and enjoy quality time together.
  - f she says it always makes her feel refreshed.
  - g that's how we catch up with friends every weekend.
  - h she goes on a long walk to clear her head.

### **WORDBUILDING** phrasal verbs with *in* and *out*

- 6 Match the definitions (1–6) with the correct phrasal verb (a or b). Use your dictionary if you need to.
  - 1 to be exhausted from too much work
    - a burn in
- **b** burn out
- 2 to stop doing something
  - a bow in
- **b** bow out
- 3 to do something you had been trying not to do
  - a cave in
- **b** cave out
- 4 to stop eating or doing something
  - a cut in
- **b** cut out
- 5 to feel part of something; to feel you belong
  - a fit in
- b fit out
- 6 to cover a sound with a louder sound
  - a drown in
- b drown out
- 7 Complete the sentences using the phrasal verbs from Exercise 6. Use each one only once.
  - 1 She signed up to do a 5-kilometre 'fun run' with friends, but had to \_\_\_\_\_\_\_ because she injured her knee.
  - 2 When I'm on a crowded train, I listen to music through my headphones to \_\_\_\_\_\_ all the noise around me.
  - 3 Sometimes I go on group tours in my free time, but I don't feel like I because I'm so shy.
  - 4 I try to eat a balanced diet but sometimes I \_\_ and eat lots of junk food.
  - 5 You mustn't work so hard without taking a break; there's a real risk that you'll \_\_\_\_\_\_ and become ill.
  - 6 Jorge has made some important changes to cope with stress. For one thing, he's \_\_\_\_\_\_ doing extra work at weekends.

### WORD FOCUS play

8 Complete the sentences using the phrases with *play* in the box. You may need to change the form of the verb.

play it by ear play for time play with fire play a part play on words play favourites

1 We laughed so much at the show. The comedian opened with a very funny \_\_\_\_\_\_.

2 Salma is working way too many hours and I think she's \_\_\_\_\_\_. I'm worried about her.

3 It's clear that the manager is \_\_\_\_\_\_. He

- only gave Pierre a promotion because he prefers him to the others.
- **4** We'll do something fun on Saturday, but I'm not sure what. We'll just \_\_\_\_\_\_.
- **5** Everyone on the team \_\_\_\_\_ in this success. You should all be very proud that we've won the award.
- 6 OK, don't panic. We can \_\_\_\_\_ until we know what we're going to do about this.

### 8.4 I need a break!

### A DAY OFF

1 12 13 Match the sentence halves. Then listen and check.

1	Yes	th	at'	0 0	1

- 2 What are
- 3 We have to
- 4 We'd be better off
- 5 I can see
- 6 We'd better make
- a think about the weather.
- b your point.
- c the alternatives?
- d possibility, Steph.
- e our minds up.
- f just driving.
- 2 \(\Omega\) 2 14 Listen to six extracts from a conversation about a break. Write the missing words to complete the sentences.

1		only that, there's	the
	beach.		

- 2 I'd \_\_\_\_\_ not to go to Barcelona.
- 3 I'd prefer \_\_\_\_\_\_ to fly somewhere just for a weekend.
- 4 I'd prefer \_\_\_\_\_ keep it simple.
- 5 But, on the \_\_\_\_\_ hand, it rains a lot in Scotland.
- 6 I'd \_\_\_\_\_\_ be somewhere sunny \_\_\_\_\_ rainy.

	Barcelona	Scotland	Paris
architecture			
art			
drive			
food			
great scenery			
seaside			
shopping			
take a flight			
take a train			
weather			

### **PRONUNCIATION** Stress in expressions

- 4 12 16 Read the sentences aloud. Underline the bold word that you think will be stressed. Then listen and check.
  - 1 Not only that, but we got a discount.
  - 2 They'd prefer to go somewhere local.
  - 3 I'd rather be swimming than sunbathing.
  - 4 He'd better make his mind up.
  - 5 The thing is, she doesn't like the beach.
  - 6 The only problem is deciding where to go.

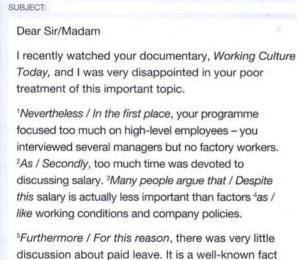


### **WRITING SKILL** Linking expressions

- 5 Find and correct one mistake in the linking expressions in each sentence.
  - 1 The main disadvantage on booking early is that you have to pay a deposit.
  - 2 Many people argue this short holidays are not relaxing enough.
  - 3 On the first place, I think we need more time to plan this
  - 4 There are many inexpensive options, from instance, staying in hostels or camping.
  - 5 All on all, people can't function well if they don't take regular breaks.
  - 6 The mostly important benefit of this job is getting to help people every day.
  - 7 Of this reason, it's clear that we need to discuss other possibilities.
  - 8 To sum out, the office party was a great success and we'll have another one soon.
- 6 Choose the correct linking expressions to complete the email.

FROM:

TO:



discussion about paid leave. It is a well-known fact that most employees today do not have enough time off work. <sup>6</sup>The main disadvantage / The most important benefit of leave is to give workers a break, and studies have also shown that longer holidays actually enable employees to be more productive. <sup>7</sup>Despite this / Secondly, the topic of paid leave was barely mentioned.

<sup>8</sup>To conclude / Nevertheless, I think the programme failed to reflect the real experiences of most people. Please consider making a follow-up episode in order to take these points into account.

Yours sincerely

Grace Cheng



You are the Events Manager at an international company, planning a five-day meeting for all staff members. Your assistant, Milena, has given you a list of her ideas. Write an email to Milena and give your feedback using the information below. Remember to use linking expressions.

Milena's ideas	Your feedback			
Fitzwilliam Hotel near London Bridge  Evening meals     eat in the hotel	X expensive ✓ easy to get to			
	✓ nice hotel; convenient X too small – find somewhere else			
Evening meals  eat in the hotel	<ul><li>X better to go somewhere else</li><li>✓ research various possibilities</li></ul>			
Entertainment  a show in the West End	X people must be free to chat			
	X safety is an issue			
a boat trip on the Thames	✓ great idea			
a boat trip on the Thames	✓ great idea			

### Writing 4 | AN INFORMAL EMAIL

The informal email you will read in Exercise 2 is in answer to the following message. From: Tim Subject: Work-life balance Hi Maria. How are things in sunny Spain? I've got so much to do here, and I can't seem to stop thinking about work. Can I ask a favour? You always seem so relaxed even when your work is really stressful. How do you do it? Can you give me some tips so I can get a better work-life balance? Thanks in advance. Tim **IDEAS** 3 Read the email again. Are these statements true (T) or false (F)? 1 Tick ( ) the things you would expect to see in the email. 1 Maria agrees with Tim that she never gets a a description of Maria's life stressed about work. b an informal greeting 2 When Maria is outside, it improves her mood. c information about Maria's job 3 Maria uses technology to help her relax. d questions for Tim to answer 4 Maria does yoga weekly. e a general statement about how Maria feels 5 Maria loves watching videos of animals. f examples of what Maria does to relax g a sign-off message to end the email **USEFUL LANGUAGE** MODEL 4 Complete the first and last lines from two informal emails. Use the words and phrases in the box. 2 Read the email. Match parts 1-5 of the email with a description (a-g) from Exercise 1. for a while getting on I'd better go thanks for 1 FROM TO TO: FROM: SUBJECT: SUBJECT: Hi Raphael, 1 Hi Tim, your email. I haven't heard from you Everything's good here, but it's really hot at the for ages! moment. I hope it's cooler there! <sup>2</sup> I'm not sure I'm always as relaxed as you think I am, but maybe I can still help. There are a few things I do Well, that's all for now. 2\_\_\_\_\_ and do to try to reduce how stressed I feel. some work! 3 The first is to spend as much time as possible outside. When I'm walking or sitting in a park, I don't Abdul think so much about work. I listen to the birds and breathe the fresh air. Just being surrounded by nature makes me feel so much better. FROM: Another thing that might help is to do some yoga. My SUBJECT: friend told me about an app which shows you exercises Hey Anna, to do for ten minutes every day. When I first started I didn't really think it would help, but now I really notice Sorry I haven't written 3\_ if I miss a day. really busy. The last idea I have is to read or watch something funny. It's true when they say that laughter is the best medicine! The thing that makes me laugh the most is cat videos on Let me know how you've been 4. YouTube. 4 What about you? What helps you relax? Ellen 5 Hope that helps, Maria

5	Match the more formal phrases (1-6) with the informal	PLANNING
	phrases (a-f).	You will reply to the following email.
	f 1 It will be a great pleasure to have you stay with us.	From: Jamie
	2 Would you like to go to the beach?	Subject: Next weekend
	3 I would be very grateful if we could have another meeting.	Hi there,
	4 You can always see a lot of people there.	
	5 I am afraid I will not be able to meet you.	How's it going? Thanks so much for letting me stay next weekend. I haven't booked my tickets yet. How should I
	6 Please tell me your opinion of these suggestions.	get there? When's the best time for me to arrive?
	a Do you fancy going to the seaside?	
	<b>b</b> Let me know what you think of these ideas.	One more question: what can we do while I'm there? I'm really looking forward to learning a bit more about
	c There are always loads of people there.	where you live.
	d I'm so glad you're staying with us.	
	e I'm really sorry I can't pick you up.  f It'd be great to see you again.	See you soon!
	The de great to see you again.	Jamie
6	Complete the email with the informal phrases in bold from	Write your email is 140, 100 words
	Exercise 5.	Write your email in 140–190 words.
	TO: FROM:	8 Plan your email. Write notes to answer the questions.
	SUBJECT:	Don't write full sentences yet.
	Hey Louise,	1 How will you start the email?
	Thanks for sending me the photos. The party was	2 How can Jamie travel to where you live? When should
	great, wasn't it? 1 you asked	he arrive?
	me to go with you. 2 meet you	3 What will you do with Jamie? Choose two or three
	tonight – I have to finish some work.	things. Why will he like them?  4 How will you finish the email?
	3 going to the cinema on Friday	4 How will you littlist the email?
	instead? There are 4 great films	WRITING
	out at the moment and I haven't been for ages!	
	5see something together.	9 Write an informal email to reply to the message in
	6 if you're free.	Exercise 8. In your email you should
		<ul> <li>open and close the email in a friendly way.</li> </ul>
	See you soon!	<ul> <li>tell Jamie how to travel and when to arrive.</li> </ul>
	Sasha	suggest two or three things you can do together and say  why ha'll like them.
		why he'll like them.  write 140–190 words.
7	Put the sentences from an email into the correct order.	Wild 140 100 Worlds.
		ANALYSIS
	1 While you're here, how about spending a day in	10 Cheek your amail Anguer the guestions
	Manchester with me?  2 If you do decide to come, I'll take you for a meal at my	10 Check your email. Answer the questions.
	favourite restaurant too.	Content: Is it clear how Jamie should travel and when he
	3 Hi Eva,	should arrive? Are there suggestions for things to do? Is
	4 Thanks for your email and sorry for not replying before.	it 140–190 words long?  • Communicative achievement: Is it written in an
	5 We could visit the BBC studios and walk along the	informal, friendly style? Is there a clear opening and
	canals to see the houseboats.	closing line?
	6 Hope to see you soon!	Organization: Is the email logically organized? Are the
	7 Catherine  8 It's great to bear that you're coming to England soon	ideas connected?
	<ul><li>8 It's great to hear that you're coming to England soon.</li><li>9 Let me know if you're interested and I'll organize it all.</li></ul>	<ul> <li>Language: Does it use correct grammar and</li> </ul>
	- CONTROL CONT	vocabulary? Is there a range of structures?
	Greeting Paragraph 3 Paragraph 1 Paragraph 1 Paragraph 1 Paragraph 1 Paragraph 2 Paragraph 3 Paragraph	
	Paragraph 1 Sign-off message Sign-off message Name	

# 9 Creative thinking

9.1 Doodlers, unite! TEDTALKS SUNNI BROWN is an American businesswoman and author with a highly successful career in visual literacy, which involves communicating meaning through pictures. As a child she loved comic books, and as a journalism student at the University of Texas she started thinking about how language and images interact on the page. After doing a Master's degree in public affairs, she began working for a San Francisco-based company called The Grove, which specializes in the use of images in business planning. She went on to found two companies of her own, BrightSpot Info Design and SB Ink, which use visual thinking and gaming (computer games) as business techniques. She also helped to set up VizThink Austin, the largest visual thinking company in the US. She has written two books, The Doodle Revolution and Gamestorming. Sunni Brown is a popular public speaker who has appeared on the '100 Most Creative People in Business' and '10 Most Creative People on Twitter' lists.

#### **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 'Visual literacy' is the use of images to express meaning.
  - 2 Sunni Brown has been a writer of comic books.
  - 3 The Grove is a company that applies visual literacy to business situations.
  - **4** Brown is the author of ten books and has set up two companies.

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Sunni Brown's TED Talk. Read the descriptions of five TED Talks at the top of page 85. In your opinion, which is the best title for this playlist, a, b or c?
  - a Communication by computer
  - b Images for businesses
  - c Meaning through pictures
- 3 Read the TED playlist again. Then match the sentence halves.
  - 1 Tom Wujec gets
    2 Ajit Narayanan develops
    3 By explaining how the brain works,
  - 4 The diagrams that David McCandless creates
  - 5 The idea behind the information presented by

- a Aaron Kobin is that it connects people.
- **b** business groups to draw the steps in a basic process.

Sunni Brown

- c technology that helps people to communicate.
- d offer us a fresh point of view.
- e Tom Wujec helps people to fix other issues.
- 4 Complete the sentences with the highlighted words from the TED playlist.
  - 1 First, the marketing team gathered \_\_\_\_\_, which it then used to create sales charts.
  - 2 If I can't find a building, an app on my phone the address for me.
  - **3** We thought it was \_\_\_\_\_\_ that the infographic didn't include statistics about population.
  - 4 At the moment it's \_\_\_\_\_ an idea. Perhaps one day it'll become a reality.
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

### **AUTHENTIC LISTENING SKILLS**

Understanding fast speech

6 17 You are going to hear a podcast in which a member of the *Keynote* team talks about Ajit Narayanan's TED Talk, *A word game to communicate in any language*. Read the beginning of the podcast on page 85 aloud. Underline the five words that are stressed and circle the three syllables that are dropped. Then listen and check.

Tom Wujec: Got a wicked problem? First, tell me how you make toast

Tom Wujec uses a simple but clever method to help companies develop their ideas and solve their problems as a group. He starts by giving the group the project of drawing the steps required to make toast. It may seem like an odd task, but what the group learns in the process can be applied to much larger business practices. Wujec explains that creating these images together is a more effective way to achieve things than by merely talking.

Ajit Narayanan: A word game to communicate in any language

Ajit Narayanan is an electrical engineer and an inventor who believes strongly in the power of communication. He works with children who have difficulty speaking because of mental or physical disabilities. He designed an app called Avaz which makes it possible for these children to communicate using a series of pictures. He then created a search engine called FreeSpeech which enables communication in full sentences. Later, Narayanan realized that this could also be used by adults learning foreign languages.

Tom Wujec: Three ways the brain creates meaning
In this talk, Tom Wujec demonstrates how three different
areas of the brain function in order to create meaning. One

I'm Hakan Ayaz from Turkey and I'm the Sales Representative for National Geographic Learning in the Middle East. I've watched a lot of TED Talks and so far my favourite of all is Ajit Narayanan's *A word game to communicate in any language*. I really enjoyed this talk a lot as it's particularly relevant to my own profession and background.

### LISTENING

- 7 \(\Omega\)2 18 Listen to the full podcast. Then choose the correct option to complete the sentences.
  - 1 Hakan has *general curiosity about / personal experience* with some of the themes in Ajit Narayanan's talk.
  - 2 Hakan likes the fact that the speaker has helped disabled children to understand and *use / design* language.
  - **3** The app that Hakan describes uses *images / words* to express meaning.
  - **4** Hakan was *concerned / interested* to find out that adults and children learn languages differently.
  - **5** Hakan feels that *adults / children* have a better ability to learn and speak different languages.

part of the brain lets us see an idea, thought or word like an image, which helps us to understand what the thing is. Another part locates the thing for us, in other words, helps us to understand where it is. The third part helps us to process how we feel about it. Wujec shows how this can also be useful for coming up with strategies for solving difficult problems.

David McCandless: The beauty of data visualization

David McCandless uses images to tell stories. Specifically, he finds unique ways to represent the large amounts of data we are so often faced with today. He looks for unexpected but important patterns within information, which he then presents in simple but very beautiful infographics. The power of the image – how we see and make sense of information – is what really interests McCandless.

Aaron Koblin: Visualizing ourselves ... with crowd-sourced data

Artist Aaron Koblin describes how he uses technology to create fascinating images of different sets of data. What Koblin has discovered is that by allowing as many people as possible to contribute to these visualizations, they become more extraordinary. And, in bringing people together in this way, our global, digital world can feel more human.

- 8 \(\lambda\)2 18 Listen again and answer the questions.
  - 1 What does Hakan tell us about how he grew up?
    - a He lived in more than one country.
    - **b** He attended several different schools.
  - 2 What does Hakan value about Narayanan's talk?
    - a his own experience of learning a second language
    - **b** how he recognizes the challenges some learners face
  - 3 What does Hakan like about the speaker's app?
    - **a** the way it can be adjusted to meet different requirements
    - **b** the way it helps disabled children to design apps
  - 4 What could Hakan's son do by the time he was four?
    - a He could express himself in Turkish and English.
    - **b** He could communicate with other cultures.

### **VOCABULARY IN CONTEXT**

- Match the words in bold from the podcast with the correct definitions (a-d).
  - 1 can be adapted and designed to suit various needs
  - 2 address the social aspect of communication
  - 3 expose him to two different languages
  - 4 different cultural influences within the languages
  - a introduce; make familiar (with)
- c altered; changed
- **b** effects; impact
- d characteristic; feature

# 9.2 Looking for inspiration

### **GRAMMAR** Relative clauses

- 1 Read the sentences. Which type of relative clause does each one use? Write D (defining), N (non-defining) or R (reduced). 1 Adverts shown during peak TV viewing periods tend to be extremely expensive. 2 During the Super Bowl, which is a big sports event in the US, companies spend around \$4 million to advertise on TV for 30 seconds. 3 The adverts that have an emotional effect on the public are typically the most powerful ones. 4 Two marketing experts, whose latest book looks at trends in advertising, have carried out some interesting 5 Participants who watch ads for survey purposes tend to prefer the ones with an optimistic message. 6 Consumers asked about their reaction to popular adverts said they felt better after watching 'happier' ads. 2 Complete the non-defining relative clauses with the correct pronoun (a-d). 1 Popular vloggers, \_\_\_\_\_ are often paid to promote certain brands, can have a big impact on sales. a which **b** who c where d whose 2 A strong image with no text, \_\_\_\_\_ is a simple advertising technique, can be very effective. a which **b** who c where d whose 3 Ogilvy & Mather, \_\_\_\_ is a major advertising agency, was set up in 1948. a which b who c where d whose 4 The ad designers, \_\_\_\_\_ ideas are influenced by public opinion, try various ideas before their ads are final. a which **b** who c where d whose 5 In the US and UK, \_\_\_ \_\_ certain ads can be banned for being offensive, ad agencies need to consider
- 3 Read this award acceptance speech. Choose the correct relative pronouns to complete the text.

c where

advertising standards.

**b** who

a which

It is a tremendous honour to be given this award tonight. At a time ¹which / when many agencies are struggling to produce exciting, original adverts, it's an incredible achievement to be recognized in this way. Of course, the advert ²that / who won the top prize was the result of a group effort, and not just my own input. The people ³whose / who contributed to this project inspired me to do my best work and, together, we produced an ad ⁴which / who has caught the attention of the global market. I'd like to particularly thank the Creative Director, Noel Rossi, ⁵whose / which attention to detail was extraordinary. In fact, I suggest that Noel's office is the place ⁶when / where this wonderful trophy should be displayed. Thank you, everyone.

- 4 Complete the reduced relative clauses with the correct past participle or -ing form of the verbs in brackets.
  - 1 The 18 books \_\_\_\_\_\_ by marketing expert Seth Godin have been translated into 35 languages. (write)
  - 2 Honours \_\_\_\_\_\_ to Seth Godin include his 2013 place in the Direct Marketing Hall of Fame. (give)
  - 3 People \_\_\_\_\_ Seth Godin's blog find his posts inspiring. (follow)
  - **4** Courses \_\_\_\_\_\_ by Seth Godin are extremely popular with marketing students. (offer)
  - **5** Websites \_\_\_\_\_\_ by Seth Godin include *Yoyodyne* and *Squidoo*. (launch)
  - 6 Companies \_\_\_\_\_\_ to book Seth Godin for public speaking events should use the contact form on his website. (wish)
- 5 Complete the text with the words in the box.

explaining	needed	that	when
which	who	whose	that



My name is Dennis Adams and I write the scripts for major advertisements. These ads, 1\_\_\_\_\_ you'll find on the Internet and on TV or radio, are the result of hard work over several months. The inspiration 2\_\_\_\_\_ to do my job well comes from various sources. Sometimes I start with the piece of music 3\_\_\_\_\_ goes with the ad; other times I focus on an image, or set of images. I work closely with members of the design team, 4\_\_\_ \_ submit their ideas at the beginning of each new project. Problems 5\_ sometimes occur typically involve misunderstandings between team members. For this reason, I also like to meet with the clients  $^{6}$ \_\_\_\_\_ products we're advertising. This is because clients 7\_\_\_ \_ their own vision for the advert is a really important part of the project. I think the whole process works better 8\_ you fully understand what the company expects.

6	Complete the quotes with the correct relative pronoun.
	Sometimes more than one word is possible.

#### JB, Photographer

The ocean inspires me. I live near a beautiful beach,

1 \_\_\_\_\_ is very convenient, and I often go there with my dog, 2 \_\_\_\_\_ loves swimming in the sea.

### ML, Graphic designer

I have to have music on when I'm designing. The studio <sup>3</sup>\_\_\_\_\_ I work has two huge speakers <sup>4</sup>\_\_\_\_\_ I set at high volume. It might seem strange, but that's my system.

### DW, App developer

For some reason, my best inspiration comes at night.

During the day I feel distracted by people <sup>5</sup>\_\_\_\_\_ call or email, but at night I can create a quiet space <sup>6</sup>\_\_\_\_\_ enables me to focus.

### KA, Inventor

I suppose I'm inspired by other people. I think about all the brilliant inventors <sup>7</sup> \_\_\_\_\_ came before me and <sup>8</sup> \_\_\_\_ inventions changed our lives. That really inspires me.

#### ZP, Artist

I get a lot of inspiration from nature. I like to go for long walks in the countryside  $^9$  \_\_\_\_\_ I can think, and I pay attention to all the colours  $^{10}$  \_\_\_\_\_ , later, I'll use in my paintings.

#### SN, Writer

Lots of writers say that reading inspires them and I'm definitely someone <sup>11</sup> \_\_\_\_\_ reads a lot! Sometimes there's reading <sup>12</sup> \_\_\_\_ I need to do for research purposes, but mostly it's for inspiration.

- 7 Find and correct the mistake in each sentence.
  - 1 The logo what everyone preferred turned out to be very like a competitor's logo.
  - 2 Many of the original ideas discussing were rejected by the team
  - 3 The actor which face made the brand famous is now involved in a major scandal.
  - 4 The products whose we advertise are all available to order online.
  - 5 Consumers watched the advert will get bored if it is too long. \_\_\_\_\_

### DICTATION



- 8 \( \begin{aligned} \alpha 2 & 19 \end{aligned} \) Listen to a radio interview. Complete the sentences.
  - A: My guest today is the well-known designer, Rory Di Toro,

    1\_\_\_\_\_\_ new range of jeans sold out in just four hours last month. Welcome, Rory.
  - B: Thanks, Jason.
  - A: So, you're the talent behind fashions <sup>2</sup>\_\_\_\_\_\_ by thousands of people all over the world. What particular feature do these designs have <sup>3</sup>\_\_\_\_\_ makes people want to own them and wear them?
  - B: Hm, I'm not sure, really. I think the people

4	buy my range like	the materials
5	I use, organic cott	on, for example, and
they wan	t to wear clothes 6	actually fit
them pro	perly, you know?	

- A: Yes, absolutely. So, where does your inspiration come from, Rory?
- B: Well, Cape Cod, <sup>7</sup>\_\_\_\_\_\_ I grew up, still has a big influence on me. It's pretty far from any big cities, <sup>8</sup>\_\_\_\_\_ is a good thing, and I think there's something gentle about my designs for this reason.
- A: But you live in a big city now, don't you?
- B: Yeah. I live in New York City now, 9 \_\_\_\_\_\_ I also love. It's possible to connect with two places

  10 \_\_\_\_\_ are totally different. Friends

  11 \_\_\_\_ me in New York notice the energy
  I have when I'm there, but when I go back to Cape
- Cod, I completely relax.

  A: Makes sense to me. Before we finish, is there a new collection 12 \_\_\_\_\_\_ you'd like to announce on the show?
- B: Ha! Not today, Jason.
- A: OK. Well, thank you, Rory, for coming in and talking to us today.

# 9.3 Agreeing to differ

#### READING

- Read the article. Choose the correct option to complete the sentences.
  - 1 The writer's children were having a conversation / an argument.
  - 2 Alice feels science is more important than imagination / knowledge.
  - 3 Kevin believes that art matters more than learning / expression.
  - 4 Standing outside the door, their father makes no sound / some suggestions.
- Read the article again. Match the sentence halves.
  - 1 Both of the writer's children
  - 2 Alice believes that art
  - 3 Kevin says that imagination
  - 4 Alice agreed with Kevin d are teenagers.
  - 5 The writer didn't want
  - 6 Both children wanted
- a their father to agree with them.
- b makes us different from animals.
- c is pleasant but not needed.
- e to a certain extent.
- f the children to ask his opinion.

- 3 Are these statements true (T), false (F) or not given (NG)?
  - 1 We are told that art is Kevin's hobby.
  - 2 We learn that Alice likes music.
  - 3 The writer tried to stop the argument.
  - 4 He agrees with his daughter more than his son.
  - 5 He feels that art and science are equally important.
- 4 \(\Lambda\)2 20 Listen to three people giving their reaction to the article. Answer the questions. Write Speaker 1, Speaker 2 or Speaker 3.

Which speaker ...

- 1 completely disagrees with Kevin?
- 2 connects science with being creative?
- 3 feels art and science are equally important?
- 4 strongly agrees with the writer?
- 5 has a higher opinion of science than art?
- 6 suggests a different aspect to the argument?

### Family Weekend column

#### BY TOBY BOLAND

#### Who's right?

I happened to hear my two children having an interesting disagreement yesterday. It wasn't the usual argument over whose turn it was to do the dishes or to fold the laundry; this was a more intellectual debate. Alice (17) argued that science is more important than art, while her younger brother, Kevin (16), insisted that imagination is far more valuable than knowledge.

Alice said art was perfectly nice as a hobby, but she didn't feel that it was a necessary factor in our human experience. Science, on the other hand, she described as the key to understanding everything we need to know about our universe and ourselves. Kevin was not convinced. He told her that art was vital for human beings because it helps us to express and feel things more deeply. Kevin also claimed that science and scientific knowledge were not particularly special. He said it was easy to acquire knowledge, adding that everyone has it - even the birds flying over our house have knowledge - but what sets us apart from the animals is imagination. With imagination, he said, all things are possible! (Kevin can be quite dramatic.)

My daughter stopped to consider her brother's comments. After a minute or two, she said she could partly agree with him. She liked the idea that art lets us feel, while science lets us think, but she wasn't ready to give in completely. Thinking, according to Alice, is more important than feeling. At this, Kevin jumped up in disbelief. He started naming all the musicians Alice loves, all the books, the films, the designers, and he was telling her how these are all forms of art. He wanted to know how she could possibly think they were unimportant. Good point, Kevin.

I stood outside the door in silence. I didn't want them to know I was there because I wanted to be an objective listener and not a referee. However, I was discovered when I accidentally dropped the keys I was holding in my hand. Straight away, each one tried to get me to say that their point of view was the correct one. When I suggested that perhaps they were both right, Kevin sighed and Alice laughed. They thought I just didn't want to take sides, but that wasn't it. I explained that science and learning and knowledge were hugely important things, but art and expression and imagination were essential, too; not just as a kind of luxury, but something much more meaningful than that. Imagination and knowledge should exist together. To fully experience life, we need both of them.

My children looked at me with slight interest. They still wanted to know which one of them had won.

### **VOCABULARY** Personality adjectives (1)

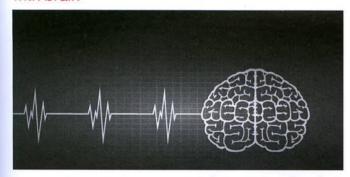
5 Complete the sentences with the opposite meaning of the words in the box.

careful emotional illogical precise unrealistic sensible sensitive unimaginative 1 Let's be <u>realistic</u> and accept that we're going to

- miss our flight this traffic is absolutely terrible.
- 2 People say he's cold and \_\_\_\_\_\_ because he never shows how he feels, but that doesn't mean he doesn't care.
- 3 The students' projects featured lots of creative ideas; there were some really \_\_\_\_\_\_ pieces.
- 4 Simone is so \_\_\_\_\_. I don't want to lend her anything because she's always breaking or losing stuff!
- 5 It was incredibly \_\_\_\_\_ of Chris to make a joke about the bad news. He should apologize to us.
- 6 If my translation sounds \_\_\_\_\_, it's because there isn't a phrase with the exact same meaning in English.
- 7 Pablo keeps saying things that have nothing to do with the topic. He never follows a \_\_\_\_\_ argument.
- 8 I'm sorry, but it's \_\_\_\_\_\_ to let children play there. It looks dangerous and someone could get hurt.

### WORDBUILDING words and phrases

with brain



6 Complete the definitions with the words in the box. Use your dictionary if you need to.

brainbox brainstorm brainwave brain drain brain fade brain-teaser is to spend time, in a group or alone, coming up with ideas. 2 A \_\_\_\_\_\_ is a sudden, clever idea. 3 A \_\_\_\_\_ is when you temporarily can't concentrate or think clearly. 4 A \_\_\_\_\_ is a very intelligent person. is a problem or puzzle that you solve for fun. is when a lot of educated or qualified people leave their own country and work abroad.

_	Control of the Contro			entences with the words					
7	Camplata	tha	aantanaaa	with	themorde	funna	Eveneior	- 0	
•	Complete	me	sentences	WILLI	the words	IIIOIII	Exercise	<i>э</i> o.	

<b>1</b> Ar	Amir is such a	! He's able to answer
	every question wheneve	er we watch quiz shows on TV

- 2 Ever since the recession, government ministers have been trying to find solutions to the \_\_\_\_ It's a serious problem.
- 3 OK, I know the answer to this, wait, just give me a second ... no, sorry, I'm having a complete . This is so frustrating!
- 4 Before we decide on a new product, let's for a while and make a list of possibilities.
- 5 She showed me a game on her phone but it was too tricky for me to play. It was a real \_\_\_\_\_.
- \_\_\_; I don't know 6 Hold on, I've just had a \_\_\_\_\_ how we didn't think of this before!

### WORD FOCUS matter

- 8 Read the sentences. Choose the definition (a or b) that matches the expression with matter in bold. Use your dictionary if you need to.
  - 1 Jim is very matter-of-fact about things. He explains problems in a clear way, and doesn't try to make anything sound nicer than it is.
    - a unemotional; practical
    - b angry; unkind
  - 2 I made a really huge mistake at work today. I don't know what happened ... I just wasn't using my grey matter!
    - a computer; technology
    - b brain; intelligence
  - 3 It's only a matter of time until Kenji is given a promotion.
    - a nothing will change
    - b it won't be long
  - 4 Rebecca is a complete expert in the matter of movies from the 1940s!
    - a regarding
    - **b** having seen
  - 5 We're going to find a way to help each other and finish this project no matter what!
    - a in spite of everything
    - **b** without thinking too much
  - 6 She said she wouldn't go to the restaurant because she wasn't hungry but, in fact, money was at the heart of the matter.
    - a the most common problem; the usual issue
    - b the most important thing; the real issue

# 9.4 It's a great idea

### **ORGANIZING A CAMPAIGN**

- 1 \( \begin{aligned} 2 \) 21 Listen. Write the missing words to complete the sentences.
  - But what are your \_\_\_\_\_ the marketing plan?
    I just wanted to \_\_\_\_\_ that sounds good to
  - 3 But if I \_\_\_\_\_ say, I'm not sure we have enough time.
  - 4 I'd like to \_\_\_\_\_\_ you think about the design.
  - 5 Also, if I could \_\_\_\_\_ here about the price; I think we should increase it.
  - 6 Right, what do you all \_\_\_\_\_ the schedule?
  - 7 I'd be interested \_\_\_\_\_\_ on the new range.
  - 8 Well, \_\_\_\_\_ just say that we're still working on the plan.
  - 9 I'd like to \_\_\_\_\_ about the colour. I think it's too bright.
  - 10 So, how do you all \_\_\_\_\_ about the changes we've made?
  - 11 Would you \_\_\_\_\_ anything about the advertising campaign?
  - **12** How \_\_\_\_\_\_ you, Gemma; do you like the improvements we've made?
- 2 \( \begin{aligned} 2 \) 22 Listen to the conversation. Then answer the questions.
  - 1 Who is having this meeting?
    - a the marketing team
    - b the design team
  - 2 What is the purpose of the meeting?
    - a to discuss the plans for their new store opening
    - b to discuss the campaign for their new product range
  - 3 Who mainly uses their products?
    - a college students
    - **b** older people
  - 4 What is the new store close to?
    - a a supermarket
    - **b** a university
  - 5 What are they going to do for college students?
    - a develop a game or app
    - b open a store
  - 6 When will the next meeting be held?
    - a the following week
    - b the day after



- 3 \( \begin{aligned} \text{22} \\ \text{Listen again. Choose the correct option to complete the sentences.} \end{aligned} \)
  - 1 Julia says there mightn't be enough / might be too much focus on their older customers.
  - 2 Julia's concern is about having only one type / too many types of customer.
  - 3 Julia / Antonio knows more about selling to younger adults.
  - **4** Antonio would expect most students to *come into the* store / order products online.
  - 5 David *thinks / doesn't think* they have enough time before the opening of the new store.
  - 6 Antonio reminds them to forget / not to forget about their older customers.

### **PRONUNCIATION Stress and meaning**

- 4 12 23 Listen to these questions being asked in two different ways. Underline the word that is stressed in each case.
  - a Clive, would you like to say anything about the design?b Clive, would you like to say anything about the design?
  - 2 a But what does Tom think about all the costs?
    - b But what does Tom think about all the costs?
  - 3 a Kirstie, what are your thoughts on the new colour?
    - **b** Kirstie, what are your thoughts on the new colour?

### WRITING SKILL Informal language

- 5 Read the sentences. Are they formal (F) or informal (I)?
  - 1 In spite of considerable investment, it is felt that this product is likely to fail.
  - 2 It's not up to me, but if I had my way, I'd release the product much sooner.
  - 3 They expect to confirm the launch date within the next week.
  - 4 If you've got a good idea, don't wait around, just get started!
  - 5 There's an app for every occasion; you really can't go wrong.
  - **6** Although not everyone agrees, there appears to be a need for this type of service.
- 6 Read the sentences and identify the features they contain (a–c). Choose <u>all</u> that apply.
  - Moreover, this product has been recognized for its value and convenience.
    - a contractions
    - b formal linking expression
    - c passive verb form
  - 2 If you ask me, it's more or less a guaranteed profit!
    - a passive verb form
    - **b** contraction
    - c imprecise term
  - 3 One study has shown that consumers prefer less packaging.
    - a exclamation mark
    - b passive verb form
    - c objective comment
  - 4 Everyone I know cares more about price than quality.
    - a active verb form
    - b subjective opinion
    - c formal linking expression
  - 5 I think people are always looking for new apps, you know, things to make life easier.
    - a phrasal verb
    - **b** objective comment
    - c conversational expression
  - 6 It is felt that design costs are too high. Consequently, the product will be too expensive.
    - a passive verb form
    - b formal linking expression
    - c no contractions

7 Read the sentences about the invention of post-it notes. Correct any mistakes in the informal language. Three of the sentences have no mistakes.



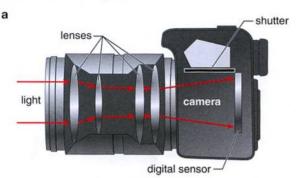
- 1 We often forget that really simple business ideas can be very successful.
- 2 Come to thinks of it, we make loads of our great inventions accidentally!
- 3 In 1968, an American scientist called Spencer Silver created the glue thats used on post-it notes.
- 4 He was actually trying to invent something different at the time?
- 5 Once he figured off that he had an interesting product he tried to promote it, but people just weren't interested.
- **6** In 1980, his company started to market the brand and that's when it got popular.
- 7 If you asking me, I'd say it was one of the most useful inventions ever.

8 You might say the idea has stuck!

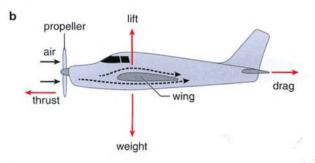
### Presentation 5 | EXPLAINING A PROCESS

### YOUR IDEA

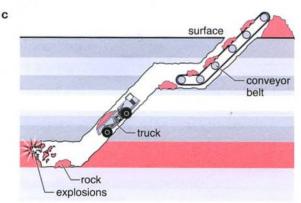
1 Look at the processes. Complete the sentences with words from the diagrams.



<sup>1</sup>\_\_\_\_\_\_ enters the camera and is focused through different lenses before it hits the <sup>2</sup>\_\_\_\_\_ at the back of the camera. The <sup>3</sup>\_\_\_\_ controls exactly when the picture is taken.



Planes fly because they are able to produce enough thrust and lift to overcome the <sup>1</sup>\_\_\_\_\_\_ and drag. Air passes over and under the <sup>2</sup>\_\_\_\_\_ at different speeds, creating different air pressure that causes the plane to rise.



		_

Choose one of the processes in Exercise 1, or think of

- 3 Practise explaining the process in Exercise 2. Remember to ...
  - give a simple, straightforward introduction to the process.
  - use clear, simple visuals which your audience can understand easily.
  - limit each slide or other visual in your presentation to two or three points.

### ORGANIZING YOUR PRESENTATION

- 4 Match the five steps of a presentation with the examples of useful language (a-e).
  - 1 Start the talk
  - 2 Introduce the topic and say why it's important
  - 3 Explain the process
  - 4 Say what the topic means to you
  - 5 Conclude
  - a I really wanted to share this with you today because I'm a big fan of photography.
  - b It has been a pleasure to talk to you today. Are there any questions?
  - c It's good to see everyone. If everyone is comfortable, I'll get started.
  - d Light enters the camera and passes through the lenses ...
  - **e** We think cameras are great, but do we actually understand what is happening when we take a picture?

### YOUR PRESENTATION

5 Read the useful language on the left and make notes for your presentation.

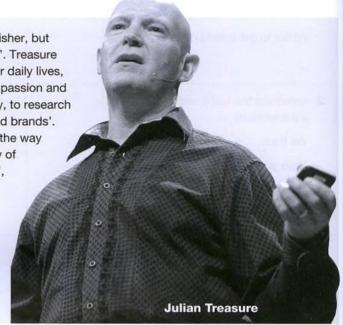
1	Start the talk	
	Hello and welcome to this short talk.	2
	It's good to have you here. If everyone is seated, I'll get going.	
	I'd like to get started now.	
2	Introduce the topic and say why it's important	
	We think is	
	Have you ever wondered about?	
	There's a lot of talk these days about	
3	Explain the process	
	Here's how it works	
	Then you can see that	
	After this, the next step is	- And
4	Say what the topic means to you  I think it's important to understand because  I wanted to tell you all about this as	
5	Conclude	
	It's great that you could be here today. Thanks for	
	I'm very grateful for your attention. Thank you for	
	Is there anything more you'd like to know?	
	ilm yourself giving your presentation or ive yourself marks out of ten for	practise in front of a mirror.
•	keeping your ideas simple and straightf	
•	using simple visuals that are easy to un	
	limiting each slide or visual to two or the following the five steps in Exercise 5.	ee points
•	A SANCTIME MANAGEMENT AND ALL HANDS AND AND AND ALL HANDS AND	/10

# 10 Connections

# 10.1 5 ways to listen better

### **TED**TALKS

JULIAN TREASURE started his career as a magazine publisher, but nowadays he is more often described as a 'Master of Sound'. Treasure has always been fascinated by the effect sounds have on our daily lives, and when he left publishing in 2003 he decided to follow his passion and open the world's first sound consultancy, The Sound Agency, to research sound and help companies around the world to create 'sound brands'. He believes that the way businesses use sound can change the way customers react to their brands and improve the productivity of their staff. His company does this by creating 'soundscapes', a combination of sounds designed to affect the way people behave in a particular situation. Treasure has won awards for innovative projects like creating a soundscape - playing sounds such as birdsong and running water - which led to a decrease in minor crimes in the city of Lancaster, California. Through his blog Sound Business and his 2007 book of the same name, he wants to help us all to use sound more effectively and become 'Masters of Sound' ourselves.



### **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 Julian Treasure has started three different companies during his career.
  - 2 A soundscape is a way of using sound to influence people's behaviour.
  - **3** By playing natural sounds in the city of Lancaster, Julian Treasure helped to reduce crime.
  - 4 His book is called The Sound Agency.

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Julian Treasure's TED Talk. Read the descriptions of four TED Talks at the top of page 95. In your opinion, which is the best title for this playlist, a, b or c?
  - a Building positive relationships
  - b How listening makes us better people
  - c Making yourself heard
- 3 Read the TED playlist again. Answer the questions.
  - 1 Which speaker believes that two words can improve our relationships with other people?
  - 2 Which speaker talks about our impact on other cultures?

- 3 Which speaker focuses on how business has changed?
- **4** Which two speakers think we can make our speech more positive?
- 4 Complete the text with these phrases from the TED playlist.

builds relationships make the world taking the first step

interact with pay attention to

With smartphones we can ¹\_\_\_\_\_\_ people in a completely different way. They ²\_\_\_\_ seem like a much smaller place, but they can also make it difficult to ³\_\_\_\_\_ the people we are with. By putting our phones down more often we can start ⁴\_\_\_\_\_ towards reducing the amount of time we spend looking at screens every day. Interacting with people online also ⁵\_\_\_\_\_, but we mustn't forget to speak to the people in front of us too!

5 Which talk would you most like to see? Why? Watch the talk at TED.com.

Ernesto Sirolli: Want to help someone? Shut up and listen!

When a charity starts a project in a place like Africa or South-East Asia, aid workers often believe they have all the answers and are introducing a new and better system than what is already there. Why, then, do their projects fail? Ernesto Sirolli believes it's because many Western charities don't pay attention to local people, and instead tell them what to do. In his talk, he demonstrates how listening is much more successful than telling.

Julian Treasure: How to speak so that people want to listen

Do you ever feel like you're talking but nobody is paying attention to you? In just ten minutes, Treasure aims to show you how to change your habits when speaking so that you avoid the 'seven deadly sins' of speaking – things like gossiping, being negative, complaining – and become somebody other people want to listen to. He offers a series of tips that you can use to improve what you say and how you say it, with the aim of making the world sound more beautiful.

### Laura Trice: Remember to say thank you

Dr Trice has a very simple message: praising our friends and family by saying thank you and showing appreciation is one of the first steps to world peace. We often don't tell people how grateful we are for their help because we're embarrassed. We don't want people to think we're weak by asking for praise. Taking the first step, saying thank you, is the perfect way to build relationships and show people how important they really are to us.

Rachel Botsman: The currency of the new economy is trust

Technology has completely changed the way we interact with each other. Nowhere is this more obvious than in the way we do business with one another. 'Collaborative consumption' is the idea that anyone can share and sell anything they have via the Internet; from their cars to their time. To do this, it's essential to build up a good reputation, and Botsman believes our online reputation could soon become a powerful new 'social currency'.

### **AUTHENTIC LISTENING SKILLS** Dealing with unknown vocabulary

- 6 \( \bullet 2 \) 24 You are going to hear extracts from a podcast in which a member of the *Keynote* team talks about Julian Treasure's TED Talk, *How to speak so that people want to listen*. Listen to the extracts and complete the sentences.
  - I am the NGL sales rep for North-West Europe, meaning my job \_\_\_\_\_\_ and \_\_\_\_\_ products to them.
  - 2 In this talk, Julian Treasure speaks about the seven deadly sins of speech; the seven \_\_\_\_\_ when speaking which make people less likely to want to listen to us.
  - 3 The speaker also offers practical solutions, telling you \_\_\_\_\_ you can change how you speak.
  - 4 He speaks in a calm manner, so he never \_\_\_\_\_ or \_\_\_\_

#### LISTENING

- 7 \( \Lambda 2 \) Listen to the full podcast. Number the points in the order that you hear them (1-4).
  - a What Marianne likes about Treasure's speaking style.
  - **b** Why the topic of the talk is interesting for Marianne.
  - c What Marianne will do as a result of watching the talk.
  - d The main points of Julian Treasure's talk.

- 8 \( \begin{aligned} 25 \] Listen again. Answer the questions.
  - 1 What does the podcaster do as part of her job?
    - a She gives products to teachers and colleagues.
    - b She encourages customers to buy her company's products.
  - 2 What does Julian Treasure make Marianne consider?
    - a How the way that you speak can influence other people.
    - **b** Times when she was guilty of the seven deadly sins.
  - 3 Why does she think Treasure is an effective presenter?
    - a because of how active he is on stage
    - b because of the way he speaks
  - 4 What will Marianne do to try and learn more from Treasure?
    - a read his book
    - **b** watch his other TED Talks

### **VOCABULARY IN CONTEXT**

9 Complete the sentences with these phrases from the podcast.

	actively participate let's face it	come across	sum up
1	When I'm on the TEI		
		_ something I didn	it expect to find
2	The best way to		the course I've
	just been on is to say	that it was incredi	ibly useful.
3		_, not everyone ha	as the right skills
	to work in a call cent	re.	
4	We encourage all of	our employees to	
		_ in customer serv	ice training.

# 10.2 How can I help?

### **GRAMMAR** Reported speech

	ead these unusual holiday complaints. Then choose the rrect reported statement (a or b).	<ul><li>questions in direct speech.</li><li>1 She asked if she could have her money back.</li></ul>
CO	rect reported statement (a or b).	' my money back?'
1	The beach has too much sand on it.	2 He asked why we'd sold it to him if we knew it was faulty.
	<ul><li>a They said the beach had had too much sand on it.</li><li>b They said the beach had too much sand on it.</li></ul>	' it was faulty?'
	They can the season has too madir can did not	3 They asked if they would be able to change the camera if
2	The designer sunglasses we bought for €5 weren't genuine.	they lost the receipt.
	<ul> <li>a They said that the designer sunglasses they'd bought for €5 weren't genuine.</li> </ul>	When I couldn't help, the man asked if my manager was there.
	b They said that the designer sunglasses they bought for €5 hadn't been genuine.	5 The woman asked why she couldn't return the dress
3	Why do all the restaurants in India serve curry? I hate spicy food.	without the labels in it.
	He asked why all the restaurants in India served curry. He hates spicy food.	3 \( \begin{aligned} \text{26} \) Listen to Sarah's job interview at a call centre. Then complete the conversation she had with her friend, Adel, about it later. Use reported speech.
	b He asked why all the restaurants in India were serving curry. He hates spicy food.	S: Hi, Adel. How are you? A: Fine, thanks, Sarah. How did your interview go?
4	We had to wait for the boat outside, with no air conditioning.	S: I'm not really sure. I thought I was prepared but there were a few questions I didn't answer very well.  A: Like?
	a They said they'd had to wait for the boat outside, with no air conditioning.	S: Well, they asked me what <sup>1</sup> about their company, but I'd forgotten to look at their website before
	<b>b</b> They said they would have to wait for the boat outside, with no air conditioning.	the interview.  A: That can't have helped!
5	I got lots of mosquito bites. Nobody said they could bite.	S: No, I just said the advert <sup>2</sup> they run call centres for other companies.  A: That's not good. Then what happened?
		S: The next question was easier. They asked me what  3 a job at a call centre is like.
	a She complained that she'd got lots of mosquito bites and was annoyed because nobody said they could bite.	A: Boring!
	<b>b</b> She complained that she got lots of mosquito bites and is annoyed because nobody said they can bite.	S: I couldn't say that! I said that you <sup>4</sup> to help different people. I told her you can't get annoyed if someone gets very angry.
6	I didn't expect to see so many fish in the sea.	A: That's a much better answer. S: Yes, but unfortunately the last question wasn't great.
	a She said she wasn't expecting to see so many fish in	I knew she'd ask me why I wanted to work for them, but I accidentally told her the truth first: that I'd never
	<ul><li>the sea.</li><li>b She said she didn't expect to see so many fish in the</li></ul>	5 to work in a call centre. I said I only
	sea.	wanted the job because I needed the money. Then I said what I had planned to: that it would be good because 6 meet different people.
		A: Maybe that'll be enough. When will you find out if you got

S: She said 7\_

get it!

\_\_\_\_ contact me tomorrow. I hope I

2 Read the reported questions. Then write the original

### GRAMMAR EXTRA! be + like

Another way to report speech is to use be + like + direct speech. It's only used in informal situations – talking about emotions or telling stories to friends, for example. You shouldn't use it in formal situations. Be is normally in the present simple or past simple. For example: I was like, 'Why are you so hungry?' and he was like, 'Because you ate all the bread!'

- 4 Read the reported statements. Then report each statement using be + like.
  - 1 She told me that she was never going to that restaurant again.

She was like, 'I'm never going to that restaurant again.'

2	They asked me when my sister would be back.
	They were like,

3 Every time I go to that café I tell the server that I'm sorry, but I can't drink the coffee if it's too hot.

Every time I go to that café I'm like, \_\_\_\_\_

- 4 I told her I'd call her again on Sunday.
- 5 When I got home, I said it had been one of the best days of my life.

### 5 \( \text{\( \) 2 \) 27 Listen to a young man talking. Answer the questions.

- 1 Who do you think the man is speaking to?
  - a his friend
  - b his boss
  - c a stranger
- 2 Where do you think he is?
  - a at work
  - b at a friend's house
  - c at university
- 3 What is he doing?
  - a making a plan
  - b telling a story
  - c ordering a new phone

#### DICTATION



- 6 \(\Lambda\) 2 \(\text{28}\) Listen to a conversation about a bad day at work. Complete the sentences.
  - A: I had a really difficult call from a customer today. I felt really sorry for her, but there was nothing I could do.
  - B: What happened?
  - A: Well, first she asked me <sup>1</sup> her flight ticket to stay in Florida for a couple more weeks.
  - B: Isn't that easy to do?
  - A: Not when she had the cheapest ticket to start with. She said it <sup>2</sup>\_\_\_\_\_\_, but I'm not allowed to change those ones.
  - B: Oh, so what did you do?
  - A: I explained that she <sup>3</sup>\_\_\_\_\_\_\_ the nearest Aerolinea office and speak to someone there, but she <sup>4</sup>\_\_\_\_\_\_ wouldn't help because she was already in Florida. She'd looked for an office there yesterday and realized

5\_\_\_\_\_ any of our representatives there, 6\_\_\_\_\_ our office.

- B: But you couldn't help?
- A: No. She said she <sup>7</sup>\_\_\_\_\_\_ to Florida to see her sister who was really ill. I asked my supervisor if we <sup>8</sup>\_\_\_\_\_.
- B: What did he say?
- A: He told me we <sup>9</sup>\_\_\_\_\_\_ if we did that. I had to tell her we <sup>10</sup>\_\_\_\_\_ It was a real shame.

# 10.3 The customer is always right

#### READING

Read the text quickly. Match each heading (a-e) with the	or not given (NG)?
correct paragraph (1-5).	1 An individual can always control their body language.
a Double meanings b It's all in the eyes – or is it? c Another level of communication d How much do bodies really tell us? e Cultural awareness  Read the article again. Complete the sentences with the words in the box.	<ol> <li>Your body language can reveal your thoughts and feelings.</li> <li>Body language communicates the entire meaning of a message.</li> <li>People may choose certain body positions when they are stressed.</li> <li>Studies show that you can tell when someone is not telling the truth by watching their eye movement.</li> <li>It is particularly important to think about your body</li> </ol>
confuse deliver gestures intercultural vary	language while travelling abroad.
<ol> <li>Body language can the emotion of a message.</li> <li>How people use body language can others.</li> <li>In different cultures, body language can a</li> </ol>	<ul> <li>4 12 29 Listen to a woman talking about body language. Match the action (1–5) to the effect it has (a–6)</li> <li>1 making eye contact</li> <li>2 controlling the expression on your face and</li> </ul>
lot. 4 Body language can particularly affect communication. 5 Our – the way we use our hands and	your body position  3 smiling when speaking on the phone  4 standing too close to the customer

### Talking body

- Have you ever had a conversation, thinking you were communicating clearly, only to learn later that your message was misunderstood? The key to understanding situations like this may lie in an area of communication known as body language. That is, how your thoughts, feelings and intentions are shown in your physical behaviour: the way you stand or sit, hand gestures you make and your eye movement. Misunderstood body language can cause problems, especially when you are dealing with people from different cultures. Given that speakers are often not aware of their own body language, it's important to consider the impact it can have.
- 2 Body language can be an important part of intercultural communication when people from two different cultures are communicating with each other but there are a few false beliefs relating to it. It's often stated that 93% of meaning is communicated by body language, but is this actually correct? While it's true that a large part of your message is delivered through body language, this figure actually only refers to the communication of emotions particularly what we like and dislike. Body language will reveal a lot of these emotions, but you still need to listen carefully too.

3 Another commonly held belief is that crossed arms create a barrier between people. Depending on the context, this makes sense. If you've said something very strong, people are likely to want to protect themselves and will naturally cross their arms. On the other hand, it may just be the most comfortable position to be in.

3 Read the article again. Is each statement true (T), false (F)

- Another popular belief relating to non-verbal communication is that you can tell whether someone is lying based on their eye movement. It was once thought that looking left meant you were trying to remember something, while looking right indicated that you were making things up. Research made into this area of body language has proved that there is no link between eye movement and truth telling.
- 5 Body language may be an important aspect of communication, but the key thing to bear in mind is that there is no clear solution to avoiding body language mistakes. It depends very much on how people understand it, and this may be closely linked to the culture they live in. This means it is a good idea to be aware of your body language when in different countries. You may think you are communicating one thing, but the people you're talking to may understand it as something completely different.

- a Customers are less likely to want to use another company.
- **b** Customers believe you understand their needs.
- c It shows you think the customer is important.
- d Angry customers will calm down.

behave appropriately pay a bill

give a tip

rude.

e It's harder to sell things.

### **VOCABULARY** Customer service

5 Complete the statements with the customer service collocations. You may need to change the form of the verb.

1 The most important thing to remember when travelling

make an apology

ask for a refund provide a service

\_\_\_\_\_ - you don't want to appear

	2			to you, it's a good
		idea to check first how they		
	3	It may not be compulsory to		
		restaurants, but it will be exp		
	4	When buying something in a		
	_	receipt in case you need to _		
	5	When		
	_	and formal language if you c		
	6	Not all shops and restaurant		
		make sure you have cash wh	nen	
	_			and the second second
V	O	RDBUILDING Idiom	atı	c expressions
ı	M	atch the items (1-5) with the	ра	rts of the body (a-e) to
		ake idiomatic expressions.	81	
		alua aomagna	_	off volume about
		give someone get something		off your chest
		cost an		ears
		be all		eye to eye
				a pat on the back
	5	see	е	arm and a leg
)		ow match the definitions (1-	5) v	vith the idiomatic
	ex	pressions from Exercise 6a.		
	1	agree on something		
		give recognition or reward _		
		be very expensive		
		tell someone your problems		
		be fully listening		
		Choose the correct id		
		cercise 6a to complete the co		· (1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	to	change the form of some ve	erbs	s. Then listen and check.
	A:	Have you got a moment? I re	allv	need to
		1		
	B:	OK, I'm <sup>2</sup>		
		want to tell me?		

	A:	It's about that body language training session we had in the office the other day. I mean, I know it's important because we have to deal with foreign clients without being misunderstood
	B:	But?
		Well, I had a really different opinion about it to the trainer. We didn't <sup>3</sup> at all. So you didn't think it was very worthwhile then?
	A:	Not really. And do you know how much her fee was to deliver the session? It <sup>4</sup> !
	B:	That's annoying. I'm sure there are better things to spend that money on.
	A:	Having said that, I did learn one interesting thing. Did you know that if you <sup>5</sup> to reward them, they won't co-operate with you quite as well in the
		future?
	B:	That's interesting. I never knew that.
V	0	RD FOCUS listen
		atch the expressions in bold with the correct efinitions (a-e).
	1	Listen up! We need to work quickly on this.  During the talk, listen out for when he describes how to appear confident.
	3	Can't you understand what I'm trying to tell you?
	4	Are you listening in on our conversation? That's
	5	incredibly rude!  Now, <b>listen here</b> . When we phoned, you said it would cost €50. Why is it €100 now?
	b c d	said to make a group of people pay attention listen secretly without saying anything make an effort to hear something listen to good advice; common sense said to make people listen to you, especially when you're annoyed with them
		se the expressions from Exercise 8 to complete the ntences.
	1	Please the beep, then say your name and customer reference number.
		Some people never, no matter how long you spend explaining why they should.
	3	The managers were our conversation and heard everything. It was really
	4	embarrassing.  If you don't send me a replacement before the weekend, I'll write to the company and complain.
		company and compani

everyone! Please say hello to three

new team members who are joining us today.

# 10.4 Any other business?

### **TAKING PART IN MEETINGS: RASA**

1 Match the statements (1-5) to the correct response (a-e). 1 After seeing the report, I really think we need to retrain some of our call centre operatives. 2 We've had our best month ever - telephone sales have grown by 5%. 3 We haven't always had enough staff this month because of all the sick days. 4 The number of calls being dropped is increasing and I don't know why. 5 I think the training from last month has paid off because customer satisfaction has increased. a Good, and is that with all the staff or just some of them? **b** What you're saying is we need to investigate why that's happening. c Do you mean the one written by Jason last week? d In other words, we need to make sure we have more team members available. e Great. 2 \( \begin{aligned} \ 2 \end{aligned} \ 31 \end{aligned} Complete the sentences from a meeting about customer service. Then listen and check. words, we need to monitor reception more closely ... 2 You're \_\_\_\_ right, Anne. 3 And is \_\_\_\_\_ why there have been complaints? \_\_\_\_\_ you're saying is that this is an ongoing

problem.

3	∩2 32	Now listen to the full meeting. Are these
	statement	ts true (T) or false (F)?

1	The most recent complaint was that the reception
	desk was empty.

- 2 Another complaint was that the receptionist didn't make eye contact.
- 3 David and Anne both think they should monitor reception more closely.
- **4** These were the first complaints the company has received about the receptionists.
- 5 David suggests giving the receptionists more training.
- 6 May's secretary needs to change the meeting room for the customer service meeting.

### **PRONUNCIATION** Sounds and meaning

4 \(\)\(\)2 33 Listen to the responses made in the conversation. For each one, decide if the speaker's intonation shows understanding, surprise or disagreement.

	Understanding	Surprise	Disagreement
1			
2			
3			
4			
5			



### WRITING SKILL Reporting verbs

5 Match the two parts of the sentences.

1 2 3 4 5		
b c d	to accept that my idea was better than his. that the toy was dangerous and said they should return it. to agree with her new advertising strategy. opening a new branch of the bank in China. that she had sold the secret recipe to another company.	and the second
	Forrect the mistake in each sentence.  He suggested to arrive early to make sure I could speak	
2	The Chief Science Officer persuaded to the CEO to increase the research department's budget.	7 Complete the minutes using the reporting verbs in the box. Put the verbs in the correct form.  advise agree explain recommend remind tell
3	The marketing department inform us that our new campaign had been very successful.	Customer service meeting, 3 <sup>rd</sup> April  Present: David Selva, Anne Ewing, May Chadee  MC <sup>1</sup>
4	They promised helping the sales team in any way possible.	received a number of complaints related to reception.  She <sup>2</sup> us that visitors had reported a lack of attention from the receptionists,
5	The chairman said us that there would be a 2% pay increase next year.	possible rude behaviour, and sometimes no receptionist being available. AE <sup>3</sup> us to speak to the receptionists and get their side of the story.
6	The head of IT recommended to install a new computer system.	Action points:  DS 4 to ask human resources about possible training courses.
7	The research team agreed not speak to the media until we're ready to launch the product.	<ul> <li>MC <sup>5</sup> passing on the complaints to the receptionists so they are aware of the specific problems. DS to take care of this.</li> </ul>
8	After she showed the new designs to us, my boss told that we would start selling them in July.	Note: AE needs to <sup>6</sup> MC's secretary to change the room for the next meeting.

### Writing 5 | A REPORT

The report you will read in Exercise 2 is in answer to the following exam question.

A new advertising campaign is being created by your company. Your manager has asked you to write a report explaining which three people should be on the campaign team, and which one of them should lead the team.

IDEAS
-------

wr	ite a report for your manager in 140–190 words.			
IDEAS		3 Read the report again. Are these statements true (T) or		
1	Tick (✓) the things you would expect to see in the report.  a the reason(s) why one of the employees   is best qualified to lead the team  b a recommendation for further action c examples of the employees' previous experience d a sentence signing off at the end of the report e a sentence explaining the purpose of the report f headings to structure the report g a formal greeting	<ol> <li>false (F)?</li> <li>Konnie has been on a similar team before.</li> <li>Rebecca has worked for the company for longer than Konnie.</li> <li>Rebecca has put together an advertising campaign for the company before.</li> <li>Sanjay does not always work at this office.</li> <li>The writer believes Sanjay and Rebecca can improve with Konnie's help.</li> </ol>		
м	ODEL	USEFUL LANGUAGE		
2	Read the report. Match parts 1–5 of the report with a description (a–g) from Exercise 1.  1 2 3 4 5	<ul> <li>4 Put the words in order to make phrases which expurpose of a report.</li> <li>1 This / looks / report / at</li> </ul>	olain the	
	<sup>1</sup> The aim of this report is to select three employees to form a new team to put together our next advertising campaign. <sup>2</sup> Konnie Stephens  My first suggestion is Konnie as she successfully ran our previous campaign. She is organized and efficient. In addition, she knows the company well as	<ul> <li>writing / to / this / I / am / recommend / report</li> <li>aim / this / The / report / to / summarize / of / is</li> <li>intended / This / to / report / is / evaluate</li> </ul>		
	she has been with us for over ten years.  Rebecca Townsend  Rebecca has recently joined the company as an intern. She is enthusiastic and hardworking. <sup>3</sup> She	<ul><li>5 I / In / would / to / like / propose / report / this</li><li>6 suggest / This / was / report / written / to</li></ul>		
	uses a wide range of social media and has used this to organize charity events in the past. I would like to propose her because I believe these skills will be valuable for this team.	5 When writing a report, headings help the reader to understand the structure. Find pairs of words or phrases to use as headings in a report.		
	Sanjay Singh Sanjay is based in our Indian office and is here for a six-month contract. I have recommended him because of the different perspective he will be able to offer.  4 To sum up, Konnie clearly has the most relevant experience. 5 I would not hesitate to recommend that she should be in charge. With her assistance, I am confident that Sanjay and Rebecca will develop their marketing skills, and that the team as a whole will be	A B 1 advantages drawbacks 2 pros print media 3 problems investment in technol 4 benefits arguments against 5 arguments in favour disadvantages 6 best aspects solutions 7 social media cons 8 training budget worst aspects	ogy	

successful.

- 6 Correct the mistake in each of these sentences taken from reports.
  - 1 I would no hesitate to recommend Marketa for the job.
  - 2 I believe the bigger problem we have with the service is its cost.
  - 3 The most convinced argument in favour of opening later is that customers can come after work.
  - **4** The Chief Marketing Officer suggested have a meeting again next week.
  - 5 The final decision depends of two main factors.
  - 6 In my view it would be best train new staff as soon as possible.
  - 7 Human Resources had two more suggestion.
  - 8 A team should to be set up immediately to organize the event.
- 7 Put the sentences from this report (1–10) into a logical order. The headings have been given.

Helpline	by the state of	
In-store support		
Staff		
Recommendations		

- 1 I suggest that we employ more workers at the busiest times.
- **2** The fact that the line is open late in the evening was highlighted as a particular advantage.
- 3 Finally, our team was praised for being positive and supportive, as well as being patient even if the customer was angry.
- 4 To avoid further complaints, it is important that we reduce waiting times on the helpline as soon as possible.
- 5 The only drawback is that some customers complained because waiting times can be very long after 7pm.
- 6 Most people preferred to use the helpdesks in our shops rather than the helpline. They said it was easier to show their devices to the support team than to explain what is wrong.
- 7 In my opinion, it would also be worth passing on positive comments to our staff to improve motivation.
- 8 This means that their problem is solved more quickly.
- 9 This report is a summary of information collected in our recent customer service survey.
- 10 According to most of the people who took part in the survey, the new helpline is very useful.

### **PLANNING**

You will answer the following question.

The fitness centre you go to wants to open new classes. You are on their customer panel. The manager of the centre has asked you to speak to other customers and write a report about the best ways to attract people to classes at the centre.

Write your **report** for the fitness centre manager in **140–190** words.

- 8 Plan your report. Write notes to answer the questions. Don't write full sentences yet.
  - 1 What is the purpose of the report?
  - 2 What three methods could you use to attract new customers to the fitness centre? Why will they be effective? What headings will you use?
  - 3 What should happen as a result of the report?

#### WRITING

- **9** Write a report to answer the question in Exercise 8. In your report you should ...
  - · write the purpose of the report.
  - use headings to list two or three ways of attracting customers to the fitness centre, with supporting information.
  - state what should happen next, linked to the findings in the report.
  - write 140–190 words.

#### **ANALYSIS**

- 10 Check your report. Answer the questions.
  - Content: Is the purpose of the report clear? Does it have two or three ideas to help the fitness centre get more customers? Is there a clear recommendation?
     Is it 140–190 words long?
  - Communicative achievement: Are the ideas clear enough for the manager to understand?
  - Organization: Are the sections logically organized? Does it use headings to highlight important points?
  - Language: Does it use correct grammar and vocabulary? Is a good range of structures used?

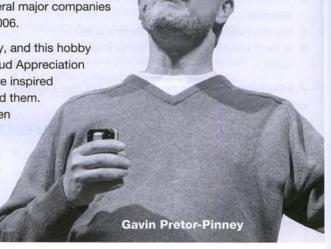
# Cloudy with a chance of joy

### **TED**TALKS

**GAVIN PRETOR-PINNEY** was born in England in 1968. He attended the University of Oxford, then Central Saint Martins College of Art and Design, where he completed an MA in graphic design. He worked as a graphic designer for several major companies until he published his first book, *The Cloudspotter's Guide*, in 2006.

Pretor-Pinney enjoys looking at the constant changes in the sky, and this hobby led him to start cloud watching and eventually to found the Cloud Appreciation Society in 2004. Members of the Cloud Appreciation Society are inspired by the beauty of clouds and are interested in the science behind them. They take photos and discuss the different types of clouds, often emailing Pretor-Pinney directly to share their enthusiasm and stories.

Pretor-Pinney has loved science since he was a child and he now works as a science author. His office is in his garden shed and he has published five books in total, some of which have become best-sellers and won awards.



### **CAREER PATHWAYS**

- 1 Read the text. Are the sentences true (T) or false (F)?
  - 1 Gavin Pretor-Pinney has been involved in the field of science since he left university.
  - 2 His hobby has become a bigger part of his life over time.
  - 3 Cloud Appreciation Society members have a positive view of clouds.
  - 4 If he isn't speaking abroad, Pretor-Pinney doesn't have to travel far to get to work.

### **TED PLAYLIST**

- Other TED speakers are interested in topics similar to Gavin Pretor-Pinney's TED Talk. Read the descriptions of five TED Talks at the top of page 105. In your opinion, which is the best title for this playlist, a, b or c?
  - a Nature: the key to happiness
  - b Beauty and science: The wonder of nature
  - c Photograph nature before it disappears

- 3 Read the TED playlist again. Answer the questions. Write all of the speakers that apply.
  - 1 Who talks about the beauty of the natural world?
  - 2 Who wants to draw people's attention to parts of nature that are in danger or unknown?
  - 3 Who focuses on the science of the natural world?
  - 4 Who encourages us to value the present moment?
  - 5 Who uses photography in their work?
- 4 Complete the sentences with the highlighted words and phrases from the TED playlist.
  - 1 People have \_\_\_\_\_\_ opinions about what can be considered beautiful.
  - 2 Spending time relaxing in nature can have a \_\_\_\_\_ influence on your stress levels.
  - 3 Some people are very \_\_\_\_\_\_ about photography.
  - 4 Rather than focusing on what you don't have, you should \_\_\_\_\_ what you do have.
  - 5 Many scientists have been \_\_\_\_\_\_ the impact humans have on the environment.
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

### Camille Seaman: Photos from a storm chaser

Camille Seaman's grandfather once told her that clouds are a part of her because the water from her body rises and helps form the clouds in the sky. She believes that nature can illustrate how all forms of life are interconnected. She uses powerful images taken as part of her passion for storm chasing – following storms to observe and take pictures of them – to demonstrate this.

Louie Schwartzberg: Nature. Beauty. Gratitude.

Photographer Louie Schwartzberg recognizes that nature's beauty is a gift and says that it deserves to be celebrated in this way. Through his 'Happiness Revealed' project he encourages us to be grateful for each new day and value and live each day as if it were the first or the last one.

Paul Nicklen: Tales of ice-bound wonderlands

Most people are aware of the critical situation of the Arctic ocean and melting ice, but Paul Nicklen is worried that the message has been repeated so many times that we do not realize how serious the situation really is. He is passionate about showing people the impact of melting ice, and

photographs the animals and ecosystem that will disappear if the ice is lost.

### Frans Lanting: The story of life in photographs

One of the most famous nature photographers in the world, Frans Lanting created the LIFE project in an attempt to connect nature and science. The project documents the story of our planet and demonstrates how we can still see evidence of Earth's beginnings in nature, as well as drawing attention to unknown and protected species of plants and animals.

Reuben Margolin: Sculpting waves in wood and time

Reuben Margolin is a sculptor who uses diverse materials to make sculptures that copy the movement of waves and objects in water. He questions whether objects are really on their own or whether they are actually part of a continuous wave. In his artwork, Margolin tries to replicate the natural movement of the wave, without losing the beauty of art. His work combines the beauty of nature with the logic of maths.

### **AUTHENTIC LISTENING SKILLS Vowels:**

sounds and spellings /au/ and /əu/

6 Λ2 34 You are going to hear an extract from a podcast in which a member of the Keynote team talks about Reuben Margolin's TED Talk, Sculpting waves in wood and time. Underline the words with an /au/ sound and circle the words with an /au/ sound. Then listen and check.

associated

don't

SO

about

#### LISTENING

- 7 \( \text{\alpha} \) 2 35 Listen to the full podcast. Which three points does the podcaster mention?
  - 1 the movement of the sculptures
  - 2 the size of the mechanical parts
  - 3 her desire to understand how things work
  - 4 the transportation of the sculptures
  - 5 her husband's reaction to the sculptures
- 8 \(\Lambda\)2 35 Listen again. Answer the questions.
  - 1 According to Diane, what is the most unusual thing about the sculptures?
    - a the fact that they move
    - b the fact that she instantly knew what they were
  - 2 What hasn't Diane done for a while?
    - a she hasn't thought about the way water moves
    - b she hasn't been out in the rain

- **3** Which part of Margolin's talk had the biggest impact on Diane?
  - a what he says about himself
  - **b** what he says about wanting to see how things work
- 4 How does Diane have personal experience of Margolin's area of work?
  - a she used to work in an art gallery
  - **b** her husband installs artworks in art galleries
- **5** What was Diane trying to imagine in her mind?
  - a how she could recreate the artworks
  - b how the artwork is transported and rebuilt

### **VOCABULARY IN CONTEXT**

- Match the words or phrases in bold from the podcast (1-4) with the correct definitions (a-d).
  - 1 The artist's work **challenges** the podcaster's ideas about sculptures.
  - 2 The sculptures represent the movement of water.
  - **3** The podcaster **appreciates** that the artist let his work speak for itself.
  - 4 It's unusual for sculptures to be associated with movement.
  - a tests
  - **b** is grateful
  - c to be connected to
  - d are a symbol for

## 11.2 Sharing our resources?

### **GRAMMAR** Articles

1 Complete the sentences with the correct article, a, an or the. Put X where no article should be used.

1 \_\_\_\_\_ agricultural sector has been affected by \_\_\_\_\_ bad weather we've had this year.

2 \_\_\_\_\_ Miner's Association went there with the aim of extracting \_\_\_\_\_ copper that was discovered the previous week.

3 Human Resources are hiring more \_\_\_\_\_ employees to help with the new project.

**4** There is \_\_\_\_\_ organization dedicated to \_\_\_\_\_ protection of the forest.

5 Following \_\_\_\_\_ earthquake in 2008, there was \_\_\_\_ major lack of drinking water in \_\_\_\_ city.

6 The government is concerned about the possibility of \_\_\_\_\_ oil shortage and how it might affect \_\_\_\_\_ prices.

2 Read the text. Correct the mistakes with the articles (1–10). Put *X* where no article should be used.



Water is one of the most precious resources we have. When you think of water, you probably imagine drinking it from ¹an glass or ²the bottle, but water is actually vital for almost everything. We need water to grow ³the food, to make ⁴a clothes and to build houses. Although around 70% of ⁵an Earth's surface is water, not all of this can be used. For example, water in ⁵an ocean is salty and can't be drunk. In order for there to be enough water for everyone, we need to preserve it. Even ⁵the simple individual action can make ³the difference, such as turning off ⁵tap when you brush your teeth or using less water when you wash ¹oa dishes.

1	6
2	7
3	8
4	9
5	10

### **GRAMMAR** Quantifiers

- - 1 There is no / any / few doubt that we need to reduce the number of items we throw away.
  - 2 Freecycling allows members to offer and receive almost all / several / every kind of object you can think of.
  - 3 There are any / a huge number of / a lot objects available on freecycling websites.
  - 4 All / Each / Both the USA and the UK have major freecycling organizations.
  - 5 Some people give few / little / a little thought to how others could use their old items, but something that isn't useful to you could be ideal for someone else.
  - 6 Not any / every / all members offer items in good condition, however.
  - 7 Despite this, there are few / several / little complaints and most people are happy to receive or get rid of an item for free.
  - 8 Why not try freecycling? You might find something new and clear out a few / few / a little things you don't need anymore.
- 4 Choose the correct order of quantifiers and articles (1–5) to complete the paragraph.

There is	information available on the Internet, but		
not	of it may be relevant to what you are looking		
for. Nowada	for. Nowadays, everyone knows how to look things up		
online, but	people take the time to develop		
skills neede	d to identify the useful information. With a		
trair	ning, you can save yourself a lot of time and		
avoid openi	ng links that don't give you what you need. It's		
important to	have access to resources, and the		
knowledge	to use them correctly!		

- 1 few a lot of little X all both
- 2 a large amount of all few the little both
- 3 several both a huge number of a a lot of both
- 4 all both several X little both
- 5 a lot of a little a large amount few all several

### GRAMMAR EXTRA! a little bit

5 Complete the sentences with the phrases in the box.

a little bit tired a little bit a little bit more money a little bit longer a little bit surprised

1 The research trip to the Arctic took \_\_\_\_\_\_\_\_ than the scientist had expected.

2 I hope these new energy-saving methods reduce the cost of our electricity bill \_\_\_\_\_\_\_.

3 They were feeling \_\_\_\_\_\_\_ after spending the afternoon clearing out their garage.

4 We had hoped the campaign would raise \_\_\_\_\_\_\_ for the conversation

by his

### DICTATION

project.

5 Everyone was \_

6 \( \begin{aligned} 2 & 37 \] Listen to three people talking about resources. Complete the sentences.

reaction to the new environmental policy.

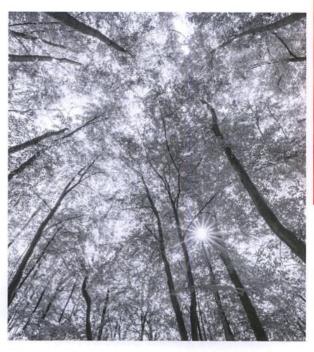


I think our most valuable resource is time.

 of things to do but

 in! I wish we had more time but unfortunately there is

increasing the number of hours in a day.



People always talk about saving natural resources and looking after \_\_\_\_\_\_\_, but I think \_\_\_\_\_\_ resources we need to look after. It's true that there are \_\_\_\_\_ but in my opinion we need to take care of each other better.



3 Of course \_\_\_\_\_\_\_ is our most precious resource. \_\_\_\_\_\_ energy that we need comes from nature, and although \_\_\_\_\_\_ campaigns about the importance of preserving forests, animals and the atmosphere, \_\_\_\_\_\_ actually make much difference.

### 11.3 International movements

#### READING

3 Is each statement true (T), false (F) or not given (NG)? 1 Read the article quickly. In which paragraph (1-4) can you 1 Food waste can be linked to other aspects of find the following information? modern life. 2 Reducing food waste will help feed people around a statistics about food waste. the world who are hungry. b movements against food waste \_ 3 A small amount of food waste comes from c additional factors in food waste \_\_ d causes of food waste. 4 Large amounts of perfectly good food are thrown away each year. 2 Read the article again. Then complete the sentences with 5 Supermarkets should take more action to address the words in the box. food waste. focus awareness implications 6 Wasting food also means wasting other resources. consider leftovers 12 38 Listen to three people talking about food 1 Campaigns and movements \_ on informing waste. Which speaker (1-3) mentions each item (a-h)? people about food waste. 2 People often don't understand the \_\_\_\_\_ of a eating too much \_ wasting food. **b** large portions of food \_\_\_ 3 We should think of something to do with \_ c supermarket discounts \_\_\_ instead of throwing them away. **d** buying in large quantities \_\_\_\_ 4 Supermarkets and other groups are trying to increase e eating in restaurants \_\_\_ \_ of food waste. f being independent \_\_\_\_ 5 It's important to \_ \_ what you have in your g making a list\_

h food event \_\_\_

### Waste not, want not

cupboards before you buy more food.

- 1 How often do you pick up something at the supermarket, intending to use it as the main ingredient in a new recipe you've been planning on trying out? Or perhaps you buy it in case you fancy eating it as a snack the next day? Either way, you end up finding it weeks later at the back of the fridge and you have to throw it away. Many of us are guilty of this, especially as we live in an era in which everything come to us so rapidly. If we don't fancy eating something that's already in our kitchen cupboards, it's so easy to order a takeaway, or buy something else, that it's become normal to ignore certain food items until they eventually go off.
- 2 When you throw out that half-eaten loaf of bread or carton full of eggs that have passed their expiration date, you may feel some guilt at wasting so much food. An increasing number of movements have started to take advantage of that regret and use it to reduce food waste. Many supermarket chains, international organizations, government leaders and socially conscious individuals are making efforts to solve this problem by raising awareness of food and drink waste, and helping consumers to focus on buying only the amount of food they need.
- 3 To give a sense of the scale of the problem, around 300 million tonnes of food that is suitable for people to eat is thrown away each year. This is considered enough to feed all of the hungry in the world. Although a large percentage of wastage is caused by retailers, unused food from households makes up one third of food waste. Instead of reaching for the fast, easy option like pre-packaged food, we are being encouraged to stop and think about what we already have in our kitchen, how we can use up leftovers and how we can make food last longer. As you open the rubbish bin to throw uneaten food away, consider why you are scraping it off your plate. Did you prepare too much?
- 4 Food wastage is sometimes considered to be an issue about money; after all, buying something only to throw it away without using it could be seen as wasting money. People who feel they can afford to spend money on unused food may not think they need to worry about food wastage, however, the overall implications are much more complex. Producing, transporting and storing food uses huge amounts of energy, water and packaging. When you waste food, you don't just waste that item but everything that is involved in the process until it arrives in your kitchen cupboard.

# **VOCABULARY Quantities**

- 5 Match each quantity (1-10) with the correct item (a-j).
  - a bowl of
    - a paper
  - 2 a tube of
- **b** juice
- a tin of

- c tuna
- a barrel of
- d water
- 5 a bunch of
- e cereal
- 6 a tank of
- f oil
- 7 a slice of
- 8 a packet of
- g crisps
- h cheese
- 9 a carton of
- toothpaste
- 10 a pad of
- j grapes
- Choose the correct options to complete the text.



Instead of rushing around the supermarket grabbing 1a tube of / a carton of toothpaste from aisle 5, 2a tin of / a crate of beer from aisle 12 or 3a barrel of / a carton of fruit juice from aisle 20, I like to shop locally at a farmer's market. That way, I can pick up 4a packet of / a bunch of organic carrots from one stall, try 5a slice of / a pad of cheese or a piece of handmade chocolate at another, and sometimes stop for <sup>6</sup>a barrel of / a bowl of soup for lunch. It takes more time than the supermarket, but it's much more interesting!

# WORDBUILDING the + adjective

7 Complete the sentences with the words in the box.

	the sick	the homeless	the Swiss
	the injured	the disabled	
1	and the second second second	e crash, emergency vies and treated	
2		can go to cower, they aren't allo	
3		ople realize that the o	
4	The charity's access for	atest project focuses	on creating better
5	A movement services for _	has been started to p	provide free healthcar

8 Read the text. The is missing from six of the adjectives. Insert the in the correct places. The first one has been done for you.

# The good among us

Young people are often accused of not caring about problems with society, however many international movements are started by young. Whether they aim to help blind, the environment or elderly, international movements can be very useful in bringing issues to global attention. Organizers of international movements carry out promotional campaigns to make people aware of their cause. They often ask rich to support them, as donations from businesses and wealthy people can make a big difference. One of the most famous worldwide movements is Médecins Sans Frontières (Doctors Without Borders), which was set up by French to help sick in countries where vulnerable people don't have access to good quality medical services.

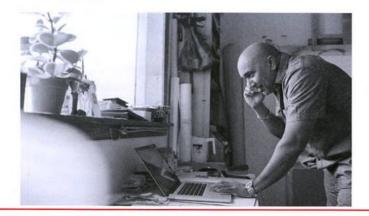
# WORD FOCUS slow

- Match the idioms with slow in bold with the definitions (a-e).
  - 1 Although it had a good start, the movement's popularity is slowing down.
  - 2 James can be a bit slow off the mark, but he usually does a good job in the end.
  - 3 It was slow going at first, but after the media attention we've got more supporters.
  - 4 The movement is gaining popularity, slowly but surely.
  - 5 We don't want to rush into making a big decision, we need to take it slowly.
  - a do something gently and carefully
  - b gradually, with confidence
  - c slow to understand or start something
  - d go slower or to happen at a slower pace
  - e make very slow progress

# 11.4 Come and join us

# **FINDING OUT ABOUT A CLUB**

- 1 Read the sentences. Decide which are making enquiries (M) or responding to enquiries (R).
  - 1 Do you deal with new membership applications?
  - 2 I'll get you the information and send it to you.
  - 3 Would you like information about prices or club times?
  - 4 I'm ringing about adding a family member to my membership.
  - 5 I'm afraid we don't have that information to hand.
  - 6 Have I got the right number for the creative writing club?
  - 7 Let me check.
  - 8 I was wondering if you could tell me about your workshops?
  - 9 Here are all the details.
  - Would you like me to send you the details about membership options?



- 2 12 39 Match each enquiry (1–6) with the correct response (a–h). Two of the responses are not needed. Then listen and check.
  - 1 Good afternoon, have I got the right number for Friends of Wellington Forest?
  - 2 So, I'm calling to find out what I can do to help.
  - 3 Could you tell me a bit more about that, please?
  - 4 Are there any places left on that session?
  - 5 Would you like to reserve a place?
  - **6** Would you like me to send you the information about the time and place in an email?
  - a Certainly.
  - b Yes, you have. How may I help you?
  - c Yes, please.
  - **d** If you could just hold on a moment, please, I'll check the system.
  - e I see. Well, first of all, thank you for contacting us.
  - f Would you like the address of our website?
  - g We've had a few cancellations.
  - h I'm not sure if I'm available in July. Let me check.
- 3 \(\begin{aligned}
  \chi^2 \delta^0 \end{aligned}
  \text{ Listen to the full conversation. Choose the correct option to complete the sentences.}
  \end{aligned}
  - 1 The caller *already knew / didn't know* how to help
  - 2 The receptionist informs the caller about jobs / donations and volunteer opportunities.
  - 3 There are lots / a limited number of different jobs a volunteer can do.
  - 4 The caller will / won't take part in the next training session.
  - 5 The receptionist will send the email after / sent the email during the phone call.

# PRONUNCIATION Linking with /r/

- 4 1 Listen to these extracts from the conversation. Underline the words in bold in which the /r/ sound of the final letter is pronounced.
  - 1 Good afternoon, have I got the right number for Friends of Wellington Forest?
  - 2 I just heard your interview on the local radio ...
  - 3 There are a number of ways that you can get involved.
  - 4 Our volunteers help us with a number of different tasks.
  - 5 To be a volunteer you need to take part in a one-day training session ...
  - 6 Could you tell me your email address?

# **WRITING SKILL Fixed expressions**

- 5 Match the two parts of the sentences.
  - 1 I'm afraid that
  - 2 I am writing
  - 3 | regret
  - 4 I'm pleased to
  - 5 I'm sorry for
  - 6 Please accept my apologies
  - a taking so long to get back to you.
  - b that there has been a mix-up with your booking.
  - c we are unable to provide you with that information.
  - d in reply to your request for information.
  - e for the delay in replying to your email.
  - f inform you that there has been a cancellation.
- 6 Find and correct five mistakes in the email.

TC	FROM:
SU	JBJECT:
	Dear Ms Bell
	Thank you for send proof of payment. I have
	forwarded it to our accounts department and I
	am pleased say that we have now received your
	payment.
	I apologize for the mix-up regarding payment
	and would like offer you a refreshments voucher,
	which can be used at the conference venue, as an
	apology. Please find attaching the voucher, as well
	as details of our latest offers and events.
	We look forward to see you again soon.
	Yours sincerely
	Daniel Tokutake



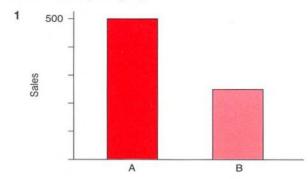
7 Rewrite this response to an enquiry to make it more formal. Remember to use fixed expressions.

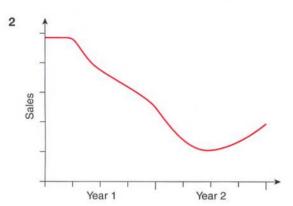
T	O: FROM:
S	UBJECT:
	Hi Steve,
	Thanks for your email about our weekend training course for health and safety technicians. Sorry I didn't reply earlier.
	Yes, there are some places left on the next course. It's on 7 <sup>th</sup> – 8 <sup>th</sup> July from 9 a.m. to 4 p.m. There'll be a buffet lunch and a couple of coffee breaks. All participants will get a certificate of completion at the end of the course.
	I can't confirm your place until you send me the registration form. It's here at the bottom of the email. You need to send it to me asap and pay the deposit online.
	Send me an email if you have any questions. See you soon!
	Thanks,
	Dan Reynolds
_	
_	

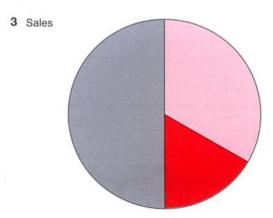
# Presentation 6 | MAKING A REPORT

# YOUR IDEA

1 Look at the charts (1-3). Match each chart with the correct description (a-c).

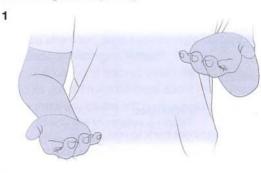


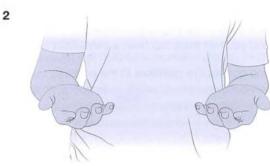




- a Here is an overview of the sales figures broken down into regions. We made half our sales in North America and a third in Europe. The rest of our sales come from everywhere else in the world. Clearly we can improve
- **b** From this data we can see that one group clearly performed better than the other - they made twice as many sales.
- c The outlook is not promising. Sales for the first quarter look OK, but for the rest of the year they decrease - we're definitely looking at a downward trend until at least halfway through next year.

2 Match the gestures with how they can be used for describing charts (a or b).





- a Two amounts or numbers that are the same b Two amounts or numbers that are different
- 3 Practise describing a chart from Exercise 1. Remember to ...
  - · keep parts of your body (arms, legs, hands) open rather than closed.
  - · try to keep your upper body calm and still.
  - · gesture with your palms out and open.
  - use arm and hand movements that help illustrate your message.

# ORGANIZING YOUR PRESENTATION

4 Match the five steps of a presentation with the examples of useful language (a-e).

1	Start the presentation	
2	Give an overview of what your graph	
	or chart is about	

- 3 Describe the information and highlight key points
- 4 Summarize the graph or chart 5 Conclude
- a So that's all the information about our sales. Some groups are doing well but others need to improve.
- **b** Now you're in possession of all the important information, does anyone have any questions?
- c Here we can see some information about the sales made by the company last year.
- d You can see from the chart that the first group performed well, but the second group didn't. This is clear from the difference in size between the bars on the chart.
- e Hello, everyone. It's good to see you here today.

# YOUR PRESENTATION

5 Read the useful language on the left and make notes for your presentation.

Start the presentation	
Hello and welcome.	The state of the s
Thank you for coming along to	
It's good that you could make it today.	
Give an overview of what your graph or chart is about	V
As you can see from the chart, we're talking about	
Here's an overview of	
This shows	
Describe the information and highlight key points	
The chart shows	
We can see that	
Summarize the graph or chart So that's all the information about Now you understand a bit more about	
Conclude	
Thank you for taking the time to listen to me.	
Thank you for listening. I'm very grateful for your attention.	
Do you have any questions?	
film yourself giving your presentation or Give yourself marks out of ten for	practise in front of a mirror.
	Hello and welcome.  Thank you for coming along to I'll get started.  It's good that you could make it today.  Give an overview of what your graph or chart is about  As you can see from the chart, we're talking about  Here's an overview of  This shows  Describe the information and highlight key points  The chart shows  We can see that  Summarize the graph or chart  So that's all the information about  Now you understand a bit more about  Now you understand a bit more about  Conclude  Thank you for taking the time to listen to me.  Thank you for listening. I'm very grateful for your attention.  Do you have any questions?  Tilm yourself giving your presentation or give yourself marks out of ten for  keeping parts of your body open.  keeping your upper body calm and still using arm and hand movements to illus following the five steps in Exercise 5.

# 12 Change

# 12.1 Dare to disagree

# **TED**TALKS

was drama and the theatre. After graduating from Cambridge University, she worked for the BBC as a researcher, editor and producer for many years. The challenging projects she worked on helped her to start creating her own business philosophy and beliefs about how people can work together collaboratively. She then moved to Boston, in the US, where she became involved at a senior level in various software companies. Heffernan has always been amazed by the creativity of software designers, so was naturally attracted to this area and to mentoring team members on how to share their ideas effectively. Heffernan has now returned to the UK, where she teaches entrepreneurship, writes books and blogs, and also advises executives. One of her most recent books, A Bigger Prize, looks at the dangers of competition and at the strengths of creative collaboration within companies.



# **CAREER PATHWAYS**

- Read the text. Are the sentences true (T), false (F) or not given (NG)?
  - Margaret Heffernan studied drama at Cambridge University.
  - 2 At the BBC, she started to form her own beliefs about how businesses function.
  - 3 She thinks software designers have little imagination.
  - 4 Finding different ways to get people to share their ideas is her main area of interest.
  - **5** Her book, *A Bigger Prize*, suggests that competition is a positive thing.

# **TED PLAYLIST**

- 2 Other TED speakers are interested in topics similar to Margaret Heffernan's TED Talk. Read the descriptions of five TED Talks at the top of page 115. In your opinion, which is the best title for this playlist, a, b or c?
  - a The importance of the Internet
  - b The need to experience different views
  - c Talking face to face is no longer fashionable

3	Read the TED playlist again. Which speaker(s) talk about
	each point (1-6)? Write the speakers' initials.

- 1 Being brave enough to speak out \_\_\_\_\_
- 2 The power of talking \_\_\_\_\_
- 3 The dangers of the Internet \_\_\_\_\_
- 4 Possible advantages of the Internet \_\_\_\_
- 5 Understanding one another better \_\_\_\_\_
- 6 The dangers of not hearing different views .
- 4 Read the sentences. Match each phrase in italics (1–5) with the highlighted words in the TED playlist.
  - 1 Elizabeth Lesser says that stereotyping people can result in the development of extreme political, social or religious ideas.
  - 2 Margaret Heffernan explains that many people knew about the problem but chose not to notice it.
  - 3 Eli Pariser believes that if information is *chosen* specifically for individuals, this might be a very negative thing.
  - **4** He explains this is because our opinions and beliefs will become *very narrow*.
  - **5** Having strangers buy *things which belong to you* is an example used by Maria Bezaitis.
- 5 Which talk would you most like to see? Why? Watch the talk at TED.com.

# Eli Pariser: Beware online 'filter bubbles'

Social media sites, internet search engines and big organizations look at our search results and give us personalized data, selecting what they think we want to see. Eli Pariser believes that this editing stops us from being exposed to different ideas and is therefore dangerous: it gives a limited world view, which is not balanced. It is, after all, much healthier to see things which are challenging and different.

Elizabeth Lesser: Take 'the Other' to lunch

Elizabeth Lesser talks about the dangers of negative stereotyping of groups of people who hold different views from our own, which can lead to problems in society such as extremism. She suggests something very practical to do at a local level: go out to lunch with someone who holds very different views in order to talk, listen and perhaps understand one another better.

Jonas Gahr Støre: In defence of dialogue

Jonas Gahr Støre, the foreign minister of Norway, argues for the need to have open discussion to maintain world peace and security, even with groups that we might not wish to talk to. Although he feels that military action is sometimes

necessary, he says it rarely solves problems. Without talking, we cannot engage the other side. Støre believes dialogue is essential for world peace and it is also necessary to demonstrate how democracy works.

# Maria Bezaitis: The surprising need for strangeness

Maria Bezaitis claims that we learn more from people who are not like us, even though we are naturally drawn to people who are similar. She discusses the value of being with people different from ourselves, a value which she calls 'strangeness'. Technology is transforming social relationships and soon we might be able to seek out strangeness when we need it. As an example, she states how easy it is, nowadays, to sell personal possessions to strangers online.

Margaret Heffernan: The dangers of 'wilful blindness'

Margaret Heffernan tells the story of Gayla Benefield, who was shocked at the number of people dying prematurely in her town. She discovered that locals were being poisoned by the building material 'asbestos', which was mined locally. Despite fighting bravely to be heard, people in the industry had ignored Benefield deliberately: they were 'wilfully blind'. Heffernan argues that 'wilful blindness' is a human problem which exists because of fear or because we feel a situation is pointless.

# **AUTHENTIC LISTENING SKILLS**

# Grammatical chunks

6 \(\Lambda\)2 42 You are going to hear a podcast in which a member of the Keynote team talks about Eli Pariser's TED Talk, Beware online 'filter bubbles'. Read the sentence from the podcast aloud. Are the underlined chunks stressed or unstressed? Then listen and check.

The TED Talk I'd like to talk about is Eli Pariser's discussion of how the Internet might be actually limiting our freedom, not expanding it.

# LISTENING

7	∩2 43	isten to the full podcast. Number the points
	(1-4) in the	order that the podcaster mentions them.

a the negative aspects of using filters \_

b how search results can vary c what Fran liked about Eli Pariser and his talk \_\_\_

d how social networking sites may be edited \_

8 \(\Lambda\) 2 43 Listen again. Answer the questions.

- 1 What had Fran not realized about the use of filters to select information?
  - a the importance of the issue
    - b the cost

- 2 How many specific examples of editing does Fran mention?
  - a two
- **b** three
- 3 Why is she worried about the way that the filtering system works?
  - a it is never right
- b it is too simple
- 4 According to Fran, how will Pariser feel if no changes are made by internet corporations?
  - a optimistic
- **b** worried

# **VOCABULARY IN CONTEXT**

9 Look at the words in bold from the podcast. Match the two parts of the sentences to complete the definitions.

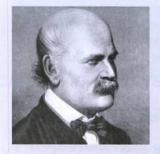
1 If something grabs your attention

- 2 Current events are
- 3 If you choose to do something which is morally right
- 4 A valid point is
- a it is the correct, fair thing to do in a situation.
- **b** a comment or opinion which is true and thoughtful.
- c it attracts you, perhaps because there is something interesting or unusual about it.
- d situations of political or social importance, happening around the world at this moment.

# 12.2 Moments of change

# **GRAMMAR** Third conditional

- 1 Match the two parts to make third conditional sentences.
  - 1 The disease would not have spread so quickly
  - 2 If I hadn't been climbing that tree,
  - 3 The injuries would have been much more serious
  - 4 If people had stayed indoors on the hottest day of the year.
  - 5 If the doctor had given him antibiotics,
  - 6 My arm would have recovered more quickly
  - 7 If the chef had washed his hands thoroughly
  - a they would have helped him get better.
  - b if I had been able to rest it more.
  - c I wouldn't have broken my leg.
  - d if the emergency services hadn't arrived so quickly.
  - e we probably wouldn't have got food poisoning.
  - f fewer of them would have suffered from heat exhaustion.
  - g if people had stopped travelling to diseased areas.
- 2 Read the text about the 19th century Hungarian doctor, Ignaz Semmelweis. Then use the prompts (1-8) to write third conditional sentences.



Ignaz Semmelweis studied law before becoming a doctor. His first post was in 1846 at Vienna General Hospital, on the maternity unit. There were two maternity wards, but on the first at least double the number of young women

died of 'childbirth fever'. Pregnant women begged to be taken to the second ward.

Semmelweis' curiosity grew when a young male colleague died of similar symptoms. The doctor had been cut on his hand with a scalpel knife. Semmelweis began to make observations and to collect statistics, which was a new, scientific approach; at that time, people were thought to die simply from 'poisonous air'.

On the first ward, young medical students would spend part of the day examining the bodies of patients who had recently died. Semmelweis soon realized that this and the deaths were connected. He ordered the students to wash their hands thoroughly between examinations. The results were surprising: the death rate fell to the same level on both wards. Despite this, powerful medical professionals in Vienna did not believe the findings and the bright young doctor was forced to leave, after which the same problems returned.

Unfortunately, Semmelweis only published his findings several years later, in 1861, by which time his writing sounded angry and unclear. Sadly, Semmelweis died at the age of just 47, but his discovery was later followed by Pasteur and Lister's work on germ theory.

1	If a colleague of his / not die / Semmelweis / not become so interested in the problem
	If a colleague of his hadn't died, Semmelweis wouldn't
	have become so interested in the problem
2	If / his colleague / wear gloves / not die
3	If / Semmelweis / not take this scientific approach / not find the answer
4	If / medical students / not also examine dead bodies / the disease / not spread
5	The death rate / not fall / if / Semmelweis / not introduced the system of hand-washing
6	If / Semmelweis / not leave / fewer young women and babies / die
7	His work / be taken more seriously / if / it / sound more professional
8	He / see / others / develop his theory / if / live longer
М	AMMAR Mixed conditional sentences atch the two parts to make third or mixed conditional
se	entences.
1	If the lost climber hadn't taken his mobile phone
2	on the trek,  We wouldn't have chosen this fantastic hotel if
2	The business would probably still be small if
4	If I'd remembered my charger,
	o . o

- - 5 If I hadn't been so addicted to playing computer games when I was younger,
  - 6 I wouldn't have found my old school friends again if
  - a I wasn't a regular Facebook user.
  - **b** he hadn't started selling on the Internet.
  - c I would probably be more successful now.
  - d the search teams would never have found him.
  - e the online reviews had been negative.
  - f I'd be using my laptop now, not handwriting everything!

	Complete the third and mixed conditional sentences with	DICTATION
1 2 3 4	he correct form of the verbs in brackets.  If YouTube	
6	High street stores (not face) such competition if online shopping (not increase) so rapidly.	
	AMMAR EXTRA! Expressing regret n wish	
5 0	Choose the correct option to complete the sentences.	N.V.A.
3	I wish I had studied / studied harder at school. It's too late now.  I bet you wish you'd caught the earlier train – you would arrive / have arrived in time for the interview.  He wishes he didn't go / hadn't gone to the meeting in Detroit. It was a waste of time and money.  Tom still wishes he became / had become a firefighter.  I wish I had spoken / spoke better Spanish. My job would be so much easier!	7 \( \text{\text{\$\alpha\$}} \) 2 44 Listen to a woman's description of how she become a chef. Complete the sentences.
	Rewrite the sentences using wish + past simple or wish + past perfect.	I fell into my job by chance. I'd just finished university an I went to pick melons in southern France. I made some good friends and fell in love with the culture and the
	I'd like to get on better with my boss.  I wish I got on better with my boss.	language. So I went to Paris and shared a flat with Sebastien, who I'd met on the fruit farm. If it weren't for him, I1
2	Pen thinks he should have bought a better quality phone.	11111,1
3	I regret not accepting that promotion.	And thankfully, his flatmates couldn't speak a word of English. <sup>2</sup>
		my French wouldn't have improved so quickly.
	He thinks we should have done more market research last year.	I worked as a waitress in a restaurant, but one day the assistant chef got flu and I had to work in the kitchen.  That experience was such an eye-opener! If the assistar chef hadn't fallen ill, 3
5	i I'd like to have had that opportunity – I would have made the most of it!	The head chef was an incredible teacher: I would never have learned so much <sup>4</sup>
6	I don't think the company should have expanded so quickly.	Over time, my confidence just exploded! When the boss decided to open another restaurant, I was invited to be head chef. Imagine, if I hadn't taken that summer job.

# 12.3 The benefit of hindsight

# READING

1 Read the article about two people who have successful businesses. Then look at the pictures (1–4). Which two pictures represent Seth and Ellie's businesses?













- 2 Read the article again. Whose first company failed because of ...
  - a problems with their partner? \_\_\_\_\_
  - **b** problems with planning? \_\_\_\_\_
- 3 Which person does each comment describe?
  - 1 They set up their first company in their early twenties.
    - a Seth b Ellie c both
  - 2 Their family business was in a similar or related area.
    - a Seth b Ellie c both
  - 3 They listened to the advice of one of their family members.
    - a Seth b Ellie c both
  - 4 They were fairly shy and didn't like to give their opinion.
    - a Seth b Ellie c both
  - 5 They thought they knew everything at the start.
    - a Seth b Ellie c both
  - 6 Their second business is doing well.
    - a Seth b Ellie c both

# If I'd known then ...

# Seth O'Connell

I set up my first business when I was only 21. My parents had an ice-cream shop by the sea, which was, and still is, fairly successful. So I suppose it was natural that I became interested in the tourist industry. As camping was growing in popularity, I decided to set up a campsite locally, renting a piece of land. It now seems such a wild thing to do, with no market research and no experience, but I was bold and over-confident. I borrowed money from family and from the bank. Of course, the initial costs were higher than expected, even though the facilities were basic: campers need toilets, running water and electricity. Those first two summers the weather was awful; the campsite got muddier, and so did my life! I ended up in debt, owing money to my family, and feeling very irresponsible.

Looking back, I realize that I should have had a much more thorough financial plan, and extra cash to fall back on, if needed. I should have talked to people more, something I was too arrogant to do at the time. I am more modest and more pleasant to be around these days! However, I had the benefit of this hindsight when I started my second business. Three years on from the start of my initial adventure, I've moved from real grass to astro turf. I know it's not very environmental, but these days there's a big demand for plastic grass. We can hardly keep up with the orders!

# **Ellie Sparkes**

I worked part-time in the local garden centre for two years. When I came home after finishing university, the elderly owner of the garden centre was selling up. At the same time, I was left some money by my grandmother, who had always advised me to treat life like an adventure. She would say, 'A life with no risks and no regrets means a life without excitement.' So. at the age of 22. I decided to go into business with someone I hardly knew and buy the garden centre. The first year was difficult, but the second was worse! My business partner was a completely different person to me: outgoing and sociable, but with no clue about money. He would spend money like water, without discussion. I was not assertive enough and became increasingly anxious. I stayed in the business for one more year, and I watched it get worse. In the end, my partner bought my half of the company for almost nothing. He later sold it and now sells car tyres.

With hindsight, I should have gone into the business with someone I knew and trusted. That would have been much more sensible. The good thing was that I had noticed what sold well at that garden centre: pet accessories like toys and bedding. So, when I was nearly 26, I started an online company selling exactly that, in partnership with someone I knew well, who is also a good businesswoman. It's going well!

			• 0		
	1.2 45 Listen to part of a talk that Ellie gave to			omplete the paragraph xercise 6. Put the verbs	with six collocations from
	ousiness students at a local college. Is each staten rue (T) or false (F)?	nent	E,	xercise 6. Fut the verbs	in the correct form.
	200 TO CO. 4 TO 4 TO CO. 10 TO CO. 10 TO CO. 4 TO CO.	_			
1	Ellie is talking to the business students to warn			<b>M</b>	
	them of the dangers of setting up your own compa	any.		AA	
2	2 She wanted to stay in this part of the country				
	because her family needed her.  She did not borrow money from the bank to set			35	
	up her first business.				
4	Her first business partner made decisions on his				1
100	own.			A SOUTH	
5	She now has an online company and also a				14
	market stall.				2120
	The company profit for this year is £140,000.		Total Service		
7	One of her main messages for her audience is to		At	fter 1	_ at eighteen to
	learn from your mistakes.		2_	, st	udying law and politics, I never
8	B Ellie and her new partner are good at different thin	gs.			a student, I shared a house with
	CARLII ARV R	• •			ere studying chemistry. They
VO	CABULARY Personality adjectives (2	2)			about all kinds of sport, and
5 (	Complete the sentences with the adjectives in the b	oox.			s idea. After finishing our studies, selling protein
	sociable co-operative bold self-con	fident			and drink-related products for
	sociable co-operative bold self-con sensible irresponsible argumentative anxious				together four
	and an analysis and an analysi				es, and since then the company
1	I used to be terribly insecure, but over the years I h	nave			ve had a few problems along the
	become much more		W	ay, of course. For examp	le, we rented a building that was
2	Personally, I think if you are a very				all of our products have been
	of person, then having your own business might b stressful for you.	e too			and now
3	There's no doubt you need to take risks, but you r	need to		ings are going well. Last over \$220,000!	year we •
	be at the same time.	1000 10	OI	over \$220,000!	
4	If you are a person, this can help you	ou to	WO	PD FOCUS chan	90
	make business contacts and to network.		WO	RD FOCUS chan	ge
5	His decision to double the size of the company wa	as silly			Use the verb and noun phrases
	and, given the circumstances.		W	ith change in the box.	
6	It was a step to ask his employees			change of heart	change of scene
	accept a reduction in their salaries, but it meant th	e firm		change for the better	changed (his) tune
7	survived the economic crisis.  Finding employees who are helpful and			changed direction	changed hands
•	can be a real challenge.		1	I really didn't enjoy my r	maths course at college, so I
8	I was very as a young man, but mo	ost			completely and started studying
	people now think of me as pretty easygoing.			history.	
			2	I'm afraid he's had a	. He doesn't
WC	PRDBUILDING Verb (+ preposition) +	_		want to continue with the	ne project anymore.
	un collocations		3		ement plans are definitely going
6 1	Match the verbs (1–8) with the nouns (a–h) to make				They could hardly be
	collocations.	F.		worse!	about three
,			4		ars. I hope the new owners have
1	invest a from (your) mistal	<e(s)< th=""><th></th><th>better luck!</th><th>ara. Thope the new owners have</th></e(s)<>		better luck!	ara. Thope the new owners have
2			5		. Now he's saying
3		arry	,	we should never have to	The state of the s
5	set up d a profit e home		6		nd then Berlin, we fancied a
ě				and the second of the second o	. We now live in a small
7	attend g savings/money			village in the country.	
8	make h a point				

# 12.4 Could I have a quick word?

# TRICKY SITUATIONS

- - a Sound \_\_\_\_\_
  - **b** The garden \_\_\_\_\_
  - c Sharing space \_\_\_\_\_
  - d Rubbish \_\_\_\_\_
- 2 \( \begin{aligned} \text{2 46} \\ \text{Listen again. Choose the correct option (a-c)} \) to complete each sentence.

# Conversation 1

- 1 The apple tree ...
  - a is too big.
  - b has no fruit.
  - c does not provide shade.
- 2 The neighbour says he will ...
  - a talk about it later.
  - b discuss it with his wife.
  - c talk to his boss about it.

# Conversation 2

- 3 The woman sounds ...
  - a happy.
  - b keen to help.
  - c not very happy.

- 4 To stop the problem, the man would like the woman
  - a move her bin.
  - b clean the garden.
  - c stop the foxes.

# Conversation 3

- 5 The teenager's father thinks the problem is ...
  - a short-term.
  - b huge.
  - c not serious.
- 6 The noise continued until ...
  - a midnight.
  - b daylight.
  - c 2.30 a.m.

# Conversation 4

- 7 The woman explained that ...
  - a she did not know the rules.
  - b her company's spaces are full.
  - c rules are to be broken.
- 8 The man advises her to ...
  - a use the customer car park.
  - b go and start work.
  - c speak to her boss.



3 \( \begin{aligned} \ \ 2 \end{aligned} \ 46 \end{aligned} \ Listen again. Complete the extracts from the conversations.

	Bringing up a difficult topic	Responding to a suggestion you don't like	Making alternative suggestions			
1	Um, I 1 your apple tree is getting quite large.	l <sup>2</sup> you and your wife like the shade it gives	I <sup>3</sup> chat to Mrs Catarelli about it?			
2	4, we had that problem with the bins a while back.	l <sup>5</sup> you have done that.	However, <sup>6</sup> you might be able to			
3	I <sup>7</sup> that, as it's	I <sup>8</sup> to understand that.	But <sup>9</sup> say that these parties			
4	We <sup>10</sup> the parking situation.	I don't know if you're new here, but I there's	Well, I <sup>12</sup> park in the customers' car park			

P	PR	0	N	U	N	C	IA	T	0	N	Tone	an	d	m	ear	nii	no	a

4	∩2 47 List	en. For each sentence, decide if th
	speaker sound	s assertive (A), aggressive (AG) or
	ineffective (I).	

1	4
2	5
3	6

# WRITING SKILL Past modals (2)

- 5 Complete the email with the correct phrases (a-h).
  - a could have taken
  - **b** should have checked
  - c must have been
  - d must have felt
- e must have lost
- f should have spent
- g shouldn't have underestimated
- h should have kept

	II should have kept
то:	FROM:
SUBJECT:	
Morning every	one,
yesterday at the of everyone's	ne meeting. Here's a brief summary thoughts on the air conditioning
the Saturda	ay.
timing for th	ne product launch: the end of May
TO: FROM:	
<ul> <li>The organiz section of the business. T</li> </ul>	zers placed our stall in the wrong he fair. I'm sure this 3 us he marketing team 4 this
<ul> <li>Many comp of using gre</li> </ul>	panies were interested in the possibility en energy, despite the initial costs. We
exhibition. I	He got orders for 39 a/c units from
8 very t	
afformations	or your continued hard work
	or your continued hard work.
Geon	

- 6 Look at the email in Exercise 5 again. Which of Geoff's points (1–4) is ...
  - a a possibility? \_\_\_\_\_
  - **b** a regret? \_\_\_\_\_
  - c a criticism? \_\_\_\_\_
  - d a deduction? \_\_\_\_\_
- 7 Read the email. Complete the sentences by changing the verb in brackets and using the correct past modal (should, shouldn't, could or must).

TO:	FROM:
SUB	JECT:
Н	ello all,
	nanks again for helping with the ganization of this year's conference. We (not do) it without
	ou! We haven't yet had the final figures, but in sure the number of employees attending (be) a record!
	owever, there are always things we could aprove. Here are some points to reflect on:
٠	We <sup>3</sup> (allow) more people to register – we had plenty of room at the conference centre.
•	We <sup>4</sup> (not let) any of the presenters go over time. The schedule was so tight that even five extra minutes caused some problems.
•	We <sup>5</sup> (provide) extra mini buses going from the three main hotels to the city centre – people had to wait too long for transport.
•	We <sup>6</sup>
(m	eally enjoyed myself, and I <sup>7</sup> eet) over 100 people. I <sup>8</sup>
W	pend) much longer chatting to everyone but, as eknow, there just wasn't time! I hope you all had ome productive and enjoyable meetings too.
В	est,
Fr	ank

# Writing 6 | A LETTER OF APPLICATION

The letter of application you will read in Exercise 2 is in answer to the following exam question.

You have seen the following advertisement.

# **VOLUNTEERS NEEDED!**

Our seniors club needs somebody to help organize IT classes. The club will meet once a week to introduce a new tool or technique to our members, followed by a discussion based on any problems they have had.

- · Are you interested in technology?
- · Do you have experience of teaching?
- · Have you volunteered before?

If you would like to get involved, please send a letter to Marco Mendoza (seniors club president) saying why you are suitable for the job.

Write your letter of application in 140-190 words.

1 Tick (/) the things you would expect to see in the letter

# **IDEAS**

of application.	1 Fumi started e
<ul> <li>a an invitation to contact the applicant</li> <li>b a description of the applicant's previous experience</li> <li>c headings to structure the letter</li> <li>d a formal greeting</li> <li>e reasons why the applicant is suitable for the job</li> <li>f suggestions for the organization of the IT classes</li> <li>g information about the applicant's use of technology</li> <li>h the applicant's reason for writing</li> </ul>	4 Fumi thinks vo
<ul> <li>Read the letter of application. Match parts 1–6 of of application with a description (a–h) from Exercis</li> <li>1 2 3 4 5 6</li> </ul>	roard rainting, (pid
<sup>1</sup> Dear Mr Mendoza,	
<sup>2</sup> I am writing to apply for the position to help organize IT classes. <sup>3</sup> Since I was a very young I have had a passion for computers. I've alway enjoyed playing with new technology and learn how to make the most of it.	the name of the
<sup>4</sup> Although I have never taught before, I used to volunteer at a children's sports club in Japan before I moved to the UK. I find volunteering very fulfilling because it means I can meet many different people.	g contacted them
I feel like I am giving something back to my comm <sup>5</sup> I believe I am particularly suitable for this job because I am organized and I can work	
independently. My colleagues tell me that I am supportive and always willing to help them if the have a problem.	ey
<sup>6</sup> If you require any further information, please of hesitate to contact me.	do not
Yours sincerely, Fumi Miyamoto	
hesitate to contact me. Yours sincerely,	do not

true (T) or false (F	)?	
1 Fumi started ex as a teenager.	xperimenting with tec	hnology
2 Fumi is interest	ed in new technolog	y.
	ut at a sports club in	
4 Fumi thinks vol	unteering is very valu	able.
5 Fumi is able to	work without superv	ision.
255	phrases in the box. u. Capital letters are	
	urs sincerely, (plus yo Dear Ms Riley,	our full name)
	Greeting	Ending
If you don't know	1_	Yours faithfully,

2

(plus your full name)

3

3 Read the letter of application again. Are these statements

5 Complete the first line of the letters with these phrases.

enquire

concerning

with regard

apply

in connection

1	I would like to for the job I saw
2	advertised on your website last week.  I am writing with the course which
-	was advertised in <i>Travel Today</i> magazine.
3	I am writing to you the job
	advertisement for a salesperson which I saw on the
	JobSearch website.
4	I am writing to the conference
	scholarships I read about on your website.
5	I am writing to about a possible
	position as your technical advisor.
	atch the formal phrases from letters of application (1-6) ith the informal phrases (a-f).
1	I have a great deal of experience.
	I would be grateful if you could send
	me some more information about the position.
3	I attended university, where I completed
	a degree in French and Spanish.
4	I have a good knowledge of website design.
5	I look forward to receiving your reply.
6	I speak English to a high level of proficiency.
а	My English is great.
b	Can you tell me a bit more about the job?
	Can't wait to hear from you!
d	I have loads of experience.
е	I did languages at uni.
f	I know quite a lot about how to make graphics look good
Fi	nd and correct seven mistakes in the letter of application
	Dear Madam or Sir,
	I am writing to enquire to the vacancy for an assistant to work with blind students at the university. I saw advertisement in the local newspaper. I will be very grateful if you could consider me for this position.  In Italy I was a classroom assistant at a school for children with special needs and worked with a few blind children. In addition, I understand a little Braille. I recently left uni, so I am probably a similar age to the students I would work with and can understand their requirements as students.  Despite never having worked with blind adults,
	I believe I am suitable for this job because I am patient and caring. If you have any further question, please do not hesitate to contact me. I look forward to hear from you.
	Yours faithfully,
	Mario Rocco

# **PLANNING**

You will write a letter of application for a place on a training course.

You see the following advert in your company's magazine.

# Change management course

Our newest course will help you to understand how individuals and organizations react to change. We are looking for applicants who:

- · have experience of organizing other people.
- · work well in a team.
- · speak English to a good level.

There are only ten places available on the course, so please send in your letter of application, telling us why you should be given a place, as soon as possible.

Write your letter of application in 140-190 words.

- 8 Plan your letter. Write notes to answer the questions. Don't write full sentences yet.
  - 1 What is the most suitable greeting and closing?
  - 2 What relevant experience do you have?
  - 3 What is your level of English? What evidence do you have?
  - 4 Are there any other reasons why you would be suitable for the course?

# WRITING

- Write a letter of application in reply to the advert in Exercise 8. In your letter you should ...
  - explain why you are writing.
  - · give examples of any relevant experience you have.
  - · explain your level of English.
  - add any other reasons why you would be suitable for the course.
  - write 140–190 words.

# **ANALYSIS**

- 10 Check your letter. Answer the questions.
  - Content: Does your letter state why you are writing?
     Are there examples of times when you have organized other people and worked in a team? Is your English level clearly described? Is it 140–190 words long?
  - Communicative achievement: Is the letter laid out correctly, with an appropriate greeting and ending? Is it written in a formal tone?
  - Organization: Are the paragraphs clear? Does it include linking words where necessary?
  - Language: Does it use correct grammar and vocabulary? Does it include a range of structures?

# **Answer key**

# **UNIT 1**

# 1.1 404, the story of a page not found

1 c 2 e 3 d 4 a 5 f

c The Internet as a community

1 science 2 function 3 co-operation

4 volunteers 5 kindness

1b 2b 3a 4b 5a

6

1 'twenti-fo: 'sevn

2 An'frend

3 traulz

4 tanz

7

1 T

2 T

3 F - She says there isn't an online rule we have to follow.

4 F - She says there's quite a bit of humour in the talk.

1 confirms 2 Couchsurfing and Craigslist 3 human 4 embarrassment 5 amusing

1b 2a 3a 4c 5a

# 1.2 Building identity

1

1 c (A) 2 f (A) 3 d (A) 4 a (A) 5 e (P) 6 b (P)

2

1 are using 2 are posted 3 are being posted 4 are being viewed 5 is posting

6 is owned 7 is believed

1 are being used 2 are seen 3 speak

4 is becoming 5 is sent 6 films

7 is emailed 8 waits

1 's/is doing 2 sounds 3 's/is given

4 's/is done 5 's/is being filmed 6 's/is going

1 is being replaced 2 is being spent

3 is provided 4 are used 5 are being reported 6 are attracted

1 are being done 2 is seen 3 share

4 are uploading 5 are posting 6 is claimed

7 makes 8 is presented

1 a progress **b** progress

2 a research **b** research

3 a project **b** project

4 a function **b** function **b** estimate 5 a estimate

6 a potential **b** potential

1 are becoming 2 are run 3 are getting

4 are being approached 5 might hire

6 are earning 7 knows 8 are being paid

# 1.3 Who am I?

1 phishing 2 identity theft 3 identity fraud

2

1 2012 2013 2 dropped rose 3 man woman 4 £10,000 full 5 callers victims

3

2 F - Victims may find out when they apply for a credit card or loan.

3 T

4 F - Organizations can also be hit.

5 F - Phishing scams are also carried out over email.

6 T

a3 b4 c2 d6 e5 f1

1 help 2 interested in 3 create

4 co-ordinate 5 head up 6 focus on

7 passionate about 8 involved in

9 deal with 10 offer

1c 2h 3b 4g 5a 6d 7e 8f

1 awful / dreadful 2 stuff / belongings 3 in the end / eventually 4 old / former 5 a lot of money / a fortune 6 very angry / furious 7 fix / sort out 8 experience / go

8

through

1e 2d 3b 4f 5c 6a

# 1.4 I don't think we've met

1c 2b 3b 4a 5c 6a

3

1 do you mind if I sit here?

2 are you finding the training course?

3 he doing these days?

getting on?

5 working closely with Suzanne's team, then?

6 start with the Astra project?

1 hashtag 2 dot 3 forward slash

4 underscore 5 at

2@ 1. 5/

# 7 (example answers)

1 graphic designer, started career 2005

2 can use all major design programmes

3 good team leader

4 has won several awards

5 hope to get more involved in management

6 references attached

7 Languages: French, Japanese

8 volunteer at local school

# 8 (example answer)

My main area of expertise is financial reporting, which I have done for four years, but I also have a solid background in research and analysis. In addition, I have contributed ideas to the strategic planning team for over a year. I am particularly interested in environmental causes, and I led two major projects in this field recently. My other areas of interest include communications and networking. I speak two other languages: German, which I speak fluently, and Spanish, which is improving. I graduated from Trinity College, Dublin, with a degree in economics. I then went on to do a Master's degree in public policy at University College, London. In my spare time I enjoy blogging. I also enjoy travel writing and I am a keen photographer.

# **PRESENTATION 1**

1c 2a 3b

# 3 (example answers)

1 This took place when I was in South America in 2012.

2 I went to see Iguazu Falls with a group of my closest friends.

3 It was memorable because it was the first time I'd ever seen a waterfall and I was able to take some really good photos.

4 Here is a photo of the waterfall taken on a sunny day.

5

1c 2a 3d 4b

# 6 (example answers)

1 I'm (name). Today my talk is about a memorable event that happened to me.

2 This was a time when I went to Argentina and saw the Iguazu Falls. I spent a day there in 2012.

3 Now I'm going to give you a few more details about this event. It was actually my first time in Argentina and the first time I'd ever seen a waterfall. Iguazu is one of the largest waterfalls in the world. I travelled to the falls with five of my friends. We drove up in a

jeep and got out to take a look at the water falling down into the pool at the bottom. I will always remember this trip because of the stunning views - I took so many photos!

4 That's the end of this talk about my trip to the Iguazu Falls. Thanks for your attention. Do you have any questions?

# **UNIT 2**

# 2.1 Keep your goals to yourself

- 1 F He taught himself programming.
- 2 F Giving the money to charity was unexpected.

- 5 F The guides are specific to Asia.

b The power to succeed is inside all of us

# 3

	Daniel Goldstein	Larry Smith	Diana Nyad	Ben Saunders
fear		1		
motivation	1	1		1
finance	1			
teamwork			1	
danger			1	
trying again			1	1

1 planning 2 fail 3 succeed 4 successful 5 suffering

1c 2f 3b 4e 5d 6a

1, 3, 4, 5

- 1 touched 2 meaningful 3 amusing
- 4 praises 5 recalls

1 clear 2 courage 3 good 4 difficult

# 2.2 Are you looking forward to it?

1 is going to ask 2 is going to find 3 am going to fill out 4 are going to offer 5 are going to discuss 6 is going to send

1 will meet 2 We'll be taking 3 you'll have wasted 4 I'll have learned 5 We'll be helping 6 They'll have opened 7 I'll explain 8 will be giving

1 I'm going to make 2 you'll be leaving 3 I'll be finishing 4 are you going to do 5 I'm going to start 6 I'll miss 7 you're going to love 8 I'll be doing

- 1 going to apply 2's/is going to be
- 3 'II/will think 4 is going to change
- 5 'll/will have been 6 'll/will show
- 7 'm/am not going to rush

- 1 will announce 2 will run 3 will be attending 4 will explain 5 will be talking 6 will bring 7 going to present
- 8 will be publishing

1c 2f 3b 4e 5a 6d

- 1 As you grow older, you will discover that you have two hands, one for helping yourself, the other for helping others.
- 2 Choose a job you love, and you will never have to work a day in your life.
- 3 Logic will get you from A to B. Imagination will take you everywhere.
- 4 It's your thinking that decides whether you're going to succeed or fail.
- 5 When you do the common things in life in an uncommon way, you will command the attention of the world.
- 6 Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do.

- 1 He'll be 2 's going to look after
- 3 Are you going to 4 will be working
- 5 going to enjoy 6 'm going to start 7 'll be sharing 8 We'll split 9 'll be working 10 'll work 11 'll start
- 12 'll have worked 13 will be helping
- 14 'll manage

# 2.3 A job for life?

14 21 33 42

1 manage 2 find 3 figure out 4 guide 5 learn

3

- 1 F She was a teacher for many years.
- 2 T
- 3 NG
- 5 F The tests are established and officially recognized.

1A 2B 3A 4A 5C 6C 7B 8B

- 1 academic qualifications 2 driving licence
- 3 earn a salary 4 employment opportunities
- 5 high school diploma 6 job security
- 7 professional experience 8 starting position

1b 2a 3a 4b 5a 6a 7b 8a

7

- 1 responsibility 2 successful 3 emotional
- 4 weakness 5 impressive 6 ambitious
- 7 determined 8 Success

1c 2d 3a 4e 5b

# 2.4 A five-year plan

1

The purpose of the meeting	Arranging the time and place	Deciding what is needed
f, h, i	b, c, g	a, d, e

# 22

# Conversation 1

1d 2e 3b

## Conversation 2

1e 2a 3c

# Conversation 3

1d 2b 3a

3

1c 2b 3c 4a 5b 6c 7a 8b 9 a

- 1 I would be, too. So, do you want to meet up and talk about it?
- 2 That's a good question. Let me check my calendar.
- 3 Actually, could you come round to my
- 4 And we'll need to do a bit of research on the company, too.
- 5 If you wouldn't mind, that would be great.
- 6 No problem. Choosing a good college course is so difficult, isn't it?

11 2F 31 4F 5F 61 71 8F

- 1 seeking 2 obtained 3 more effectively
- 4 I possess 5 I expect to become
- 6 leading 7 l am confident

7

- 1 am seeking 2 possess 3 significant
- 4 securing 5 completed 6 obtained
- 7 intend 8 leading 9 am confident
- 10 become

# **WRITING 1**

a, b, d, e, f

2

1a 2d 3e 4f 5b

3

1 F - some providers stop them, but not all

3 T

4 T

5 F - parents should supervise them

a3 b1 c2 d4

2a 3c 4b

8

2d 3e 4b 5c

a

1 On one hand; What is more; Firstly

2 On the other hand; Having said that

3 This means; This is because

# 11 (example answer)

Since it first appeared in the early 1990s the Internet has completely changed our lives. With smartphones and tablets, it's easy to spend most of the day on the web, but is this really good for us?

Firstly, social media has made it easier to stay connected to our friends around the world. This is a good use of our time because it makes our relationships stronger.

Secondly, it is easier than ever to learn about anything you want to on the Internet. We can get general information from places like Wikipedia, or go to more specialist sites to learn about things in depth.

On the other hand, there have recently been a number of adverts encouraging us to put down our phones and be more aware of the world around us. The adverts say that if we don't look up, we will miss important opportunities because we are on the Internet for too long instead of noticing our surroundings.

To sum up, I believe that although we should not always use the Internet, we are not spending too much time on it because it is so useful.

# UNIT 3

# 3.1 Global population growth, box by box

1

1 Uppsala University 2 Africa 3 the disease he studied 4 poverty 5 advice

c Working for a better future

1 a, b 2 a, c 3 b, c 4 b, c 5 a, c

1 advances 2 relevant 3 demonstrates

4 concept 5 closing the gap

1d 2b 3f 4a 5c 6e

**b**4 **c**5 **d**1 **e**3

1 Yes, he had.

2 GDP measures the size of a nation's economy.

3 The SPI measures the health and happiness of people.

4 The podcaster thinks SPI is more relevant to people today.

1a 2b 3b 4a 5b

# 3.2 The next economic giant

1

1d 2b 3f 4a 5c 6e

1 I've been telling you that for ages.

2 We've been designing a new product.

3 You've been working on that report for hours.

4 He's been setting up some team meetings.

5 They've been asking for the sales figures.

6 Ella has been training the new receptionist.

1a 2b 3b 4a 5b 6a 7b

1 have grown 2 have been trying

3 have introduced 4 have been praising

5 haven't worked 6 have succeeded

7 have been struggling 8 have said

1 has been operating 2 has flown

3 has been adding 4 has been planning

5 have criticized 6 have chosen

1 I've ever known 2 I've ever had 3 I've ever lived 4 I've ever received 5 he's ever said 6 I've ever seen

1 've/have ever heard 2 's/has ever worked at 3 've/have ever delivered 4 've/have ever had 5 've/have ever made

6 've/have ever met 7 've/have ever read

8 's/has ever bought

1 have been working 2 have found

3 have been taking 4 have learned

5 have praised 6 have demonstrated

7 have paid 8 have shown 9 have reached

# 3.3 Personal development

GNP	GNH		
goods	education		
services	environment		
wealth	values		

1b 2a 3b 4b 5a

1 F - Life is more convenient, but that hasn't made people less stressed.

3 F - People are living twice as long as they used to.

4

5 T

6 F - Other countries around the world have modelled policies on the GNH system.

a 1.3 b 2 c 3 d 1 e 1.2 f 3

5

1 growth 2 success 3 influence 4 safe

5 perfection 6 motivation 7 quality

8 quantity

2g 3f 4a 5c 6b 7e

7

1 profit and loss 2 now and then

3 ups and downs 4 tried and tested

5 research and development 6 here and now 7 sales and marketing

1b 2b 3b 4a 5a

# 3.4 Could you call me back?

1 about 2 with 3 call 4 me 5 for 6 to 7 on 8 back

Which voicemail	Voicemail 1	Voicemail 2	Voicemail 3	Voicemail 4
leaves a phone number?	/		1	
is about a change of plan?	/			1
is work-related?		1		
is from a friend?				1

1b 2b 3b 4b 5a 6a 7a 8b

1 Caller 3 2 Caller 1 3 Caller 4 4 Caller 2

1 Thurs 6.30 p.m. 2 30/12 5 p.m.

3 12/10/2001 4 2.45 p.m.

5 Wed 12.30 p.m. 6 25/09

# 7 (example answers)

- 1 Mum dinner on Thurs, 7 p.m. Bring dessert.
- 2 Jewellery shop watch is ready. Pick up on Tues-Fri. 9-4.30 or Sat 9-6.
- 3 Gerry wants to borrow camera on Sunday. Call him.
- 4 Marina trip to Malta? 4-10th Oct.

8

- 1 Collect prescription on Wends Wed before after 3.
- 2 Yoga on Mon, 8am 8.30am in the morning. 3 Call Ray - conference in Paris, Aprl Apr
- 4 Dentist appointment 06/31 21/06.
- 5 Send Joe flight info before by Mond Mon pm a.m.
- 6 Change trip from Aug to Sep Sep to Aug.

# **PRESENTATION 2**

a Andres b Mai Lin c Paula d Andres e Mai Lin

# 3 (example answer)

My goal is to learn how to scuba dive. This goal relates to my hobbies - I really like swimming and being in the sea. The first thing I have to do is sign up for lessons at my local swimming pool.

1b 2d 3a 4c

# 6 (example answers)

- 1 My name's Mike, and this talk is about one of my goals.
- 2 What I want to do is become a professional photographer. I really like photography and would love to take photos as a job.
- 3 Now it's time for me to tell you a few more details about my goal. Have you ever looked at beautiful photos in magazines and wished you could take pictures like that? I have, so first of all, I'm going to sign up for a photography course to improve my skills. This will help me to take better photos. I'll also set up a website to show my work. Then I'll start to look for clients to photograph.
- 4 Now you know a little more about my goal. Do you have any questions?

# **UNIT 4**

4.1 Success is a continuous journey

1

1 T

2 T

- 3 F He became a millionaire after creating his own company.
- 4 F He started his own business after working at Nortel Networks.

5 T

2

b Learning from success and failure

3

1 Elizabeth Gilbert, JK Rowling 2 Kathryn Schulz 3 Elizabeth Gilbert, JK Rowling

4 Sarah Lewis 5 JK Rowling

1a 2b 3a 4a 5b

- 1 live my life not looking back and not regretting
- 2 so I was interested to see what her point of view was
- 3 her own example of getting a tattoo because this is a familiar story to me
- 4 in my family got a tattoo when she was a teenager
- 5 spent a lot of time and money getting it removed

1 the title 2 tries not to regret 3 A family member 4 regret 5 natural

1 habit 2 similar 3 relevant 4 sharing 5 normal 6 bad 7 improve

1c 2d 3a 4e 5b

# 4.2 Measures of success

1 PS 2 PPS 3 PPC 4 PC 5 PPS 6 PPC 7 PS 8 PC

1b 2c 3c 4a 5a 6b

1 had been working 2 started 3 had read 4 were 5 was going 6 discovered 7 was struggling 8 sold 9 were rushing 10 had made

1 studied 2 had rejected 3 was working 4 had seen 5 decided 6 left 7 was directing 8 approached

1 used to / would 2 used to 3 used to / would 4 used to / would 5 used to 6 would 7 used to 8 used to / would

1 used to 2 used to / would 3 would 4 used to / would 5 used to 6 used to / would

7

1 We failed the first time, but were successful when we tried the next time.

2 Max and Corinne led the project that won the international prize.

3 He enjoyed telling everyone about his tried and tested methods.

4 One day I stopped feeling that success had to be measured in financial terms.

5 No one's answering their phone! They must be in a meeting right now.

6 He would tell you that he wanted your advice, but then he wouldn't take it!

1 was looking 2 was helping 3 were giving 4 'd been thinking 5 encouraged 6 thought 7 was complaining 8 were talking 9 explained 10 wanted

11 'd been listening 12 'd heard

# 4.3 Failure is not an option

a2 b4 c1 d3

1 succeed 2 fail 3 professionally 4 importance 5 wrong 6 dangers

3

1 T

2 NG

3 T

4 T 5 F - Too much pressure can lead to anxiety and physical and mental health issues.

6 NG

Which speaker(s)?	1	2	3
feels it's a good thing for people to push themselves	1	1	
partly agrees with the writer	/		
points out that the desire to succeed has improved lives		1	
strongly disagrees with the writer		1	
strongly agrees with the writer			1
mentions their own family members		1	1

1a 2b 3b 4a

6

1 truth 2 knowledge 3 catastrophe4 planning 5 disaster 6 blame 7 mistakes

8 expertise 9 fault 10 errors

7

1 productive 2 encouraging 3 inspiring 4 successful 5 rewarding 6 effective

7 challenging 8 useful

8

1 inspiring/encouraging 2 productive 3 challenging 4 successful 5 rewarding

6 encouraging/inspiring

9

1 learn to 2 learn from 3 learned my lesson 4 learn the hard way 5 learn by heart

10

a learn the hard wayb learn my lessonc learn tod learn by hearte learn from

# 4.4 How did it go?

1

1 I'm not sure I'm with you on that.

2 Let's look into that.

3 That's a good idea.

4 How about having some special offers?

5 I like the sound of that.

6 We'd better cancel the conference.

7 I couldn't agree more.

8 We could consider other markets.

9 Why don't we think about having a sale?

10 Could I look at the report?

11 We should be careful here.

12 I don't think we need to have a meeting.

2

1b 2a 3a 4b 5a 6b

3

1 T

2 T

3 F – Marta has already put some ideas together

4 F – They agree that they should make a list of things to change on the website.

5 T

6 T

7 F – They agree that the meeting should be on Monday.

4

1E 2E 3U 4E 5U 6E 7E

6

1d 2a,d 3c,e 4b,d 5b,c,d

# 7 (example answers)

· Need to improve systems

Nora to book the room

Diego to plan the catering

· Tell bank manager the problem

Strategy not working – make new plan?

 Mara meeting managers/team next week

# 8 (example answers)

 Lana to organize ad campaign – launch beginning of May

Sales team to register for annual conference, London

Kenji to check hotel rates

· Pedro to look into airfares

 Next meeting 10<sup>th</sup> July – Tanya to reserve room

· Barry to email meeting agenda July 8th

# **WRITING 2**

1

b. c, e, f, g

2

1g 2b 3c 4f 5e

3

1 T

2 T

3 F - Hundreds of people came.

4 F - You should plan everything carefully.

5 T

4

1a 2c 3c 4b 5a

5

1 Have you ever thought about

2 I'm sure you'll agree that / I'm sure that you'll agree

3 On top of that

4 The best thing about

5 I'd recommend it because

6

a5 b2 c3 d1 e4

7

1 Have you ever thought about

2 I'm sure you'll agree that

3 The best thing about

4 I'd recommend it because

# 9 (example answer)

# How to learn languages faster

I've been learning languages for twenty years, and in that time I've learned a lot of ways to make my language study more efficient. Today I'd like to share my top tips with you.

Firstly, it's important to speak as much as possible. I'm sure you'll agree that when learning a language you often feel like a child because you can't think of the necessary words to say what you want to, or you make lots of mistakes with the grammar. However, speaking is the best way to force yourself to use the language, and most of the time

people don't mind if you make mistakes as long as they can understand the message.

On top of that, you should use your language for ten minutes every day. It's a lot easier to find a few minutes than it is to try to fit in an hour or two at the weekend. Just like with practising music every day, you'll benefit from seeing the language more regularly. It doesn't matter what you do – listening, grammar, writing – it all helps!

So use these tips and you'll soon see a difference!

# UNIT 5

# 5.1 Got a meeting? Take a walk

1

1 F - She grew up in the United States.

2 F – Her first degree was in Applied Economics.

3 T

4 T

5 T

2

b Healthier choices make sense

3

1 a, b, c 2 b 3 b, c 4 a, b, c 5 a, c

4

1e 2d 3g 4a 5b 6f 7h 8c

1F 2F 3R 4R

7

a4 b3 c1 d2

8

1 likes 2 necessary 3 are not 4 more important 5 more common

9

1 meaningful 2 concept 3 Herbs

4 contrary to 5 conventional 6 Increasingly

# 5.2 Overcoming challenges

1

1 Izzy managed to work out three times this week, even though she has a cold.

2 The organizers had to cancel the event because they had no sponsor.

3 They could see part of the Tour de France from their hotel room.

4 We weren't able to finish our hill climb because of bad weather.

5 Even though others had trained more than Evie had, she succeeded in beating them.

2

1 couldn't play 2 was able to get

3 managed to raise 4 weren't able to score

5 had to miss 6 could

1 wasn't able to walk 2 managed to get 3 had to use 4 couldn't train 5 succeeded in winning

4

1 could give up
2 succeeded in becoming
3 weren't able to win
4 managed to qualify
5 couldn't believe
6 had to pull out

5

1 couldn't find 2 managed to persuade
3 could see 4 had to drag 5 succeeded in changing 6 was able to check 7 could tell
8 succeeded in getting

6

1 F – They couldn't drive because there weren't any cars.

2 T

4 T

5 F – In spite of the developments, we are facing a challenge to stay fit and healthy.

6 F – Although life is relatively easier, we struggle to exercise or eat well.

7

1 completed complete

2 overcoming overcome

3 defends defend

4 adjusting adjust

5 seen see

6 accepted accept

7 waiting wait

8 had have

8

1 had to do something 2 couldn't climb
3 must have lost 4 managed to drop
5 wasn't able to lose 6 couldn't lose
7 had to see 8 could tell 9 had to change
10 succeeded in resisting 11 managed to
swim 12 was able to do

5.3 The bottom line

•

1f 2d 3a 4e 5c 6b

2

1 Athens 2 larger 3 good publicity 4 financially 5 more recent 6 clear plan

3

1b 2c 3a 4c 5b 6b

4

1 get into debt
2 control your finances
3 work out a budget
4 balance the books
5 make an offer
6 form a partnership
7 invest money
8 make a deal
9 charge a
10 sponsor an event

5

1 reapply 2 readjust 3 regain 4 reconsider 5 reassess

6

1c 2e 3b 4d 5a

7

1 A done deal 2 'It's a deal!' 3 a big deal 4 the real deal 5 a great deal

5.4 Who funded you?

1

1 ask 2 don't 3 ask 4 make 5 new 6 did 7 ls

2

1 work colleagues 2 at lunchtime 3 too busy 4 under your desk 5 students 6 funding 7 interested

3

1d 2f 3a 4c 5g 6b 7e

4

1 does 2 will 3 have 4 can 5 didn't

6

1 doesn't hasn't

2 he not show

3 helping help

4 Haven't Hasn't

5 isn't is it

6 think thinks

7

11 21 3N 4T 51 6N 71 8T

R

Can you give me some advice? How should I go about this? What about Kickstarter? Could you ask your family for a loan?

# **PRESENTATION 3**

1

1b 2c 3a

3 (example answer)

1 The Internet can be very dangerous.

2

a The Internet is actually terrible.

**b** The Internet is the worst invention of the 20th century.

c You are wasting too much time on the Internet.

5

1 c, g 2 a, i 3 b, f 4 h, j 5 d, e

6 (example answers)

1 Hello. I'm pleased to see all of you here today.

2 My name's (name).

3 Our smartphones are changing how we live

4 This is because we use them for everything. We use our smartphones to give us directions; we don't use or read paper maps any more. We communicate with our smartphones 24 hours a day, seven days a week. With social media we are more connected than ever, but now we talk through tweets and messages. When was the last time you called someone? Often we look at our smartphones first thing in the morning and last thing at night. They have become an integral part of our lives. Do you agree?

5 I hope you found this talk interesting and engaging. Thank you for taking the time to

**UNIT 6** 

**6.1** PLease, please, people. Let's put the 'awe' back in 'awesome'

1

1 1985 2 American 3 music 4 design

2

c Our world is awesome. Learn about it. Love it.

3

1 Robin Ince Schwartzberg 2 Edith Widder, Louie 3 Edith Widder, Lewis Pugh 4 Edith Widder, Robert Ballard, Lewis Pugh

5 Robert Ballard 6 Lewis Pugh

4

1 endured 2 expand 3 rapid 4 relatively 5 remarkable 6 widely

6

a3 b1 c4 d2

7

1 T

2 F – More money is spent on space exploration than ocean research.

3 T

4 F – It is aimed at everyone, even if they are not connected to the ocean.

5 F – He is angry because he doesn't feel ocean research is appreciated enough.

8

1 NASA's annual budget.

2 It's technical but easy to understand.

3 Not enough people see the value of oceanography.

4 Getting into the ocean or sea.

5 That Ballard's talk will convince more people to care about ocean research.

9

1 b 2 b 3 b 4 a 5 a

6.2 Getting value for money

1

1 first 2 zero 3 second 4 first 5 zero 6 second 7 first 8 zero

1 you're 2 grows 3 like 4 we'll make 5 was reduced 6 wasn't saving

3

1 've got / have, see 2 buy, get 3 can't / don't find, 's 4'll give, has 5 'll understand, read 6 don't finish, won't be 7 wasn't tired, 'd join 8 'd leave, won 9 'd have, didn't buy

4

1 work 2 'll/will spend 3 haven't used 4 'll/will be 5 'd/would discover 6 wanted 7 find 8 specialize

5

1 've/have used 2 'll/will know 3 works 4 benefit 5 wanted 6 check 7 uses 8 love 9 not like 10 will buy

6

1c 2d 3e 4a 5b 6g 7h 8f

7

1 could 2 might 3 could/should 4 have to 5 should 6 could/might

8

1 cancel 2 'll lose 3 decide to book 4 going to be 5 's 6 order 7 'll have to pay 8 hadn't 9 'd book 10 asked 11 would they do 12 explained

# 6.3 Is it worth it?

1

1b 2b 3a

2

1 T

2 F - They usually come from small farms.

3 T

4 T

5 F – The label just says the fish were caught using a sustainable method.

3

1 convenient 2 ethical 3 more 4 welfare 5 environmental 6 animals 7 chemicals 8 too much

4

1 suppliers 2 organic 3 meat 4 environment 5 financial 6 would

5

1b 2a 3b 4c 5a 6b

6

1 endless 2 careless 3 confession

4 expression 5 harmless 6 impression

7 possession 8 priceless

7

1 impression 2 priceless 3 expression

4 careless 5 possession 6 endless

7 confession 8 harmless

8

1c 2f 3b 4a 5d 6e

# 6.4 Shopping around

1

1c 2g 3a 4e 5d 6f 7h 8b

2

1a 2b 3a 4b 5a

3

You	Silver card	Gold card
pay a joining fee		1
pay a lower fee per month	1	
have full access to the gym		1
can use all the fitness machines		1
can't use the pool	1	
can join any class for free		1
must have a contract	1	
can cancel any time		/

4

11 21 31 42 51 61 72 82

6

1f 2h 3b 4g 5c 6a 7d 8e

7

1 extremely varied 2 really easy 3 incredibly pleased 4 very satisfied 5 completely different 6 extremely strict 7 unbelievably high 8 absolutely essential

# 8 (example answer)

I ordered an office chair from Chairs Online two weeks ago. The price was pretty high but I wanted to invest in a good piece of furniture for my home office. I was incredibly impressed with the speed of the delivery, which was amazingly quick! The chair itself was unbelievably easy to put together and it looks really nice in my office. However, I feel that the quality of the item is extremely poor, especially considering the price. Also, it's not particularly comfortable, which is very disappointing.

# **WRITING 3**

1

b, c, d, f

2

1b 2f 3d 4c

3

1 T

2 F – They didn't think the WalkMore could help them.

3 T

4 T

5 F – You need to charge the battery regularly.

4

1 totally 2 incredibly 3 both 4 absolutely 5 both

F

1 My only complaint is that it was very expensive.

2 It was an unforgettable experience.

3 The characters are rather difficult to understand.

4 That's the reason why it is so successful.

5 It tries hard to be funny but it fails.

6 The plot is surprisingly easy to follow.

6

1b 2e 3a 4c 5d

7

1e 2a 3c 4b 5f 6d

9

If I could only watch one TV show for the rest of my life, it would undoubtedly be *Sherlock*. It is a series of mysteries based on Arthur Conan Doyle's stories of Sherlock Holmes, but it has been updated to take place in 21st-century London. It stars Benedict Cumberbatch as Sherlock and Martin Freeman as Doctor Watson, his assistant.

I find each episode gripping and I can never guess the solution to the mystery. I enjoy watching them again and again to spot the clues and see how the story fits together. Another thing I like is the way that electronic communication through phones and computers is a key part of the programme and is shown on screen.

The only downside is that there are only three episodes in each series, and a new series takes about two years to make because both of the main actors are very busy. I also know that some people don't like the jumps between scenes as it can move too fast. I would recommend it to anybody who enjoys mysteries or who likes either of the two main actors. It's definitely worth it!

# **UNIT 7**

# **7.1** The sore problem of prosthetic limbs

1

4 T

2 F – He set up Global Minimum while at Harvard.

3 T

4 T

5 F – He was named on the 30 under 30 list in 2014.

2

b Benefits of the latest prosthetic limbs

3

1 Krista Donaldson
2 Hugh Herr, Aimee
Mullins
3 Todd Kuiken
4 Dean Kamen
5 Hugh Herr, Aimee Mullins

4

1b 2c 3a 4e 5d

6

1 'r' rolled in Polish

2 '-ing' becomes '-ink' or just '-in' in Polish

3 'p' not aspirated as it is in English

4 'th' sound replaced with /f/ or /d/ in Polish

7

1 teaches at a college 2 dancer 3 entitled 4 science fiction

4 science fiction

1a 2b 3a 4b

\_

1 overcome 2 motivating 3 capacity 4 pessimistic 5 progresses

7.2 Developing new technology

1

1A 2P 3A 4P 5A 6A 7P 8P

2

1 More money is being invested in research.

2 It was built by scientists in China.

3 Updates were made before the product was released.

4 Security features will be added by next year.

5 Instructions have been provided with the device.

6 Electronic devices are being used instead of textbooks.

3

1 has been provided 2 is being developed3 are being placed 4 have been built

5 will be provided 6 will not be managed

4

1 was being fixed 2 were given 3 is being designed 4 will be accepted 5 to be tested 6 was awarded 7 will be launched

8 is being taught

1 for 2 by 3 by 4 by 5 for 6 by

6

1 has been remarked 2 is being designed 3 has been claimed 4 been working 5 will be flown 6 is expected

7

1 Who is the product being made by?

2 When was the company started?

3 Who has the product been designed for?

4 How has the money been raised?

5 How can advance orders be placed?

6 When will the product be available?

8

1 The product is being made by Petalite.

2 The company was started in 2014.

**3** The product has been designed for everyone who uses a smartphone.

4 The money has been raised through a crowdfunding campaign.

5 Advance orders can be placed by contributing to the campaign.

6 The product will be available in the near future.

9

1 was developed 2 are combined
3 be driven 4 are being made 5 've been working 6 has led 7 be used 8 being used 9 being tested 10 they're expected
11 are made 12 be put

7.3 Innovative approaches

1

a3 b1 c4 d2

2

1 20th century 2 a billion 3 a few hundred metres 4 about 1.25 million 5 2017

3

1 developing 2 not being used anywhere yet 3 improving road safety 4 required

5 working on

4

1a 2a,c 3b 4d 5b

5

1a 2b 3b 4a 5b 6a 7a 8b

6

1 technophobe 2 cyberattack

3 technobabble 4 cyberspace

5 technophile 6 cyberbully 7 technowizard

8 cybercrimes

7

1 search engine 2 screen saver 3 energy efficiency 4 information superhighway 5 ink cartridge

8

1d 2f 3b 4e 5a 6c

7.4 It can all be done online

1

1a 2b 3b 4a 5b 6a 7a 8b

9 a 10 a

2

1 how does that work 2 will I have to 3 how would I do that 4 what will I need to do 5 how will I know if 6 be taken out of my account 7 How often are 8 do they go

3

1f 2c 3a 4d 5g 6b 7e

4

1 This programme is so old!

2 Although other people like it, I find it hard.

3 It's easy to do it online.

4 There's no other problem with this computer.

5 Do you know anyone who can help?

6 I can go over it with you.

7 From now on, use an anti-virus program!

8 I think you need to upgrade.

5

1 It's a restaurant app that functions a bit like a loyalty card.

2 The first thing you need to do is to register online.

3 You can then to one of the usual sites go online to download the app.

4 The great news is that you can begin using the app pretty much immediately.

5 You can collect loyalty or reward points every time you use the app.

6 You can also use the app to browse the restaurant's menu and order a takeaway!

6

Follow the instructions to download
the app.

Create your online account and link it to your credit card.

3 When you need a taxi, the app will send a driver to you.

4 It tells you where the taxi is and when it will reach you.

5 You can follow your taxi using the app!

6 The fare will be charged to your credit card.

7 Your receipt will be emailed to you.

# 7 (example answers)

1 Enter the name of the website and go to the home page.

2 Fill out the sign-up form.

3 Include your email address and create a password. Provide your phone number and answer some security questions.

4 You will then receive a verification email.

5 Click on the link in the verification email to activate your account.

6 In your account, you can now upload your profile picture.

7 Choose whatever privacy settings that you

8 Start adding friends to your network.

9 Use the chat feature to send instant messages to your friends.

10 Post your first status update!

# **PRESENTATION 4**

1b 2a 3c

# 3 (example answers)

- 1 | started drawing when | was really young maybe three or four years old.
- 2 There's nothing I like more than sitting down with my pencils to create a picture. It makes me think about all the famous cartoonists that I want to be like.
- 3 When I'm working on a drawing I feel like I can create almost anything - it's wonderful to have the freedom to draw anything I like. My mind fills up with ideas and I get really excited.
- 4 Something that inspires me

5

1 c, e 2 d, h 3 a, f 4 b, g

# 6 (example answers)

- 1 Hello, I'm (name). It's great that you could be here today.
- 2 It might seem old-fashioned to you, but I love knitting. There's nothing I like more than the sound of my knitting needles.
- 3 It is fun to be able to make clothes and accessories like scarves and gloves. When I'm knitting I remember my mother - she often made woolly jumpers and hats for our friends and family. Knitting is a complex activity - creative but methodical. You have to have an artistic mind, but you also need to be able to concentrate and count all the stitches!
- 4 I hope you enjoyed listening to my talk about the thing I love. If you have any questions, I'll try to answer them.

# UNIT 8

# 8.1 How to make work-life balance work

1

1 theology 2 two 3 three 4 Australian, international 5 advises

2

c Making work work better

3

1 family 2 successful 3 positive

4 employees 5 doesn't think

1a 2b 3a 4a

favourite everything particu<del>lar</del>ly opening interesting differently

a, b, c, e, f, g

8

1 T

3 F - She says the talk is particularly relevant in terms of her own family.

5 F - Jess would have liked to have heard more stories about individuals who've used positive psychology.

1d 2a 3b 4c

# 8.2 Can we 'have it all'?

1d 2a 3e 4c 5b 6f

2

verb + -ing	verb + to + infinitive	verb + -ing or verb + to + infinitive
admit	expect	continue
consider	forget	(don't) bother
enjoy	refuse	prefer
suggest	wait	stop

1 to start 2 working 3 to think 4 to help 5 to have 6 to discover

1 managing 2 to have 3 to implement 4 to work 5 finish 6 balancing

7 to believe 8 to make

1 having 2 to achieve 3 to fail 4 to have 5 to compare 6 earning 7 working 8 making

1 talking 2 to tolerate 3 feeling 4 being 5 to let 6 meeting 7 to get along 8 controlling

1 missing 2 to establish 3 to get 4 (to) make 5 to stay 6 answering 7 to say 8 to do 9 to be 10 trying

8

1 to take 2 to prepare 3 to finish 4 to request 5 to do 6 to manage 7 getting 8 to be 9 putting 10 getting 11 to speak 12 to stop 13 to reduce 14 to ask

# 8.3 Taking it easy

1 500,000 2 UK 3 2012 4 21,000,000 5 US 6 a decade

1 need 2 working 3 anxious

4 not everyone 5 walk

3

1 h 2b 3a 4b

	Speaker 1	Speaker 2	Speaker 3
Who hasn't found a leisure activity they enjoy?	/		
Who feels their work-life balance is unhealthy?	/		/
Who mentions their work situation?		1	/
Who is not very stressed?		1	1

2d 3f 4a 5c 6h 7b 8e

2b 3a 4b 5a

1 bow out 2 drown out 3 fit in 4 cave in 5 burn out 6 cut out

1 play on words 2 playing with fire 3 playing favourites 4 play it by ear 5 played a part 6 play for time

# 8.4 I need a break!

1d 2c 3a 4f 5b 6e

1 Not, also 2 prefer 3 not 4 to 5 other 6 rather, than

3

	Barcelona	Scotland	Paris
architecture	1		
art	1		
drive		/	
food			1
great scenery		1	
seaside	1		
shopping			1
take a flight	/		
take a train			1
weather		1	

1 Not only that, but we got a discount.

2 They'd prefer to go somewhere local.

3 I'd rather be swimming than sunbathing.

4 He'd better make his mind up.

- 5 The thing is, she doesn't like the beach.
- 6 The only problem is deciding where to go.

- 1 The main disadvantage on of
- 2 Many people argue this that
- 3 On In the first place
- 4 from for instance
- 5 All on in all
- 6 The mostly most important benefit
- 7 Of For this reason
- 8 To sum out up

6

- 1 In the first place 2 Secondly 3 Many people argue that 4 like 5 Furthermore
- 6 The most important benefit 7 Despite this
- 8 To conclude

# 7 (example answer)

Hi Milena,

First of all, thanks for your great list of ideas. Secondly, I think London will be an excellent location for our meeting. Of course it's a very expensive city, but the most important benefit is that it'll be easy for all our international teams to travel to.

I know that hotel near London Bridge; it's very nice and in a convenient location. Despite this, it's too small for our entire group. Can you research some other possibilities?

Since we'll be spending all day at meetings in the hotel, I think it would be better if we have every evening meal somewhere else. We could book a different type of restaurant each night, for instance, Italian on Monday, Japanese on Tuesday, and so on.

Your entertainment ideas are wonderful but I think we need to focus on events where the team members can speak to each other. For this reason, going to see a show would not be ideal. And the main disadvantage of the bike tour is safety, unfortunately. The boat trip is terrific, though; let's do that.

All in all, you've done a great job. Let's do some more research and meet next week to discuss possibilities. Thanks, Milena.

Sam

# **WRITING 4**

67

b, d, e, f, g

2

1b 2e 3f 4d 5g

3

- 1 F She says she's not as relaxed as Tim thinks she is.
- **2** T
- 3 T
- 4 F She does it every day.

5 T

- 4
- 1 Thanks for 2 I'd better go 3 for a while 4 getting on

5

1d 2a 3f 4c 5e 6b

6

1 I'm so glad 2 I'm really sorry I can't
3 Do you fancy 4 loads of 5 It'd be great
to 6 Let me know

7

Greeting 3
Paragraph 1 4, 8
Paragraph 2 1, 5, 2
Paragraph 3 9
Sign-off message 6
Name 7

# 9 (example answer)

Hi Jamie,

Thanks for your email. I've been really busy recently, so I'm looking forward to your visit because I need a break.

I think the best way to get to Bristol is on the train. There's a direct line from London to Bristol, so it's very easy. If you come to the main station I can pick you up there, or you can get a bus to my house. It's best if you arrive after 5pm because that's when I finish work.

While you're here we can go to the famous bridge over the river, the Clifton Suspension Bridge. There are amazing views of the city from there. We could also go to the SS Great Britain, which was the first ship in the world to use steam power. They were both designed by the same man, Isambard Kingdom Brunel, in the 1800s. I know you're keen on engineering so I'm sure you'll find them really interesting.

When you've booked your tickets, let me know the times and I'll let you know if I can meet you at the station.

See you soon!

Sarah

# UNIT 9

# 9.1 Doodlers, unite!

1

- 1 T
- 2 F She loved comic books as a child.
- 3 T
- 4 F She has written two books.

2

c Meaning through pictures

3

1 b 2 c 3 e 4 d 5 a

4

1 data 2 locates 3 odd 4 merely

6

I'm Hakan Ayaz from <u>Turkey</u> and I'm the Sales Representative for National Geographic Learning in the Middle <u>East</u>. I've watched a <u>lot</u> of TED Talks and so far my favourite of all is Ajit Narayanan's A <u>word</u> game to communicate in any language. I really enjoyed this talk a lot as it's particularly <u>relevant</u> to my own profession and background.

7

1 personal experience with 2 use 3 images 4 interested 5 children

8

1a 2b 3a 4a

9

1c 2d 3a 4b

# 9.2 Looking for inspiration

1

1R 2N 3D 4N 5D 6R

2

1b 2a 3a 4d 5c

3

1 when 2 that 3 who 4 which 5 whose 6 where

4

1 written 2 given 3 following 4 offered 5 launched 6 wishing

\_

1 which 2 needed 3 that 4 who 5 that 6 whose 7 explaining 8 when

6

1 which 2 who 3 where 4 which/that 5 who/that 6 that/which 7 who/that 8 whose 9 where 10 which 11 who/that 12 that/which

7

- 1 what that
- 2 discussing discussed
- 3 which whose
- 4 whose that
- 5 watched watching

8

1 whose 2 worn 3 that 4 who 5 that 6 which 7 where 8 which 9 which 10 that 11 visiting 12 that

9.3 Agreeing to differ

1

1 an argument 2 imagination 3 learning 4 no sound

2

1d 2c 3b 4e 5f 6a

2 T 3 F - He just listened. 4 F - He thinks they were both right. 5 T 1 Speaker 2 2 Speaker 1 3 Speaker 3 4 Speaker 3 5 Speaker 2 6 Speaker 1 1 realistic 2 unemotional 3 imaginative 4 careless 5 insensitive 6 imprecise 7 logical 8 foolish 1 brainstorm 2 brainwave 3 brain fade 4 brainbox 5 brain-teaser 6 brain drain 1 brainbox 2 brain drain 3 brain fade 4 brainstorm 5 brain-teaser 6 brainwave 8 1a 2b 3b 4a 5a 6b 9.4 It's a great idea 1 1 thoughts on 2 say 3 could just 4 know what 5 add something 6 think about 7 in your opinion 8 let me 9 make a point 10 feel 11 like to say 12 about 1a 2b 3b 4b 5a 6a 1 might be too much 2 only one type 3 Antonio 4 order products online 5 thinks 6 not to forget 1a Clive, would you like to say anything about the design? b Clive, would you like to say anything about the design? 2a But what does Tom think about all the costs? b But what does Tom think about all the costs? 3a Kirstie, what are your thoughts on the new colour? b Kirstie, what are your thoughts on the new colour? 1F 2| 3F 4| 5| 6F 1 b, c 2 b, c 3 c 4 a, b 5 a, b, c 6 a, b, c 7

3

1 NG

3 thats that's 3 specific ways 4 time? !/. 4 raises his voice, gets too excited. 5 off out 6 correct 7 asking ask a3 b1 c4 d2 8 correct 1b 2a 3b 4b **PRESENTATION 5** 1 come across 2 sum up 3 Let's face it a 1 Light 2 digital sensor 3 shutter 4 actively participate b 1 weight 2 wing c 1 explosions 2 truck 3 surface 10.2 How can I help? 1c 2e 3d 4a 5b 1b 2a 3a 4a 5a 6b 5 (example answers) 1 Hello. It's good to have you here. If 1 Can/Could I have everyone is seated, I'll get going. 2 Why did you sell it to me if you knew 2 We think that travelling by air is easy 3 Will we be able to change the camera if we nowadays, but have you ever wondered lose the receipt? how it works? 4 Is your manager there? 3 Here is how it works. First, the aeroplane 5 Why can't I return the dress without the generates thrust from its engines and labels in it? maybe also a propeller on its nose. This causes the plane to move forward. Then 3 you can see that air passes under the wing 1 I knew 2 had mentioned 3 I thought and also over the wing at a slower speed. 4 tried 5 really wanted 6 I would This generates lift greater than the plane's 7 they'd/they would weight, and the aircraft rises up into the air. 4 I think it's important to understand how air travel works because it is something that 1 She was like, 'I'm never going to that people do every day and often don't think restaurant again.' about it. 2 They were like, 'When will your sister be 5 I'm very grateful for your attention. Thank back? you for listening to this talk about air travel. 3 Every time I go to that café I'm like, 'I'm Now, is there anything more you'd like to sorry, but I can't drink the coffee if it's too know? hot. 4 I was like, 'I'll call you again on Sunday.' 5 When I got home I was like, 'This has been **UNIT 10** one of the best days of my life.' 10.1 5 ways to listen better 5 1a 2b 3b 1 F - He has started one company, The Sound Agency. 2 T 1 if she could change 2 was the only one 3 she could afford 3 had to go to 4 said that 4 F - His book is called Sound Business. advice 5 there weren't 6 which was why she'd phoned 7'd gone 8 could make an exception 9 'd both be in trouble a Building positive relationships 10 couldn't help her 10.3 The customer is always right 1 Laura Trice 2 Ernesto Sirolli 3 Rachel Botsman 4 Julian Treasure and Laura Trice a3 b4 c1 d2 e5 1 interact with 2 make the world 3 pay 1 deliver 2 confuse 3 vary 4 intercultural attention to 4 taking the first step 5 builds 5 gestures relationships 3 1 NG 1 is to visit customers, promote our 2 T

2 bad things we do

- 3 F Only part of a message is communicated via body language.
- 4 NG
- 5 F There is no link between eye movement and lying.

- 1c 2d 3a 4e 5b
- 1 behave appropriately 2 provides a service 3 give a tip 4 ask for a refund 5 making an apology 6 paying a bill
- 1d 2a 3e 4b 5c
- 1 see eye to eye 2 give someone a pat on the back 3 cost an arm and a leg 4 get something off your chest 5 all ears
- 1 get something off my chest 2 all ears 3 see eye to eye 4 cost an arm and a leg
- 5 give someone a pat on the back
- 1a 2c 3d 4b 5e
- 1 listen out for 2 listen to reason
- 3 listening in on 4 Listen here 5 Listen up
- 10.4 Any other business?
- 1c 2e 3d 4b 5a
- 1 other 2 absolutely 3 that 4 What 5 Do you mean
- 3
- 1 T
- 2 F The receptionist had her arms folded.
- 3 T
- 4 F There have been previous complaints.
- 5 F Anne suggests updating their training.
- 6 T

	Understanding	Surprise	Disagreement
1		/	
2			1
3	1		
4	/		
5	1		

- 1d 2a 3e 4c 5b
- 1 to arrive arriving

- 2 persuaded to
- 3 inform informed
- 4 helping to help
- 5 said us / told us
- 6 to install installing
- 7 agreed not to
- 8 told us
- 7
- 1 explained 2 told 3 advised 4 agreed 5 recommended 6 remind

# **WRITING 5**

- a, b, c, e, f
- 1e 2f 3c 4a 5b
- 3
- 1 T
- 2 F Rebecca only joined the company recently. Konnie has worked there for ten vears.
- 3 F She has organized charity events.
- 4 T
- 5 T
- 4
- 1 This report looks at ...
- 2 I am writing this report to recommend ...
- 3 The aim of this report is to summarize ...
- 4 This report is intended to evaluate ...
- 5 In this report I would like to propose ...
- 6 This report was written to suggest ...
- 5
- 1 advantages disadvantages
- 2 pros cons
- 3 problems solutions
- 4 benefits drawbacks
- 5 arguments in favour arguments against
- 6 best aspects worst aspects
- 7 social media print media
- 8 training budget investment in technology
- 6
- 1 I would no not hesitate
- 2 the bigger biggest problem
- 3 most convinced convincing argument
- 4 suggested have having a meeting
- 5 depends of on two main factors
- would be best to train
- 7 two more suggestions
- 8 should to be set up
- 7
- Helpline: 10, 2, 5
- In-store support: 6, 8
- Staff: 3
- Recommendations: 4, 1, 7

# 9 (example answer)

The aim of this report is to suggest methods of attracting customers to classes at the

fitness centre. The information was collected by speaking to current customers.

# Current classes

The customers I spoke to said that they would like to come to the current classes, but that the times make it difficult sometimes. They would prefer classes which are early in the morning or in the evening, so they can go to them before or after work. Most of the classes at the moment are in the early afternoon, and it is difficult for the majority of the people interviewed to attend because they are at work.

# Suggested classes

The most popular classes at the moment are voga and boxfit. Clients have also requested dancefit classes as there are currently very few classes based around music.

#### Recommendations

Based on interviews with current customers. I would recommend opening as many classes as possible in the evening, preferably dancefit, yoga and boxfit. In addition, new clients could be offered one free class so that they can experiment and find the class which is best for them.

# **UNIT 11**

# 11.1 Cloudy with a chance of joy

- 1 F He was a graphic designer after university.
- 2 T
- 3
- 4 T
- b Beauty and science: The wonder of nature
- 1 Reuben Margolin, Louie Schwartzberg
- 2 Paul Nicklen, Frans Lanting
- 3 Frans Lanting
- 4 Louie Schwartzberg
- 5 Camille Seaman, Frans Lanting, Paul Nicklen, Louie Schwartzberg
- 1 diverse 2 powerful 3 passionate
- 4 value 5 drawing attention to

/au/: about

/əu/: associated, don't, so

1, 3, 4

- 2
- 1a 2a 3b 4b 5b
- 1a 2d 3b 4c

# 11.2 Sharing our resources?

4

1 The, the 2 The, the 3 X 4 an, the 5 the/an, a, the 6 an, X

2

1 a 2 a/X 3 X 4 X 5 the 6 the 7 a 8 a 9 the 10 the

3

1 no 2 every 3 a huge number of 4 Both 5 little 6 all 7 few 8 a few

4

5

1 a little bit longer
2 a little bit
3 a little bit tired
4 a little bit more money
5 a little bit surprised

6

- 1 I have a huge number, little time to do them, no way of
- 2 the environment, people are the, lots of people in the world
- 3 nature, Every type of, there are lots of, few of them

# 11.3 International movements

1

a3 b2 c4 d1

2

1 focus 2 implications 3 leftovers

4 awareness 5 consider

3

1 T

2 NG

3 F – About a third of food waste comes from households.

4 T

5 NG

6 T

1

a3 b3 c1 d1 e2 f3 g1 h2

5

1e 2i 3c 4f 5j 6d 7h 8g 9b 10a

6

1 a tube of 2 a crate of 3 a carton of 4 a bunch of 5 a slice of 6 a bowl of

7

1 the injured2 the homeless3 the Swiss4 the disabled5 the sick

8

the young the blind the elderly the rich the French the sick

9

1d 2c 3e 4b 5a

11.4 Come and join us

1

1 M 2 R 3 R 4 M 5 R 6 M 7 R 8 M 9 R 10 R

2

1b 2e 3a 4d 5h 6c

3

1 didn't know 2 donations 3 lots 4 won't 5 will send the email after

1

2 your 3 number 6 your

5

1c 2d 3b 4f 5a 6e

6

Thank you for send sending
I am pleased to say
would like to offer you
Please find attaching attached the voucher
We look forward to see seeing you

# 7 (example answer)

Dear Steve,

Thank you for your email about our weekend training course for health and safety technicians. Please accept my apologies for the delay in replying to your enquiry.

I'm pleased to inform you that there are still a few places available on the course. The course will take place on the 7th and 8th July from 9 a.m. to 4 p.m. There will be a buffet lunch and two coffee breaks. All participants will receive a certificate of completion at the end of the course.

Please find attached the registration form. I'm afraid that I am unable to confirm your place on the course until I receive your completed form. I would be grateful if you could complete it and send it to me at your earliest convenience. You can make your deposit payment online.

Please don't hesitate to contact me if you have any questions.

We look forward to seeing you soon.

Yours sincerely,

Dan Reynolds

# **PRESENTATION 6**

1

a3 b1 c2

2

a2 b1

4

1e 2c 3d 4a 5b

# 5 (example answers)

- Hello and welcome. Thank you for coming along to today's presentation. Now, let me get started.
- 2 Here's an overview of what my household spends on food every month. This should show you a bit about my family's diet and suggest where we can make some savings.
- 3 The chart shows that the largest amount is spent on fruit and vegetables. These can sometimes be more expensive than the other food items we buy. We can see that bread, pasta and rice make up the next highest spend. The rest of our monthly budget goes on luxury items like chocolate and other desserts.
- 4 Now you understand a bit more about how my family and household spends money on food.
- 5 Thank you for taking the time to listen to me. Do you have any questions?

# **UNIT 12**

# **12.1** Dare to disagree

1

1 NG

2 T

**3** F – She has always been amazed by the creativity of software designers.

4 NG

5 F – The book looks at the dangers of competition.

2

b The need to experience different views

3

1 MH 2 EL, JGS 3 EP 4 MB 5 EL, JGS, MB 6 EP, EL, JGS, MH

4

1 extremism 2 ignored 3 personalized

4 limited 5 possessions

6

All chunks are unstressed

7

a4 b3 c1 d2

8

1a 2a 3b 4b

9

1c 2d 3a 4b

# 12.2 Moments of change

1

1g 2c 3d 4f 5a 6b 7e

2

1 If a colleague of his hadn't died, Semmelweis wouldn't have become so interested in the problem.

- 2 If his colleague had worn (had been wearing) gloves, he wouldn't have died.
- 3 If Semmelweis hadn't taken this scientific approach, he wouldn't have found the answer
- 4 If medical students hadn't also examined (been examining) dead bodies, the disease would not have spread.
- 5 The death rate would not have fallen if Semmelweis had not introduced the system of hand-washing.
- 6 If Semmelweis had not left, fewer young women and babies would have died.
- 7 His work would have been taken more seriously if it had sounded more professional.
- 8 He would have seen others develop his theory if he had lived longer.
- 1d 2e 3b 4f 5c 6a
- 1 hadn't become, wouldn't be
- 2 wouldn't have grown
- 3 hadn't been invented, wouldn't exist
- 4 hadn't been created, wouldn't be able
- 5 would feel, hadn't developed
- 6 wouldn't face, hadn't increased
- wouldn't lace, fladif tillcrease
- 1 had studied 2 have arrived 3 hadn't gone 4 had become 5 spoke
- 1 I wish I got on better with my boss.
- 2 Ben wishes he had bought a better quality phone.
- 3 I wish I had accepted that promotion.
- 4 He wishes we had done more market research last year.
- 5 I wish I had had that opportunity I would have made the most of it!
- 6 I wish the company hadn't expanded so quickly.
- 1 wouldn't have been able to stay in the city2 If they'd been able to
- 3 the opportunity might never have arisen
- 4 if it hadn't been for him
- 5 I probably wouldn't be a chef now!
- 12.3 The benefit of hindsight
- Seth: 1 Ellie: 3
- Seth: 1 Ellie: 3
- a Ellie's b Seth's
- 3
- 1 c 2 a 3 b 4 b 5 a 6 c
- F Ellie is giving them advice based on her own experiences.

- 2 F She loves this part of the country and her friends are here.
- 3 T
- 4 T
- 5 F She gave up the market stall and now just sells online.
- 6 F The estimated profit is £40,000.
- 7 T
- 8 T
- 5
- 1 self-confident 2 anxious 3 sensible
- 4 sociable 5 irresponsible 6 bold
- 7 co-operative 8 argumentative
- 1g 2e 3a 4c 5f 6h 7b 8d
- 1 leaving home / I left home 2 attend university 3 set up a business/company 4 went into partnership 5 learned from our mistakes 6 made a profit
- 1 changed direction 2 change of heart 3 change for the better 4 changed hands 5 changed his tune 6 change of scene
- 12.4 Could I have a quick word?
- 1
- a3 b1 c4 d2
- 2
- 1a 2a 3c 4a 5c 6c 7b 8a
- 3
- 1 notice that 2 understand that 3 wonder if you could 4 If you remember
- 5 appreciate that 6 I was hoping 7 want to talk about 8 'm doing my best
- 9 perhaps we could 10 need to talk about 11 should explain that 12 wonder if you could
- 4
  - 1 | 2 A 3 AG 4 | 5 A 6 AG
- 5
- 1h 2a 3e 4b 5f 6g 7c/d 8d/c
- 6
- a2 b1 c4 d3
- 7
- 1 couldn't have done 2 must have been 3 should/could have allowed 4 shouldn't have let 5 should have provided 6 shouldn't have put 7 must have met 8 could/should have spent
- **WRITING 6**
- 1
- a, b, d, e, g, h

- 2
- 1d 2h 3g 4b 5e 6a
- 3
- 1 F She's been experimenting with technology since she was a young girl.
- 2 T
- 3 F The sports club was in Japan.
- 4 T
- 5 T
- 4
- 1 Dear Sir or Madam,
- 2 Dear Ms Riley,
- 3 Yours sincerely, (plus your full name)
- 4 Dear Sophie,
- 5 Best wishes, (plus your first name)
- 5
- 1 apply 2 in connection 3 concerning
- 4 with regard 5 enquire
- 6
- 1d 2b 3e 4f 5c 6a
- 7
- 1 Dear Madam or Sir Sir or Madam,
- 2 to enquire to about
- 3 I saw the advertisement
- 4 I will would be very grateful
- 5 I recently left uni university
- 6 any further questions
- 7 I look forward to hear hearing from you
- 9 (example answer)

Dear Sir or Madam,

I am writing to apply for a place on the change management course which was advertised in the company magazine.

I have been a team leader in the sales department for three years, managing a team of ten people from four different countries, all using English. I also spent three years working in Manchester, so I have a good spoken and written level of English.

In my last professional development meeting, my manager stated that I am able to lead my staff effectively because I know how to use the strengths of each team member to help the whole team.

As part of my job, I organize training days and I co-ordinate schedules for my staff when they go out to demonstrate our products.

If I participate in the course, I will learn to communicate changes in company policy to my team more efficiently. I will also learn to help them accept change more easily, as sometimes they prefer to keep old procedures instead of learning new ones.

If you have any further questions, please do not hesitate to contact me.

Yours faithfully,

Kerstin Müller

# **Audioscripts**

# CD1

## TRACK 1

- 1 ... even though so many of us are 'connected' 24/7 on some device or other ...
- but you can always block or unfriend those guys.
- 3 So, it's not just about trolls and identity
- 4 ... tons of times I've witnessed situations ...

# TRACK 2

My name's Eunice Yeates, and I'm the author of Keynote Upper Intermediate Workbook. Jonathan Zittrain's TED Talk is a delight. We hear so many negative things about the Internet all the time, don't we? We're constantly being told that it's making us lonelier, and even though so many of us are 'connected' 24/7 on some device or other, they say we've actually become less connected to each other because of the web. Maybe that's true to some extent, but it's not the whole story as far as I'm concerned. Zittrain's talk just strengthened that idea, you know, that people can really show kindness online. Not just people, but random strangers!

I mean, I think it's very easy to criticize ... but what about all the good things that have come about because of the Internet? I'm on social networking sites quite a lot maybe too much - and, sure, it's true that some people can be nasty on Twitter and Facebook. You'll always get some boring person shouting abuse, typing in all caps, but you can always block or unfriend those guys. More to the point, tons of times I've witnessed situations on social networking where people who've never met in real life (and probably never will) simply help each other. Zittrain reminds us that there can be a real sense of community on the web, like on sites such as CouchSurfing.org and the car sharing board on Craigslist where people just want to help each other out.

I really like that, and that's why I like this TED Talk. He provides real examples of real people being kind to others on the Internet, not because there's any sort of strict, online rule they have to follow – there isn't – but because they just seem to care. Isn't that fantastic? Zittrain makes the vast web seem more ... human. So, it's not just about trolls and identity theft and cyberbullying, and people generally being cruel to each other online, you know? He illustrates that when he talks about how online strangers protected the identity of a kid who was embarrassed by a video of him pretending to be in Star Wars.

And his presentation style is great. He holds your attention the entire time because he makes his points clearly and gives solid examples that are easy to follow. There's quite a bit of humour in there too. I think he's a pleasure to listen to. Check it out if you haven't already!

## TRACK 3

- A: So, Sam is doing a video interview at the moment.
- B: That sounds scary. I'd be incredibly nervous!
- A: Well, the candidate is given the questions in advance, so that helps.
- B: And this type of interview is done over the Internet?
- A: Yes, exactly. It's being filmed by the company.
- B: Wow, I hope it's going well.
- A: Me too.

# TRACK 5

- 1 Video blogs, or vlogs, are becoming more popular than ever.
- 2 Most vlogs are run by one person or, sometimes, two people.
- 3 Some vloggers are getting millions of page views per month.
- 4 Successful vloggers are being approached by big companies.
- 5 Top vloggers might hire a lawyer to handle their contracts.
- 6 Some are earning a lot of money just to mention certain brands.
- 7 No one really knows how much money they receive.
- 8 Should they state when they are being paid to endorse a product?

# TRACK 6

- A: So, Paul, do you feel that identity fraud is getting better or worse?
- B: Well, it depends. These days, most Internet users are much more aware of fraud than they were in the past, so that's a good thing. But, on the other hand, cyber-criminals are always finding new ways of tricking people.
- A: That's what worries most of us!
- B: Well, yes, but some basic measures can make a very big difference. Like, always check that the web address starts with 'HTTPS', which means it's secure. Make sure you install anti-virus software. Never click on links you're not sure about. Stop and think before you correspond with anyone you don't know.
- A: What about phone phishing?
- B: Look, no bank will ever call you and ask for private details, such as your password, over the phone. Just don't give anyone that kind of information, you know?
- A: Do you have any other advice or tips for our audience?
- B: Just use your common sense. Don't put your full address or date of birth on social-networking sites. Always create strong passwords. After shopping online, log out completely. Check your bank statements carefully. Report lost or stolen bank cards immediately. Request a credit report once or twice a year. Destroy important documents rather than just throwing them in the bin.
- A: This has been really useful information, but I'm afraid we're out of time today. Please email any questions you may have for Paul to the usual address.

# TRACK 7

- 1 Excuse me, do you mind if I sit here?
- 2 So, how are you finding the training course?
- 3 What's he doing these days?
- 4 How's he getting on?
- 5 You'll be working closely with Suzanne's team, then?
- 6 Shall we start with the Astra project?

# **TRACK 8**

#### Conversation 1

- A: Excuse me, do you mind if I sit here?
- B: Not at all. It's free.
- A: Phew, thanks! I arrived late yesterday and had to sit at the back.
- B: Oh, that sounds awful. I hate sitting at the back of the room.
- A: And I was right beside the doors. It was very distracting.
- B: Yes, I can imagine. So, how are you finding the training course?
- A: Well, it's good ... mostly.
- B: You don't sound sure.
- A: The thing is, I don't really like his presentation style. The slides change so quickly.
- B: Ah, the Lessig method.
- A: Lessig method?
- B: Right. It's when the presenter changes each slide after 15 seconds.
- A: And the slides have very little text?
- B: Exactly, often just one word. I like that.
- A: So, that's your presentation style, too?
- B: Yeah, I work in direct sales. I like a plain message with a big impact.
- A: Hmm. I'm in business-to-business sales. Personally, I prefer more visible information, you know, graphs with explanations, that kind of thing.
- B: Really?
- A: Absolutely. Oh, look, he's about to start ...

# Conversation 2

- A: Excuse me, are you Lilian?
- B: No, I'm Lianne.
- A: Lianne! Yes, I thought I recognized you.
- B: Sorry, and you are?
- A: Gosh, sorry, I'm Anton. We met a few months ago.
- B: Oh, Anton! Yes. At the Leonards' party?
- A: Exactly. Dario is my flatmate.
- B: Dario Bailey? Really?
- A: Yes. He's away on business a lot, though.
- B: What's he doing these days? I haven't seen him for ages.
- A: He's still with the same company, but he's a brand manager now.
- B: How's he getting on?
- A: Great. He loves it!
- B: So, things are going well, Anton?
- A: Very well, thanks. I'm about to go on a trip to Borneo.
- B: Borneo?
- A: Yes. It's my second time to go. I'm doing some research on the rainforest there.
- B: Wow. What's it like?
- A: It's beautiful, really amazing. Hey, do you have time for a coffee now?
- B: Sure. I was just going to get one, actually.

A: Perfect. You can tell me how you've been. B: OK. Let's go!

## Conversation 3

- A: Good morning, Lauren. So, are we ready to get the meeting started?
- B: I think so, yes, Bill. Here in the New York office I have Tim and Carlos with me.
- A: Hi, guys. In London, it's Suzanne and I, and we have a new colleague, Petra.
- C: Hello, everyone. I'm the new Strategy Analyst.
- B: Welcome to the company, Petra! Is today your first day?
- C: It is. I just moved down from Edinburgh last week.
- B: So, how do you like living in London?
- C: It's fantastic. I've always wanted to live here.
- B: You'll be working closely with Suzanne's team, then?
- C: Yes. Luckily I love data, so I'm looking forward to it.
- A: Well, we have *lots* of data to discuss today ...
- B: Shall we start with the Astra project?
- A: Astra project?
- B: Sorry, I mean the Alpha project.
- A: Sure. I think that's a great place to start.
- B: Carlos, what are your thoughts about the latest figures on ...

# TRACK 10

- You can find me on Skype as sam dot summers.
- 2 The email address is ken at businessnews. com.
- 3 Tweet us your ideas using hashtag identitytheft.
- 4 The filename is meeting underscore chicago 2016.
- 5 Find us online at marketing forward slash solutions.

# TRACK 11

My name's Sarah Ratcliff, and I'm a Development Editor at National Geographic Learning. The TED Talk I want to tell you about is Never, ever give up by Diana Nyad. I love this talk and I find it very moving. In fact, I've watched it again, several times, and it affects me deeply every time. For me, this is the ultimate sign of a powerful talk and a powerful speaker. Diana Nyad's achievement – becoming the first person to swim from Cuba to Florida without using a shark cage – is outstanding, but, actually, it's not the achievement itself which makes this talk so special.

It's something about her very honest way of describing the journey: the enormous scale of it, the physical and mental challenges, and all the dangers along the way. She's also a great storyteller. For instance, her talk is filled with humour, bravery and emotion. I think it's this combination that drives the talk so powerfully. She's clearly a woman of incredible strength and courage. This is evident from Nyad's achievement, but it's her personality and spirit that affected me the most.

I also like the fact that she doesn't let her age get in the way of the challenge (she completed this swim at 64!). And, turning her focus on other people, she really emphasizes how her achievement was the result of a team effort. Why does this matter? Well, it reminds us that many things in life are not done alone, and having a wonderful team around you is always important, no matter what it is you're trying to achieve.

I can't claim to have achieved anything that matches what Diana Nyad has done, but I sincerely hope that the next time I'm facing a serious challenge, I remember her attitude. To put it more simply, the message at the heart of her talk (never, ever give up!) can be applied to all kinds of situations, and to all kinds of people. Yes, the average person may not take on such a huge physical challenge, but we all have times in our lives when we're challenged in other ways, whether mentally, emotionally or physically.

Summing up, I think watching Nyad's talk could genuinely help anyone who is going through a tough time, and I'd love everyone I know to see it. Keep swimming until you reach dry land!

# TRACK 12

- A: Pete, are you going to apply for the new manager's role?
- B: I'm not sure, to tell you the truth.
- A: There's going to be a lot of competition for it.
- B: Really? I guess I'll think about it.
- A: Think about it? But this role is going to change someone's career!
- B: Well, by the end of June, I'll have been here for six months, I think I should wait until I've been here a bit longer before applying for another job, you know?
- A: No, I don't get it. Why not apply now? It'll show that you're serious about your future here.
- B: Sorry, but I'm not going to rush into anything.

# TRACK 14

- A: Hi, Faye! Can I see the baby? How old is he now?
- B: Sure. He'll be six months old tomorrow, actually.
- A: Wow. He's gorgeous. Who's going to look after him when you go back to work? Are you going to hire someone?
- B: Well, my husband will be working flexible hours so that he can stay at home on Fridays. He's going to enjoy being with the baby.
- A: Yes, that's a good idea.
- B: Yes. And I'm going to start job-sharing with a colleague.
- A: Job-sharing?
- B: Well, there's one librarian role 40 hours per week – and I'll be sharing that role with another person. Well split the work between us.
- A: I see. So, you'll be working with that person every day?
- B: No. She'll work from Monday morning until Wednesday lunchtime ...

- A: And you'll start on Wednesday afternoons?
- B: Exactly. By the end of the week, we'll have worked 20 hours each.
- A: What a great system.
- B: I know. And my mother will be helping us a couple of days a week, too. I'm sure we'll manage.
- A: Excellent. Good luck!

# TRACK 15

#### Δ

A few years ago I was really unhappy in my job. I woke up in a bad mood every morning because I absolutely hated going to work. I had no job satisfaction and no interest any more, you know? Doing the same thing every day ... and I felt stuck because I had bank loans to pay, so I couldn't just quit. I'm really glad I went to see a career coach, and Carmen was brilliant. She helped me to see what I could do about the situation and we worked on a plan together. I learned a lot from Carmen about communicating better ... and I got a promotion a few months later!

#### В

Some people say that career coaches are unnecessary, that anyone can reach the same conclusions without ever making an appointment. Well, in my experience most of us need a helping hand. It's the guidance aspect that makes all the difference, isn't it? I used to change jobs all the time. I had no career path and I was pretty unhappy until I went to see Carmen. Through my sessions with her I realized that I had always wanted to be my own boss. After setting a series of goals, I finally started my own business five years ago and it was the best decision of my life!

# С

I put my career on hold when we started a family. That was 12 years ago, and the idea of going back into the workplace after all that time terrified me. I was a marketing manager before, but I felt like so much had changed in the industry while I was away. I didn't think any employer would give me a chance. But Carmen showed me a different way of looking at things. She helped me to improve my CV and to work on my interview techniques. The whole experience boosted my confidence and now I have a fantastic new job.

# TRACK 16

# Conversation 1

- 1 A: So, do you want to meet up and talk about it?
  - B: Yes, please. That's why I'm calling.
- 2 A: So, when are you free?
  - B: That's a good question. Let me check my calendar.
- 3 A: Does 10.30 suit vou?
  - B: Actually, let's make it 11.

# Conversation 2

- 1 A: Could you help me with an application form?
  - B: Of course. What are you applying for?
- 2 A: I can meet you at the library, if you like.
  - B: Actually, could you come round to my place?

3 A: Could you send me your latest CV, too?
B: OK. I'll email it to you right now.

# Conversation 3

- A: Sorry to bother you. I was wondering if I could ask a favour.
  - B: Sure, Kate. What do you need?
- 2 A: What time is best for you?
  - B: The mornings tend to be better.
- 3 A: Ask her to bring some of her school essays.
  - B: Sure. We'll put them in a folder for you.

# TRACK 17

## Conversation 1

- A: Chris good news I've got an interview for that job at your company.
- B: Oh, that's great, Tom. I heard there was a lot of interest in the position, so well done.
- A: Thanks. I was thrilled when the email came through.
- B: I would be, too. So, do you want to meet up and talk about it?
- A: Yes, please, that's why I'm calling. I was hoping you'd be able to give me some tips.
- B: I can certainly try. You know I work in a different department, don't you?
- A: Yes, of course, but I still think it would be useful to have a chat.
- B: Sure, no problem at all, Tom.
- A: Fantastic. Thanks! So, when are you free?
- B: That's a good question. Let me check my calendar ... when is your interview?
- A: It's next Wednesday, the 9th.
- B: OK. How about the weekend? I have some time on Saturday morning.
- A: Perfect. Does 10.30 suit you?
- B: Actually, let's make it 11. We can meet at that café near my house.
- A: I'll see you there.
- B: Great. Oh, Tom, could you bring a copy of your application?
- A: Yes, I already have a print-out. See you then.

# Conversation 2

- A: Hey, Gus, how's it going?
- B: Hi, Tina. Terrible, actually ... I need your help!
- A: Oh, really? What's up?
- B: Could you help me with an application form?
- A: Of course. What are you applying for?
- B: I'm applying for a sales job and the form is endless!
- A: Yes, the managers like to get lots of information about the candidates at the application stage.
- B: Tell me about it!
- A: Don't worry, I can help you. I actually like those types of forms.
- B: That's such a relief, Tina. So, do you have any free time tomorrow?
- A: Tomorrow? I'm busy in the morning but I'm free all afternoon.
- B: The afternoon would be great. I can meet you at the library, if you like.
- A: Actually, could you come round to my place? It'd be easier for me.
- B: Sure. Let's say three o'clock?
- A: Yes, perfect.
- B: I'll bring a copy of the application form.

- A: Good. Could you send me your latest CV, too?
- B: OK, I'll email it to you right now.
- A: Fine. And we'll need to do a bit of research on the company, too.
- B: Of course, yes. Thanks, Tina! See you tomorrow.

## Conversation 3

- A: Sorry to bother you. I was wondering if I could ask a favour.
- B: Sure, Kate. What do you need?
- A: Thanks, Gina. You see, my daughter is thinking about studying journalism at college ...
- B: Ah, would you like me to have a chat with her, Kate?
- A: If you wouldn't mind, that would be great.
- B: No problem. Choosing a good college course is so difficult, isn't it?
- A: Exactly, yes. I thought this would help her to get a real sense of what the industry is like
- B: Of course. I'd be happy to speak to her.
- A: Brilliant. What time is best for you?
- B: The mornings tend to be better. Any morning next week would suit.
- A: Perfect. She's not doing anything next week because it's the school holidays.
- B: Fine, let's say Monday. Tell her to come to my office at nine.
- A: OK. Should she bring anything?
- B: Yes, ask her to bring some of her school essays.
- A: Sure. We'll put them in a folder for you.
- B: We could also look at some of the courses she's interested in.
- A: Thanks so much. This is really kind of you.

# TRACK 19

- 1 I watched Michael Green's TED Talk, What the Social Progress Index can reveal about your country.
- 2 It's obvious that we cannot continue to consume the planet's resources as we currently do.
- 3 But for those of us who are working longer hours, enduring more stress, taking on more debt, and being paid relatively less money ...
- 4 So, just as GDP was created for a particular time and place in history, the creation of a Social Progress Index (SPI) ...
- 5 Michael Green's talk reminded me of something my wife was involved in.
- 6 And something else happened which was unexpected and interesting.

# TRACK 20

My name's Ian Martin, and I'm Director of Global Marketing at National Geographic Learning. I watched Michael Green's TED Talk, What the Social Progress Index can reveal about your country. This wasn't the first time I'd come across this idea, and I liked it as much as I did the first time.

It's obvious that we cannot continue to consume the planet's resources as we currently do. Governments often justify this use of resources as part of their economic policies to increase the 'gross domestic product', or GDP, which measures the size of

a nation's economy. A growing GDP suggests that the government is doing a good job, and we should all be happy about that.

But for those of us who are working longer hours, enduring more stress, taking on more debt, and being paid relatively less money, this race for economic growth doesn't seem worthwhile. We just feel like rats on a wheel—the faster we run, the more we stay exactly where we are.

So, just as GDP was created for a particular time and place in history, the creation of a Social Progress Index (SPI) is relevant to what matters to people today. The SPI looks at the health and happiness of people rather than their bank balance. It turns out that many working people don't want more money or more responsibility. They want more time to read a book, to spend time with their kids, and to chat with their friends. They might even want time to learn something new ... something that might NOT be related to making money! The SPI lets them know that someone else understands this dilemma too.

Michael Green's talk reminded me of something my wife was involved in. Her local library was closed down because of budget cuts. Now that's hardly a step forward for social progress! So, a group of friends decided to find a way to open the library again. They persuaded the local government council to pay the utilities, like electricity, water, etc. Then they raised money from local businesses to buy books and maintain the property. They found volunteers to be the library's staff. And they opened it at times when people actually wanted to be there, such as evenings and weekends. Quickly it became a central point in the social life of the community.

And something else happened which was unexpected and interesting. The businesses which had donated money suddenly had more customers – on their way to and from the library! So, in this example of social progress, there were important benefits – both social and economic – for everyone involved in the effort.

# TRACK 21

A: Alex, is that you?

- B: Chris! Yes. Gosh, how are you? It's been such a long time.
- A: It certainly has. You're the busiest person I've ever known!
- B: Yeah, sorry. Work is crazy right now. Honestly, this is the busiest period I've ever had.
- A: Don't worry, I understand. I know how hard you work.
- B: Thanks, Chris. So, how have you been?
- A: Fine, thanks. We're still here in London; it's the longest I've ever lived in one place.
- B: London is fantastic. We must have you guys over for dinner soon.
- A: We'd love that. My youngest son, Ben, thinks you're a hero.
- B: Wow! That's the highest praise I've ever received.
- A: It's the nicest thing he's ever said! Hey, what about your kids?

- B: Oh, they're enjoying the summer. Actually, they're the happiest I've ever seen them.
- A: That's really nice to hear. Listen, let's make a plan soon.
- B: Definitely. Take care, Chris.

I have been working as a nurse for nine years. Although I have found this to be a deeply rewarding job, I would now like to develop my career and study pharmacy. In preparation, I have been taking night classes in chemistry. Importantly, I have learned how to work under pressure in my current role, which, of course, is an important skill for pharmacists. Both colleagues and patients have praised my strong communication skills. Throughout my nursing career. I have demonstrated many of the qualities that good pharmacists require. I have paid close attention to detail at all times, and have shown excellent time management and organizational skills. I feel I have reached the point where career growth is the next step, and I hope that next year I will be able to gain a place on a pharmacy degree course.

# TRACK 23

# Speaker 1

The article about Bhutan meant a lot to me because I've been interested in their system of GNH for a long time. I studied psychology at college and even though I don't work in that field now – I'm a teacher – I've always been interested in how people behave and feel, and what makes them happy. I'm really glad this concept is growing. I think it's so important. I particularly like the fact that the Bhutanese recognize the connection between people and nature. Up to now, we haven't taken very good care of the environment have we, and how can we have a healthy planet if we don't look after it?

# Speaker 2

I apologize if I sound negative, but I just can't get excited about this GNH article. It's not the first time I've heard about it and, OK, it's a sweet idea, but no one really takes it seriously, do they? Well, at least no one who actually understands how world economies work; and I'm an economist. I mean, it's pretty easy for a tiny country that has a really low GDP to begin with to make happiness their focus. But if you think about the world's most powerful countries ... sorry, but their primary concern is always going to be economic, not emotional. That's what I think, anyway.

# Speaker 3

So, I found this article fascinating. It makes you think, doesn't it? I hadn't heard of GNH before. OK, to tell you the truth, I hadn't heard of Bhutan either, but I'm incredibly impressed by what they've done. Here in Britain, which, by the way, is considered a rich country, you genuinely get the sense that a lot of people are unhappy. What's the point in having tons of money if most people are miserable? Yeah, I think the UK would be a better place if our politicians and our bankers paid more attention to GNH.

# TRACK 24

- 1 I'm calling about your appointment next week.
- 2 You can get in touch with me on 553 937 8802.
- 3 It's Simon Stewart returning your call from this morning.
- 4 ... could you email me the original proposal?
- 5 This is a message for Matt.
- 6 I'm getting back to you about your booking at Bob's Restaurant tonight.
- 7 You can reach me on 772 534 0961.
- 8 But call me back if you get this message in the next hour or so ...

# TRACK 25

# Voicemail 1

Good morning, Matt. This is Kelly from the Eastside Surgery, I'm calling about your appointment next week. I'm afraid Dr Chang can't see you on Tuesday morning, but she's free on Wednesday or Friday between 9 and 10. Could you let me know which suits you better? You can get in touch with me any time today on 553 937 8802. Sorry for any inconvenience. Thank you, Matt.

# Voicemail 2

Hi, Matt. It's Simon Stewart returning your call from this morning; sorry I missed you. I'd be happy to set up a meeting to discuss the new building project. I've already got some ideas, actually. I'm available around lunchtime tomorrow, or any afternoon next week. Let me know what works for you. Oh, and could you email me the original proposal? I'm simon.stewart@umail.com. Thanks.

# Voicemail 3

Hello. This is a message for Matt. I'm getting back to you about your booking at Bob's Restaurant tonight. It's confirmed; no problem. I have you down for a party of six at 8 p.m., but I'm not sure whether you'd like a table on the terrace or inside. Could you let me know? You can reach me on 772 534 0961. My name is John. Could you call me back before five o'clock, please? Many thanks!

# Voicemail 4

Matt, Ron here. Can you give me a ring back? I just wanted to let you know that our flight's delayed. Actually they keep changing the departure time, so I've no idea what time we'll arrive. Listen, don't worry about picking us up at the airport, we'll just get a taxi. It's easier that way. But call me back if you get this message in the next hour or so, OK? See you guys later!

# TRACK 26

- 1 Hi, this is Matt calling you back about tonight. Outside would be great. Thanks a lot. See you then.
- 2 Hi. This is Matt returning your call. I can't make it on Wednesday morning, but Friday at ten is fine. See you then.
- 3 Hi, it's Matt. Sorry about the problems; typical, eh! Thanks for letting me know. Call me again when you can.

4 Hi, this is Matt. How about next Thursday afternoon? I'll email you now, and you can let me know when you get a chance. Thanks.

# TRACK 28

- Let's meet on Thursday at half past six in the evening,
- 2 The party is on the thirtieth of December at five p.m.
- 3 He was born on October twelfth, two thousand and one.
- 4 Her flight leaves at two forty-five in the afternoon.
- 5 We're having lunch this Wednesday at twelve thirty.
- 6 The talk starts on the twenty-fifth of September.

# TRACK 29

- 1 Hi Keith, this is Caroline from Smith's Pharmacy. I just wanted to let you know that your prescription will be ready for collection on Wednesday, any time after three o'clock. Thanks!
- 2 Hello, this is Holly from Yoga For You. Monday's class will start at the later time of half past eight, not eight. Hope to see you then!
- 3 Gerry, it's Ray. Could you call me as soon as you get this? It's about the conference in Paris, the one in April 2017. Thanks, Gerry.
- 4 Hi, Mr Bennett. This is Judith from the dentist's office. I wanted to confirm your appointment on June 21st. We're looking forward to seeing you then. Bye.
- 5 Good morning, Robert, Joe here. Could you send me your flight information by Monday morning? I'd like to arrange a taxi to pick you up. Thanks a lot.
- 6 Hi Rebecca. Listen, I've just finished a long meeting with the marketing team and we're changing the trip from September to August, OK? Speak to you later.

# TRACK 30

I tend to live my life not looking back and not regretting things I have done in the past as I don't find this helpful, so I was interested to see what her point of view was. I immediately connected with her own example of getting a tattoo because this is a familiar story to me. Someone in my family got a tattoo when she was a teenager, instantly regretted it, and spent a lot of time and money getting it removed!

# TRACK 31

My name's Helen Stephenson, and I'm the author of *Keynote* Upper Intermediate Student's Book. The title of Kathryn Schulz's talk, *Don't regret regret*, sounded interesting to me and I had to think about it for a moment to work out exactly what it meant. Did she mean regret is 'good' or 'bad'?

I tend to live my life not looking back and not regretting things I have done in the past as I don't find this helpful, so I was interested to see what her point of view was. I immediately

connected with her own example of getting a tattoo because this is a familiar story to me. Someone in my family got a tattoo when she was a teenager, instantly regretted it, and spent a lot of time and money getting it removed!

I also liked the way the speaker chose other examples that most of us can identify with, ranging from the trivial, like sending text messages we later regret, to more significant things that cause us pain when we look back at them. For various reasons, I've been speaking to people in my family recently about how it's important to understand that, although everyone regrets things they did or didn't do, we can learn from our regrets ... in fact, they can teach us to do better. And I'd consider sending my family members the link to this talk because it could help them to really understand this message.

I started off expecting Kathryn Schulz's message to be that regret is something to encourage, which I wouldn't agree with, but as I listened, I realized that in fact we share a similar view, which is that regret is a natural feeling and not something that we should always feel negative about. Basically the past is past and we shouldn't hate ourselves for things we can't change. Accept the past, learn from it, and move forward.

# TRACK 33

- A: Where were you this morning, Peter? I was looking for you everywhere.
- B: Sorry, I was helping my dad. He wants to buy a new laptop.
- A: Ah, so you were giving him advice, were you?
- B: Yeah. He told me he'd been thinking about upgrading his, but I encouraged him to get a tablet instead.
- A: Wait, I thought you hated tablets.
- B: Me? No way! Saeed was complaining about their prices when we were talking about this before, but I explained why I think they're worth it.
- A: Oh, that's right. I remember now. You wanted all of us to start buying tablets, didn't you?
- B: Well, I'd been listening to a podcast about the new generation of tablets just that morning. They've really improved and are now able to do all kinds of things.
- A: I'd heard their battery life had got much better.
- B: Yes, they last much longer now and they're so simple to use. That's why I like them.

# TRACK 34

# Speaker 1

To a certain extent, I agree with Anita Donald's point of view. I feel it's a problem that people care too much about success in terms of how it makes other people see them. I think her point about social media is correct ... this obsession with trying to make our lives look perfect to others; it's terrible! But having said that, I don't think the desire to succeed is necessarily a bad thing. Like, if a person has a talent, whether it's for music or sport

or business, well there's no harm in making a real effort to be the best that they can be. What I mean is that these goals are often personal. I don't think there's anything wrong with being ambitious. I think the problem is when people get carried away. And it's important to point out that success means different things to different people, you know?

#### Speaker 2

I feel quite angry after reading Anita Donald's opinion piece about success. I think it's a very irresponsible piece of journalism. Her views are narrow and they send out the wrong message. The fact that human beings are motivated to succeed is not a negative thing. It's natural! It's natural to want to do our best. We would all still be living in caves today if everyone had taken the same view as Anita Donald's. For thousands of years, people have worked hard to find better ways of living, to discover medical cures, to invent amazing machines ... that's success, and I'm grateful to those people. Would Anita Donald prefer it if we all chose to be lazy and do as little as possible? That's not the world I want to live in and it's not the world I want for my children.

# Speaker 3

I found Anita Donald's opinion piece about success very interesting and I think she's exactly right. She expressed something that I myself have been thinking for a long time, and I wish I had known it ten years ago. I started my own business and of course I wanted it to succeed, but I became so obsessed with its success that I forgot to focus on what was really important in my life. The business was a great success. I made a lot of money ... but then I had no one to enjoy it with. By the time I was satisfied with what I had achieved professionally, my husband had left me because I was constantly working. My friends had also moved on. Success can be a lonely place and, in my personal experience, it wasn't worth it.

# TRACK 35

- 1 Why don't we set up a meeting with the whole team? I like the sound of that.
- 2. We could consider changing the website. Yes, let's look into that.
- 3 We should be careful here. I'm not sure I'm with you on that.
- 4 How about making a list of the things we need to change on the site? I couldn't agree more.
- 5 I don't think we need to be critical in the meeting, you know, just point out what's not working and why. OK ... or I could put the main points into a short report that we can use in the meeting.
- 6 We'd better work on it this week and then have the meeting on Monday. That's an excellent suggestion.

# TRACK 36

A: Hello, Claude, do you have a minute? B: Hi, Marta, of course. What's up?

- A: Well, I need to speak to you about the sales figures. They've dropped a lot in recent months; it's a real worry.
- B: I know, I was talking to Tom about this earlier. Why don't we set up a meeting with the whole team?
- A: I like the sound of that. In fact, I've already put some ideas together. Do you want to hear some of them?
- B: Oh, absolutely.
- A: Alright. First of all, we could consider changing the website.
- B: Yes, let's look into that. I've had some negative feedback about the new design.
- A: People really don't like it, Claude. They find it confusing, and that's why there are fewer orders.
- B: That's true, but we should be careful here. We don't want the web designer to think it's all his fault.
- A: I'm not sure I'm with you on that. I mean, this is his area of expertise after all. The site is terrible!
- B: It's not good, that's for sure. But don't forget we all approved the final design before it went live.
- A: You're right, that's true. OK, how about making a list of the things we need to change on the site?
- B:I couldn't agree more. And I can send you the customer comments I've already received.
- A: Terrific. I don't think we need to be critical in the meeting, you know, just point out what's not working and why.
- B: OK ... or I could put the main points into a short report that we can use in the meeting.
- A: Good idea, Claude. I can give you a hand with that
- B: Perfect. We'd better work on it this week and then have the meeting on Monday.
- A: That's an excellent suggestion. I have some free time tomorrow.
- B: Great. Let's pencil something in.

# TRACK 39

My name's Andrew Robinson and I'm a Publisher at National Geographic Learning. I've watched this talk before; I believe it was recommended to me a year or two ago. It's definitely a subject I'm interested in and it has a message that's particularly meaningful for me. Rishi Manchanda expresses the concept of looking 'upstream' for the causes of health problems that keep coming back. This involves looking at the root causes - the real reasons behind an illness - rather than medical symptoms alone. While this might seem like a fairly obvious thing to do, Manchanda's talk suggests that, actually, it isn't. Doctors tend to limit themselves to a fairly narrow approach in treating health conditions (he also explains some of the broader reasons for this, which are certainly not due to doctors' lack of knowledge). He argues that health issues that happen again and again are often the result of less obvious root causes, such as poor housing, unhealthy air, or even a lack of access to green spaces.

While it may seem like a strange idea. I find this 'upstream' concept similar to one I've always believed in, and have believed in more strongly since I began living in Asia. It's a particular approach to health that involves considering the body as a whole system rather than just focusing on the individual parts of it. For example, when we find ourselves getting sick all the time, or when we have trouble sleeping, many of us simply take pills when perhaps we should try getting more sleep, eating better, relaxing more, working less and so on. If we did all this, we might find ourselves getting sick less often. The first time I visited a traditional Chinese doctor I wasn't very happy to be given natural herbs and a diet plan instead of the 'quick fix' of a pill, but this is the concept behind a lot of traditional medicine. Again, it seems obvious when expressed in these terms, and yet it runs contrary to the way in which conventional Western medicine often operates. I certainly believe this deeper approach to health is something that's going to become increasingly important in the future - and this TED Talk gives us an interesting way of thinking about it.

# TRACK 40

It seems strange that people who lived hundreds of years ago were often healthier than we are today. Consider the challenges our ancestors faced. For example, they couldn't drive because there weren't any cars! They had to walk everywhere, which, of course, made them physically fitter than most of us nowadays. They could only eat the food they managed to grow, and they weren't able to store more food than they could preserve. This may sound incredibly inconvenient, yet, in spite of today's advances in technology and modern medicine, we are the ones facing a bigger challenge to stay healthy and fit. Although we have succeeded in making our lives relatively easier, many of us struggle to exercise or to eat well.

# TRACK 41

- A: Neil, I haven't seen you for ages! Gosh, have you lost a lot of weight?
- B: Great to see you, Alec. Yeah, I had to do something about my weight gain. It was out of control! I mean, I had no energy. I couldn't climb the stairs most days.
- A: Seriously, you must have lost at least ten kilos.
- B: Yeah, I managed to drop eleven kilos actually.
- A: Amazing! My brother's trying to get fit but he wasn't able to lose a single kilo in the past year. He didn't gain any weight, but he couldn't lose any no matter how hard he tried.
- B: Well, the thing is, I had to see my doctor a while ago because I had a lot of health issues, and I could tell it was because of my weight.
- A: Right.
- B: Basically, she told me that I had to change my diet and start exercising.
- A: So, was it a real challenge?

- B: Yeah, it really was. But once I succeeded in resisting sweets and desserts, it wasn't too bad. I managed to swim every day and gradually I got stronger, so I was able to do more exercise.
- A: I'm seriously impressed! We should go out for a pizza one of these days.
- B: OK, but I'll have a salad. No pizza for me. A: Of course!

## TRACK 42

- 1 Sorry to say it, but I've completely gone off most major sporting events, including the Olympic Games. I was an athlete myself when I was younger, and I've been a sports fan all my life, but money has ruined it for me. I feel that the focus on the most important thing - how the athletes perform has been lost in a greedy effort to make money, and also to spend money. I object to the vast sums of money that are spent on hosting the Olympics, especially at a time when levels of poverty are so high all over the world. I'm sorry, but I honestly think the Games should be called off. I know this isn't a popular view, but that's how I feel.
- 2 The Olympic Games, yes, I do have some concerns about the cost of hosting them. I've read quite a bit about cities that have been left with huge debts and very few benefits and, clearly this is a problem, but I absolutely love the Olympics, and I know that millions of other people do as well. I really like the whole history of the Olympics. In the ancient Games, did you know that the names of the winning athletes used to be announced along with their father's name and the region they came from? The tradition of this great international event is too important to lose, especially because of money. I support the Olympic Games, no matter what.
- 3 I'm not a particularly sporty person, but the Olympic Games are definitely special to me. I always watch the opening and closing ceremonies ... I know it costs a lot to put them on, but they really do look amazing. I often think about how incredibly exciting it must be for the athletes to parade in front of millions of people, representing their country. I get quite emotional! For me, it's less about the actual sports, to be honest. What I enjoy is the idea of so many nations coming together for a positive reason. I know there are issues to do with money, but you have to look at the bigger scheme of things.

# TRACK 43

- A: Hey, Derek, some of us are going to a new gym class during lunch, if you'd like to join us.
- B: Thanks, Jessie. I wish I could, but I have a lunchtime meeting.
- A: No problem. Next time.
- B: Can I ask you something, Jessie?
- A: Sure
- B: You go to the gym a lot, don't you?
- A: Pretty often. Yes. Why do you ask?

- B: Well, I've put on loads of weight lately. I know I need to exercise but, honestly, I just can't seem to find the time.
- A: I totally understand. Can I make a suggestion?
- B: Absolutely.
- A: I was just reading about this new device called Cubii ...
- B: Cubii?
- A: Yeah, it's a fitness machine that you can use while you're in the office working.
- B: Cubii. I've never heard of it. Is it new?
- A: It is. These college students from Chicago got the idea and developed it themselves.
- B: College students? Where did they get the money to do that?
- A: A Kickstarter campaign. They actually raised \$300,000!
- B: That's amazing. So, how does this 'Cubii' work?
- A: You put it under your desk and use your feet to pedal it.
- B: Like a bicycle?
- A: Kind of. It's a really neat device, though. Not that big, and it sits flat on the floor.
- B: I imagine it's really expensive. Is it?
- A: Not really. I think it's about \$300.
- B: You don't think that's a lot?
- A: Well, yeah, but not as much as some other fitness machines.
- B:I suppose so. But, wait, do you think it's possible to do both things at once? I mean, focus on your work and exercise at the same time?
- A: Apparently it is possible. They say you just get used to it. And I've heard that it makes very little noise, so you wouldn't be disturbing any of your colleagues ... like me!
- B: Well, it sounds like a really good device. I'm going to check it out. Thanks, Jessie.

# A: Any time. See you later.

TRACK 45

- 1 Robert Ballard is a world-famous oceanographer, that is, someone who studies the ocean. He's best known in popular culture as the person who led the expedition to find the Titanic, which sank in 1912. He's led many other expeditions to explore the deep oceans and is a passionate champion of using scientific research to understand the ocean better.
- 2 Robert Ballard uses experiences from his own career to demonstrate how little we know about the features and the chemistry of the oceans, and how much we could benefit from greater understanding – for science, conservation and economic development.
- 3 It's a wonderful talk for those unaware of ocean research. At eighteen minutes long, it is at the full time limit allowed for TED Talks, and it is very intensive with lots of highly detailed scientific information. However, due to Ballard's authority and good humour, the talk is still accessible. He isn't a particularly sophisticated public speaker he's sometimes awkward and looks nervously at the audience for encouragement on a couple of occasions.

4 I'm a scuba diver and enjoy exploring the oceans wherever I travel. It's something I share with my wife – when we met we had diving as a common passion, and in the previous ten years we'd each dived all over the world yet never been to the same sites. Our honeymoon was a three-week diving holiday off the Dutch Antilles. When Ballard gives examples of the underwater discoveries he's made, I feel lucky to have experienced even a few of the oceans' many wonders myself.

# TRACK 46

My name's Gavin McLean and I'm a Publisher at National Geographic Learning, based in the UK office. Robert Ballard is a world-famous oceanographer, that is, someone who studies the ocean. He's best known in popular culture as the person who led the expedition to find the Titanic, which sank in 1912. He's led many other expeditions to explore the deep oceans and is a passionate champion of using scientific research to understand the ocean better.

Ballard's 2008 TED Talk is a powerful reflection of his work. He argues that scientific research in the United States is much more focused on space exploration than ocean exploration in a way that isn't logical and, indeed, may be harmful. The annual budget of NASA, he points out, would pay for US ocean exploration for 1,600 years!

Robert Ballard uses experiences from his own career to demonstrate how little we know about the features and the chemistry of the oceans, and how much we could benefit from greater understanding – for science, conservation and economic development.

It's a wonderful talk for those unaware of ocean research. At eighteen minutes long, it is at the full time limit allowed for TED Talks. and it is very intensive with lots of highly detailed scientific information. However, due to Ballard's authority and good humour, the talk is still accessible. He isn't a particularly sophisticated public speaker - he's sometimes awkward and looks nervously at the audience for encouragement on a couple of occasions. All in all, I'm fascinated by Ballard's commitment and by his talk. He's clearly very angry about how ocean research isn't appreciated enough, but he uses his anger to push wealthy organizations to support him, and he won't take 'no' for an answer.

I'm a scuba diver and enjoy exploring the oceans wherever I travel. It's something I share with my wife – when we met we had diving as a common passion, and in the previous ten years we'd each dived all over the world yet never been to the same sites. Our honeymoon was a three-week diving holiday off the Dutch Antilles. When Ballard gives examples of the underwater discoveries he's made, I feel lucky to have experienced even a few of the oceans' many wonders myself. However, I'm struck by how closed the world of the ocean is to anyone not directly connected to it. As Ballard says, we

know almost nothing about over 70% of our planet's surface and many people are too scared to 'get in the water'. Ballard's TED Talk is a genuine appeal to those people, and I hope it persuades everyone to get involved and learn more about this subject in future.

## TRACK 47

- A: You look a bit stressed, Colin. Are you OK?
- B: Oh, I'm having a hard time trying to organize a surprise dinner for my brother.
- A: Really? What's the problem?
- B: Well, I booked a seafood restaurant, but I just found out that three of the guys don't like fish. If I cancel now, I'll lose my deposit.
- A: That's terrible. Can you book somewhere else?
- B: Yeah, there's that nice restaurant on Main Street, but if I decide to book it, it's going to be quite expensive for the guests.
- A: How much?
- B: Um, if you have two courses it's £30. If you order three, it's £40.
- A: What about the pizza place near the crossroads, Gino's?
- B: Maybe. But if I book Gino's, I'll have to pay another deposit.
- A: So, do you think you'll go with the Main Street restaurant?
- B: I'm not sure. If I hadn't already booked the seafood place, I'd book it right away.
- A: Hmm. It's tricky. If you asked them to do some non-seafood dishes would they do that for you?
- B: I don't know. I hadn't thought of that.
- A: I mean, if you explained the situation to them, they might do it.
- B: That's a great suggestion. I'm going to try it. Thanks!

# TRACK 48

# Interviewer

Can I ask a quick question? Do you decide what food you buy based on the labels? Things like Fairtrade, organic, sustainable ...

# Speaker 1

Well, yes and no. A couple of years ago, I read an article about ethical consumption and it really made me think about the food I eat and the way I buy groceries. One change I made was that I stopped relying on the supermarket so much. It was difficult at first, but I soon got used to it. I eat a lot of fish, for example, so I found a small supplier who only sells sustainable seafood. I don't really buy organic items to tell you the truth; I'm not sure they're worth the extra money. But, in general, I do try to support smaller local businesses, you know, I go to the bakery around the corner, and that kind of thing. That's what I do.

# Speaker 2

Yeah, my wife and I pay close attention to the labels on everything we buy. We're not government ministers, I mean, we don't have the power to make big decisions that affect the world, but we do have control over what we spend our own money on. We're pretty green, so we're involved in conservation, oh and we're both vegetarian. We only eat free-range eggs and we don't eat fruit or

vegetables that aren't in season. We grow some stuff ourselves, and the rest we buy at a local farmer's market where we can find fresh, organic food. We check the labels on everything else we eat, and we try to buy Fairtrade as much as we can; it's important to us.

# Speaker 3

Gosh, no. Not at all. Sorry to say I don't even read food labels. I'm always so busy, and when I go food shopping, my only consideration is price ... I go straight for the cheapest brands or the special offers. As far as I can tell, foods that are free-range or organic cost quite a bit more, and that puts me off. Everything is so expensive these days, you know? People are looking for bargains. Like, we all have to save money wherever we can. I suppose I'm not an ethical consumer. I'd quite like to be guided by food labels and buy Fairtrade and things like that, but basically I can't afford them; not right now, anyway.

# TRACK 49

S = Sue, L = Lorna

- L: Sue, you're a member of that gym near the train station, aren't you? Can I ask you a few questions about it?
- S: Sure, Lorna. What would you like to know?
- L: Well, I'm thinking about joining but I see there are various types of membership. What's the difference between the gold card and the silver card?
- S: Ah, with the silver card you don't have to pay a joining fee, and you pay a lower rate per month about £20, I think.
- L: Right. So, if I took the silver card, would I still have full access to the gym?
- S: Not exactly, no. Certain times of day are only for gold card members.
- L: Oh. Does that mean I couldn't just show up whenever I wanted?
- S: Yes, that's correct. And a few of the facilities are only for gold card members too, like the pool and some of the fitness machines.
- L: Did you say I wouldn't be able to use the swimming pool?
- S: Yeah. It's not great, is it? Let me put it another way. If you think you'll only use the gym occasionally, and you don't mind not being able to use all the facilities, then you should get the silver card.
- L: What would happen if I got the gold card membership?
- S: Well, you'd have unlimited access to the gym. What I mean is, you could go any time, use any machine, join any class ... it's £60 a month, but it's worth it. And you can cancel any time, too.
- L: Sixty is a lot! What was that about the classes again?
- S: They're free with the gold card. As I said, you basically get complete access to the gym if you join as a gold member.
- L: So can I just check that I've got this right?

  Do you have to pay a joining fee for the gold card?
- S: Yes, you do, but it's not very much.
- L: OK. Oh, sorry, Sue, can you tell me about cancelling again?

- S: With the gold card, you can leave without paying any penalty, but if you take the silver card, there's a twelve-month commitment and you have to sign a contract.
- L: Hm. It's a lot to think about. You've been really helpful. Thanks so much!
- S: No problem, Lorna.

# CD<sub>2</sub>

# TRACK 2

My name's Wioletta Rożnawska, and I'm a teacher at Jagiellonian University in Kraków, Poland. One of my favourite TED Talks is The new bionics that let us run, climb and dance, by Hugh Herr. It's about the success of bionics, which are being used to develop prosthetic limbs that function not only as well as biological arms and legs, but can be even better than them. It's a deeply inspiring talk about how science and technology manage to overcome the limits of the human body and to change the way we think about 'disability'. What I find truly fascinating is Hugh Herr's own story of being a climber who, due to an accident, had to have both of his legs amputated. He didn't let this define him, and his words 'I didn't view my body as broken' must be highly motivating to other amputees. Hugh Herr didn't give up. He continued his hobby of climbing, but using prostheses that he had designed himself. Interestingly, he was able to turn this from a potential disadvantage into an advantage over non-amputees by including features that improved his capacity to climb.

What is impressive about Hugh Herr is that he didn't feel defeated by the new limits of his body but, instead, worked toward turning the situation into something positive, both for himself and for others. The dancer, Adrianne Haslet-Davis, is also an amputee, and her performance at the end of the talk is an excellent example of what prosthetic limbs can achieve. Hers is a truly beautiful and moving story of determination and commitment.

Hugh Herr delivers a powerful message about the right of every person to live without disability. Instead of accepting that amputation limits the human body, he believes in using technology to create an even better quality of life for the amputee. And, in spite of pessimistic attitudes, humanity progresses thanks to the confidence and the expertise of people like Hugh Herr. His talk is proof that passion and intelligence can turn science fiction into reality.

# TRACK 3

- A: Wow, look at this article! This incredible hybrid robot was developed by scientists at Harvard University.
- B: Sorry, what's a hybrid robot?
- A: Oh, it's a combination of electronic and natural materials. 'Hybrid' is when two different things are combined to make a new thing.
- B: Right, of course, like the way a hybrid car can be driven using either fuel or electricity.

- A: Exactly.
- B: So robots are being made that are part electronic and part biological? Hybrid robots?
- A: Yes, absolutely. They've been working on them for some time, actually. And new research has led to the development of hybrid robots using 3D printing.
- B: That's amazing! So, how will these hybrid robots be used? I mean, are they being used for any interesting projects?
- A: Um, I'm not sure. I think they're still being tested, but this article says they're expected to be sent on space missions.
- B: Why's that?
- A: Well, the hybrid robots are made using both hard and soft material, and the soft aspect means they can land in rough places without being damaged.
- B: Ah, yes, or they might be put into collapsed buildings, say after an earthquake, when it wouldn't be safe for people to go in and look for survivors.
- A: That's true. Exciting times!

# TRACK 4

# Speaker 1

Vehicle-to-vehicle communication? No, I don't like the sound of that at all. I was reading about it recently and while it might be a good idea in theory, I can't imagine it being effective in practice. Sorry, I'm sure that's not the popular view, but I'm always slow to adopt the latest technologies. Perhaps I'll be more interested in it once it's been on the market for a few years and they've dealt with any problems. Right now, though, I just think there are too many things that could go wrong. I really wouldn't feel comfortable relying on a wireless system to get me safely from A to B, you know?

# Speaker 2

Absolutely fantastic innovation, and to be honest, I'm surprised it wasn't developed much sooner. After all, we've had wireless technology for ages. Maybe I'll feel differently after I've had V2V for a while but, right now, I can't wait to start using it. It just makes sense; like, no matter how experienced you are as a driver, there are always going to be things you can't possibly predict, and that's where car-to-car communication could save you a lot of trouble. It might even save your life, or someone else's. Getting solid information about other vehicles on the road you're on is the best way to drive safely.

# Speaker 3

Um, I can't say I've heard very much about it so far. It, well, I suppose it sounds like a good thing ... in general. I don't know, I'm a bit frightened of anything very hi-tech. My kids tell me this is a terrible attitude and they're probably right! I mean, I resisted buying my first mobile phone for years after everyone else had one. I tend to only get new tech devices when I have no alternative. I imagine V2V communication won't be widely available for a while yet. Until then, sorry, I'm probably not going to give it very much thought.

# TRACK 5

- 1 So, how does that work?
- 2 Hey, will I have to download an app to use it?
- 3 But how would I do that?
- 4 OK, once I call them, what will I need to do?
- 5 But how will I know if it's been installed correctly?
- 6 So, when would the money be taken out of my account?
- 7 How often are your bills sent out?
- 8 Where do they go?

# TRACK 6

A = Adele, T = Tim

A: Hi Tim, how was your weekend?

- T: Yeah, pretty good, thanks Adele. I didn't do very much, mostly stuff around the house. Oh, actually, we got this great new device added to our heating system at home.
- A: Really? So, how does that work?
- T: Basically, it controls our heating and hot water online.
- A: So you can turn it on and off even if you're not physically at home?
- T: Exactly.
- A: Wow. I travel a lot and every time I get back to London my place is always freezing!
- T: Aha, well then you'll love this device.
- A: I definitely want to get it. Hey, will I have to download an app to use it?
- T: Yeah, that's what you have to do.
- A: Ok, but how would I do that?
- T: A link will be emailed to you by the company. It's really easy.
- A: It sounds great. OK, once I call them, what will I need to do?
- T: Um, they'll arrange an appointment to send out an engineer.
- A: But how will I know if it's been installed correctly?
- T: They'll test it for you. They're very helpful.
- A: And do I pay the engineer on the same day?
- T: No, you arrange an electronic payment over the phone when you set up the appointment.
- A: I see. So, when would the money be taken out of my account?
- T: You pay everything in advance. It's about \$250.
- A: Tell me, did you get it for the convenience, or do you think it will bring down the cost of your home heating?
- T: Both, really. We've only just got it so we haven't received a heating bill yet.
- A: How often are your bills sent out?
- T: Every few months; I guess we'll see, over time.
- A: Where do they go? The statements, I mean. Are they emailed to you?
- T: No, we get them sent in the post.
- A: Right. Well thanks for all the information,
- T: No problem. Let me know how you get on.

My name's Jess Rackham, and I'm a freelance Development Editor working on Keynote. One of my favourite talks is The happy secret to better work by Shawn Achor. Shawn Achor is a psychologist who, in this talk, describes how we can achieve happiness through a positive attitude to life. It's called 'positive psychology' and means not constantly trying to reach the next goal or the next achievement which, even though it may make us more 'successful', won't necessarily make us happier.

What I love about this talk is that it made me laugh - and think. I love the way Shawn Achor combines funny, witty stories with serious points and ideas, which are always backed up with real-life examples, based on his own experiences as well as his research. And he tells it all so quickly! The opening tale about his sister, Amy, drew me into his story right from the start - and his humour kept me hooked right to the end. He's funny, enthusiastic and intelligent, and these qualities make him enjoyable to listen to. He understands his audience and throws everything at them. When I finished watching the talk, I felt better ... I felt more positive. It was a pleasure to watch such an interesting and talented speaker.

I guess I found the talk particularly relevant in terms of my own family. I have children who are playful like Shawn Achor and his sister when they were kids, and when he talks about his sister, Amy, it reminds me of my own daughter. But I can also identify with the more serious element of the talk - about how the goals for success or achievement are always changing nowadays: that you aren't necessarily satisfied with what you're doing and where you are: that you should always be aiming for more, to be even better and more successful, believing that this will bring you greater happiness. 'We have to be more successful and then we'll be happier' is our typical attitude, but Shawn Achor challenges this.

To sum up, I really felt a connection with the speaker – his humour, and the stories he tells, but also that his talk is firmly based on research, that he explains how you can apply what he says to your own life, and that he ends the talk with a practical and positive message. While I don't doubt his experience and the respect he has within his field, I would have liked to hear more about the companies he's worked with, and perhaps more individual stories of people who've been practising positive psychology.

So, am I going to do anything differently as a result of this talk? Well, yes, I'm trying some of the practical suggestions he makes at the end of the talk, so I'll see whether I've found the happy secret to better work, and, hopefully, to other areas of my life too.

# TRACK 10

- 1 A: Do you avoid talking about how you feel?
  - B: Yes, I'm afraid I always avoid talking about how I feel.

- 2 A: Do you find it hard to tolerate being interrupted?
  - B: I don't find it hard to tolerate being interrupted now and again, but I don't like when it happens a lot.
- 3 A: Are you aware of feeling scared or anxious sometimes?
  - B: Yeah, I'm aware of feeling pretty scared and anxious quite often, actually.
- 4 A: Do you worry a lot about being late?
  - B: Gosh, I worry ALL the time about being late, especially for important events.
- 5 A: Are you willing to let other people treat you badly?
  - B: No, I'm definitely not willing to let other people treat me badly. I can stand up for myself!
- 6 A: Do you dislike meeting new people?
  - B: I wouldn't say that's true, no. I quite like meeting new people, you know.
- 7 A: Are you difficult to get along with?
  - B: I suppose some people would say that I'm difficult to get along with, but they don't know me very well!
- 8 A: Do you insist on controlling everyone else's plans?
  - B: Um, I don't exactly insist on controlling everyone else's plans, but I often tell people what I think they should do.

# TRACK 11

- K = Kerry, S = Sheila
- K: Sheila, do you want to take a walk in the park at lunchtime? A few of us are going.
- S: Oh, thanks, Kerry. Sorry, but I can't. I'm trying to prepare this report. It's a nightmare.
- K: Oh, sorry to hear that. When do you expect to finish it? I mean, do you need to request more time?
- S: Well, I don't want to do that because it won't look good. People will think I'm not able to manage.
- K: What? Um, do you not remember getting the Employee of the Year Award last year? Everyone thinks you're brilliant, Sheila!
- S: To be honest, that's part of the problem. I feel like I'm expected to be perfect. I'm completely stressed.
- K: You shouldn't keep putting yourself under so much pressure. You'll risk getting ill, you know.
- S: I know. I've decided to speak to my manager about how I'm feeling. I know I'm taking on too many projects but I don't know how to stop.
- K: Look, have a chat with your manager tomorrow. I'm sure she'll be sympathetic and she'll make a plan to reduce all this stress.
- S: You're right, Kerry. Thanks so much. It's important to ask for help, right?
- K: Exactly!

# TRACK 12

# Speaker 1

The article made me feel kind of guilty because I know everything it says is right. I know I should make more of an effort to focus on relaxation and taking it easy, but I tend to get involved in leisure activities for a while, then I

lose interest ... and then I'm back to the same pattern of, you know, stressful job, not sleeping well, not eating well, and not having enough free time. I also have a young son, so I'm busy with him. I've tried stuff like meditation and yoga because I loved the idea of them, but I didn't enjoy actually doing them and I stopped going to the classes. I suppose I need to find something that's right for me. I'm glad I read the article but it didn't really mention anything that might work for me, you know?

### Speaker 2

It's a pretty accurate article. I'm lucky, though, personally, because I have a very good work situation, so I don't have a lot of stress. I mean, it's a busy office, I work hard, we all do, but the company has fantastic policies about, you know, holiday time, letting us work from home, and that kind of thing. I love my job but I rarely stay late at the office and, well, I have a good work-life balance. I do leisure activities a few evenings a week, and recharge my batteries at the weekends. My friends say that's because I'm not married with kids yet. Maybe they're right!

### Speaker 3

I found the article quite interesting. What it says is true. Life always seems so rushed, doesn't it? Well, with two small children it does. We're all rushing around at a crazy pace every day, or I am, anyway. I try to remind myself to relax, and I want to, I'd like to, but honestly, where would I find the time to slow down? Yes, I realize that's sort of missing the whole point, but you see I also run my own small business and it just takes up a lot of time. I'm often tired but, strangely enough, I don't feel that stressed. I have a lot of energy. I guess in a few years I might feel differently. I know I should take better care of myself, but right now it's not my first priority.

# TRACK 13

- 1 Yes, that's a possibility, Steph.
- 2 What are the alternatives?
- 3 We have to think about the weather.
- 4 We'd be better off just driving.
- 5 I can see your point.
- 6 We'd better make our minds up.

# TRACK 14

- 1 Not only that, there's also the beach.
- 2 I'd prefer not to go to Barcelona.
- 3 I'd prefer not to fly somewhere just for a weekend.
- 4 I'd prefer to keep it simple.
- 5 But, on the other hand, it rains a lot in Scotland.
- 6 I'd rather be somewhere sunny than rainy.

# TRACK 15

M = Maggie, S = Steph, E = Emma

- M: OK, we've agreed that we want to get out of London for the long weekend in August, but we need to figure out where we'll go.
- S: Good idea, Maggie. I've been thinking about it and I reckon Barcelona is a good option for us.

- M: Yes, that's a possibility, Steph. The buildings there are amazing and there are loads of museums, galleries, exhibitions ...
- S: Not only that, there's also the beach. It's right next to the city!
- M: Of course, fantastic!
- E: Um, I'm really sorry, but I'd prefer not to go to Barcelona. The thing is, sorry, I'd prefer not to fly somewhere just for a weekend. I'd prefer to keep it simple, if that's OK
- M: Sure, OK, Emma. I can see your point.
- S: Yeah, me too. We'd be better off just driving.
- M: But what are the alternatives? Do you have any ideas?
- E: Well, what about a weekend in Scotland? The scenery is stunning.
- S: Oh, good suggestion, Emma. And it wouldn't be difficult to get there ... but, on the other hand, it rains a lot in Scotland. And it can be quite cold, even in summer.
- M: Yeah, we have to think about the weather.
- E: You're right. I'd rather be somewhere sunny than rainy to be honest.
- S: Right. We're all agreed on that. The only problem is getting somewhere sunny, I mean, if we don't want to fly.
- M: Well, we'd better make our minds up. We need to book something pretty soon.
- E: Hey, what about Paris? We could take the Eurostar train, and ...
- M: Brilliant! I love the restaurants in Paris.
- S: Excellent! It's my favourite place to buy new clothes.
- E: I guess we're going to Paris, then.

I'm Hakan Ayaz from Turkey and I'm the Sales Representative for National Geographic Learning in the Middle East. I've watched a lot of TED Talks and so far my favourite of all is Ajit Narayanan's A word game to communicate in any language. I really enjoyed this talk a lot as it's particularly relevant to my own profession and background. I was raised in two different countries, and being a native speaker of two languages and acquiring these two languages at different periods of my life has given me some experience in how language is learned by participating socially. What I appreciate about Ajit Narayanan's idea is how he tries to address the social aspect of communication which, for some language learners, can be difficult.

The way he breaks language into understandable parts, and makes it more meaningful for children with disabilities, is amazing. The app he designed gives these children the opportunity to think and communicate in a way that they couldn't manage otherwise. It also gives us an opportunity to understand how communication can be adapted and designed to suit various needs, for example, how language, through simple pictures, can be transformed to mean something to those who may have different learning or communication abilities.

I was fascinated to learn that different parts of the brain are used when you're learning a language as a child and as an adult. It explains something that I've been thinking a lot about recently. After my son, Bera, was born, we decided to expose him to two different languages at the same time: Turkish and English. By the time he was four, he was able to successfully communicate in both languages and he was also able to identify different cultural influences within the languages. I think this skill might be more challenging to acquire as an adult and would probably require more effort.

# TRACK 19

- J = Jason, R = Rory
- J: My guest today is the well-known designer, Rory Di Toro, whose new range of jeans sold out in just four hours last month. Welcome, Rory.
- R: Thanks, Jason.
- J: So, you're the talent behind fashions worn by thousands of people all over the world. What particular feature do these designs have that makes people want to own them and wear them?
- R: Hm, I'm not sure, really. I think the people who buy my range like the materials that I use, organic cotton, for example, and they want to wear clothes which actually fit them properly, you know?
- J: Yes, absolutely. So, where does your inspiration come from, Rory?
- R: Well, Cape Cod, where I grew up, still has a big influence on me. It's pretty far from any big cities, which is a good thing, and I think there's something gentle about my designs for this reason.
- J: But you live in a big city now, don't you?
- R: Yeah. I live in New York City now, which I also love. It's possible to connect with two places that are totally different. Friends visiting me in New York notice the energy I have when I'm there, but when I go back to Cape Cod, I completely relax.
- J: Makes sense to me. Before we finish, is there a new collection that you'd like to announce on the show?
- R: Ha! Not today, Jason.
- J: OK. Well, thank you, Rory, for coming in and talking to us today.

# TRACK 20

# Speaker 1

Personally I think a key point has been missed here, and that is creativity, which I think is greater than imagination. Creativity is the link that brings both sides of the argument together. It's not simply an artistic quality ... scientists have to be incredibly creative too, otherwise they'd never achieve anything. So, what I'm saying is that being creative can be applied in lots of different ways. I think if Alice and Kevin thought about that, they wouldn't be arguing.

# Speaker 2

I have to say, I'm 100% with Alice on this. Imagination and art are fine things, of course, but I just can't think about them in the same way that I think about science and knowledge which, in my opinion, are far more important and solid. I mean, think about it. Thanks to science, we can cure serious illnesses with medicine, and people have walked on the moon ... on the moon! You can't tell me that's less important than songs or poems or pictures, sorry.

# Speaker 3

Well, the father is exactly right, clearly. Both knowledge and imagination are massive parts of life and, really, you can't have one without the other. I think it's sweet that the boy was trying to defend art, and the girl, science, but it doesn't make sense to give one a higher value than the other. They both matter to the same extent, as far as I'm concerned. It's like trying to say that ice cream is better than cake ... both are fabulous! We don't have to have one or the other. We can have both.

# TRACK 21

- 1 But what are your thoughts on the marketing plan?
- 2 I just wanted to say that sounds good to me.
- 3 But if I could just say, I'm not sure we have enough time.
- 4 I'd like to know what you think about the design.
- 5 Also, if I could add something here about the price; I think we should increase it.
- 6 Right, what do you all think about the schedule?
- 7 I'd be interested in your opinion on the new range.
- 8 Well, let me just say that we're still working on the plan.
- **9** I'd like to make a point about the colour. I think it's too bright.
- 10 So, how do you all feel about the changes we've made?
- 11 Would you like to say anything about the advertising campaign?
- 12 How about you, Gemma; do you like the improvements we've made?

# TRACK 22

P = Paul, J = Julia, A = Antonio, D = David

- P: So, marketing managers, we've already discussed plans for the opening of our new branch at the end of this year, but today's meeting is specifically about our marketing campaign. What are your thoughts on special promotions for the *Brain Maintain* brand? I'd like to get our campaign started soon.
- J: Well, Paul, I just wanted to say that we might be concentrating too much on our older customers.
- P: But older people have always been our main market! People who like doing games and puzzles to exercise their brain ...
- J: True, yes. But if I could just say I don't think we should *limit* ourselves to one type of customer.
- P: Hm, that's certainly interesting, Julia. OK, I'd like to know what you think about attracting a younger market. Any ideas?

- J: Not specifically. I mean, obviously our *Brain Maintain* products are popular with middleaged and older people, but I just feel we shouldn't forget about young adults. That's all.
- D: Actually, I think Julia is right. Also, if I could add something here, our new store location is quite close to the college, isn't it?
- P: Aha, yes ... so maybe a student campaign? Right, what do you all think about setting up some student discounts, then?
- D: I think it's a great idea, personally. But Antonio has more experience with that market. Antonio, I'd be interested in your opinion on this.
- A: Sure, David. Well, let me just say that students love discounts but they're much more likely to order products online than to come into the store, you know? That's my experience.
- D: Yeah, I agree with Antonio and I'd like to make this point, too. There's quite a bit of time between now and the new store opening. So, how do you all feel about the idea of developing a new *Brain Maintain* game or app aimed at college students?
- P: Wow. It sounds like a big project, David. Would you like to say anything, Julia?
- J: I think it's a terrific idea, and we definitely have enough time. How about you, Antonio?
- A: Yes, brilliant. We just have to get the advertising strategy right so that we keep both markets interested in our brand.
- P: Excellent. OK, thanks everyone. I'll invite the design team to meet with us next week, and ...

- 1 I am the NGL sales rep for North-West Europe, meaning my job is to visit customers and promote our products to them.
- 2 In this talk, Julian Treasure speaks about the seven deadly sins of speech; the seven bad things we do when speaking which make people less likely to want to listen to us.
- 3 The speaker also offers practical solutions, telling you specific ways you can change how you speak.
- 4 He speaks in a calm manner, so he never raises his voice or gets too excited.

# TRACK 25

My name is Marianne Kuyper and I am the NGL sales rep for North-West Europe, meaning my job is to visit customers and promote our products to them.

I found this TED Talk particularly interesting because it is very important for me to use my voice well for work. I have to give presentations, talk to groups of teachers and communicate with my colleagues. I often find myself looking for ways to communicate my thoughts in the best way possible.

In this talk, Julian Treasure speaks about the seven deadly sins of speech; the seven bad things we do when speaking which make people less likely to want to listen to us. When he notes down this list, it sort of feels as though he is putting a mirror in front of you as, let's face it, we're all guilty of one or two of these sins. But he does more. Instead of just summing up the sins, the speaker also offers practical solutions, telling you specific ways you can change how you speak. He really makes you think about how you use your voice and the effect it has on others.

I find Julian a very good speaker. He speaks in a calm manner, so he never raises his voice or gets too excited. He uses the right amount of humour and personal experiences and involves the audience by asking them to actively participate. In the end, he offers a very positive conclusion. Looking at the topic of his talk, it is no surprise that he comes across very well on stage.

Seeing as this talk is only about ten minutes long, Julian didn't have the time to expand on the tips and tricks he mentions. However, the speaker has done quite a few more TED Talks so I will make sure to watch those too and listen, think and try to implement his advice in both my professional and personal speech.

## TRACK 26

- I = Interviewer, S = Sarah
- I: Welcome to Call Central, Sarah. I'm Jackie, and I'm responsible for finding out if you'll fit in with our team. Good luck!
- S: Thanks. It's nice to meet you.
- I: Let me start with a simple question: What do you know about our company?
- S: The advert mentioned you run call centres for other companies and you always need new staff.
- I: Right. What do you think a job at a call centre is like?
- S: Well, I guess you speak to different people from all over the country and try to help them with their problems. If someone's very angry you have to stay calm. You can't get annoyed with them.
- I: That's right. It's really important to stay positive. So why do you want to work for us?
- S: I've never really wanted to work in a call centre but I'll be travelling next year and I need to earn some money. Oh, and this job looks interesting because I'll meet different people and I'm good at listening.
- I: OK. That's the end of the interview. We'll contact you tomorrow to let you know.
- S: Great, thank you.

# TRACK 27

Hey. Yeah, Danny looked really annoyed when he arrived at the party, so I was like, 'Why are you so angry?' and he was like 'Because I've just waited four hours for my new phone to arrive.' I said, 'You've got to complain', and he was like, 'Yeah, but I can't find anything on their website', and I was like, 'Do they use social media?' So

we looked back at the site and there they were, the details, so we sent them a couple of messages and a couple of days later the company were like, 'We're really sorry about that. We'll put some money on your account.' That's why social media's so great now! Whenever I have a problem I'm always like, 'Tweet them!', 'Facebook them!' and it gets it sorted so much faster.

# TRACK 28

- A: I had a really difficult call from a customer today. I felt really sorry for her but there was nothing I could do.
- B: What happened?
- A: Well, first she asked me if she could change her flight ticket to stay in Florida for a couple more weeks.
- B: Isn't that easy to do?
- A: Not when she had the cheapest ticket to start with. She said it was the only one she could afford, but I'm not allowed to change those ones.
- B: Oh, so what did you do?
- A: I explained that she had to go to the nearest Aerolinea office and speak to someone there, but she said that advice wouldn't help because she was already in Florida. She'd looked for an office there yesterday and realized there weren't any of our representatives there, which was why she'd phoned our office.
- B: But you couldn't help?
- A: No. She said she'd gone to Florida to see her sister who was really ill. I asked my supervisor if we could make an exception.
- B: What did he say?
- A: He told me we'd both be in trouble if we did that. I had to tell her we couldn't help her. It was a real shame.

# TRACK 29

Head office sent me on a half-day course about body language last week, and they asked me to pass on what I learned. I think it's important for us to understand it because it can have a big impact on customers. They gave us five main tips. Let me just look at my notes ... that's right – the first one was to make eye contact. If you don't, customers might think you're unfriendly or impolite. I know good eye contact makes me feel like the person I'm speaking to is really interested in what I'm saying, and that I'm important enough to pay attention to.

Next, they said you should keep your expression and body position neutral and professional, even if a customer is angry or rude. Sometimes it's really hard not to react, but if you can stay calm, the customer is more likely to calm down too.

Tip number three was to smile when you're on the phone. You can really 'hear' a smile and it affects the way that you speak. If you sound enthusiastic, customers are more likely to want to listen to you and they'll keep using the company.

Then they said we shouldn't stand too close to customers. I know I certainly feel

very uncomfortable when someone is in my personal space. I hate it when a shop assistant gets too close, and I'll normally leave the shop without buying anything if that happens.

The last thing they told us was to watch the customers' body language. It can help you understand what they need - if they want to ask a question or look at a product more carefully, and this is a very valuable skill. Customers love to think that you understand them. If you're not paying attention, they might well leave without buying anything!

All in all, it was a really useful course and I definitely got a lot out of it. I'd recommend it if any of you get the chance to do it.

# TRACK 30

- A: Have you got a moment? I really need to get something off my chest.
- B: OK, I'm all ears. What do you want to tell me?
- A: It's about that body language training session we had in the office the other day. I mean, I know it's important because we have to deal with foreign clients without being misunderstood ...
- B: But?
- A: Well ,I had a really different opinion about it to the trainer. We didn't see eye to eye at
- B: So you didn't think it was very worthwhile then?
- A: Not really. And do you know how much her fee was to deliver the session? It cost an arm and a leg!
- B: That's annoying. I'm sure there are better things to spend that money on.
- A: Having said that, I did learn one interesting thing. Did you know that if you give someone a pat on the back to reward them, they won't co-operate with you quite as well in the future?
- B: That's interesting. I never knew that.

# TRACK 31

- 1 In other words, we need to monitor reception more closely.
- 2 You're absolutely right, Anne.
- 3 And is that why there have been complaints?
- 4 What you're saying is that this is an ongoing problem.
- 5 Do you mean for the customer service meeting?

# TRACK 32

- D = David, M = May, A = Anne
- D: OK, so today I want to talk about some complaints we've had recently. I think it's important to work out why these are happening and what we can do about them. May, can you start by reminding us about a couple of them?
- M: No problem, David. The latest one was from a customer who said there was nobody at reception when she arrived. She had to wait for ten minutes before anybody told her which office to go to.

- A. Ohl
- M: We also had someone who said one of the receptionists was very rude to him on Monday. He said she had her arms folded all the way through their conversation.
- A: In other words, we need to monitor reception more closely to make sure someone is always there, and that they're behaving professionally.
- D: You're absolutely right, Anne, and I think we should also ask the receptionist to try and remember what happened on Monday.
- A: Maybe it wasn't her fault it was a pretty cold day, and she could just have been trying to keep warm.
- M:Hmm. Not necessarily. It's not the first time someone has complained about one of the receptionists being rude.
- M: Well, they're often gossiping and they don't always notice the customers.
- A: And is that why there have been complaints?
- M: Sometimes, yes. Last month one woman told me she had to interrupt them to find out whether Anne was in her office. They didn't answer her the first two times she asked. and just carried on talking.
- D: What you're saying is that this is an ongoing problem.
- M:Uh-huh.
- D: What can we do about it then?
- A: Maybe we need to update their training and remind them how they come across to the customers
- M: Yeah. And I'll tell them about the complaints too so that they know what's happening
- D: OK. I'll do that, and I'll speak to human resources about what training we can give them. Thanks everyone. We'll discuss it again this time next week.
- M: Anne, can you remind my secretary to change the meeting room?
- A: Do you mean for the customer service meeting?
- M: Yes, please. The main meeting room will be busy next week.
- A: No problem.

# TRACK 33

- 1 M: She had to wait for ten minutes before anybody told her which office to go to. A: Oh!
- 2 A: ... it was a pretty cold day and she could just have been trying to keep warm.
  - M: Hmm.
- 3 D: What you're saying is that this is an ongoing problem.
  - M: Uh-huh.
- 4 A: Maybe we need to update their training and remind them how they come across to the customers.
  - M: Yeah
- 5 M: And I'll tell them about the complaints too so that they know what's happening.
  - D: OK.

# TRACK 34

I was fascinated by this talk on many levels. First, the idea of moving sculpture was new to me - sculptures aren't usually associated with movement; sculptures don't move! So, Reuben Margolin's work seemed modern and exciting and challenged what I thought I knew about art. I was instantly intrigued by this idea of kinetic sculpture ...

# TRACK 35

My name's Diane Nicholls, and I'm a freelance editor for National Geographic Learning, mainly working on digital materials.

I was fascinated by this talk on many levels. First, the idea of moving sculpture was new to me - sculptures aren't usually associated with movement; sculptures don't move! So, Reuben Margolin's work seemed modern and exciting and challenged what I thought I knew about art. I was instantly intrigued by this idea of kinetic sculpture - sculpture that includes moving parts.

Then, there's the fact that these sculptures move so beautifully. They clearly make you think of the movements they represent, but they do it mechanically, using wires, engines and other engineering structures. How could they possibly appear so smooth and flow so well when they were made up of so many different parts? It didn't seem real to see them close up, the way they were all held together was so different to the overall effect. And I loved the accuracy and detail of it all. Some of the mechanical parts seemed so old-fashioned and ordinary, but when they were put together they became something extraordinary and new.

I like that the sculptures are a response to natural forms and movements, things we see every day but often don't notice. It reminded me that it's a very long time since I really, really looked at raindrops, waves, how water looks behind a rowing boat and, certainly, I have never seen these things like I was seeing them in Margolin's artwork!

Finally, I really appreciated that the artist allowed his work to tell the story and take all the attention. In fact, he referred to one of his pieces as the most 'talkative' of his works perhaps the one that 'speaks' to him the most. He didn't talk much at all himself. When he did explain the work it was at the end, after I had enjoyed them for myself, without knowing what the artist was aiming to show. When he described the tension between experiencing the beauty of things and wanting to understand them and take them apart to see how they work, I could really identify with what he was saying. I always want to know how things work!

My husband works in a big art gallery installing huge and complex works of art like these and I'm familiar with that side of the art world. So, all the way through, in the back of my mind, I was trying to imagine what it must be like to transport these works and rebuild them in different exhibition spaces around the world. It must be quite a challenge!

- 1 I think our most valuable resource is time. I have a huge number of things to do but little time to do them in! I wish we had more time but unfortunately there is no way of increasing the number of hours in a day.
- 2 People always talk about saving natural resources and looking after the environment, but I think people are the resources we need to look after. It's true that there are lots of people in the world but in my opinion we need to take care of each other better.
- 3 Of course nature is our most precious resource. Every type of energy that we need comes from nature, and although there are lots of campaigns about the importance of preserving forests, animals and the atmosphere, few of them actually make much difference.

# TRACK 38

# Speaker 1

I have to admit that I throw away a lot more food than I probably should. I get sucked in by promotions and special offers in larger shops and end up buying lots of one particular item when I don't really need so many. Take last week, for example; I bought six pots of yoghurt just because they were on special offer, even though no-one in my house really eats it! I doubt anyone will eat them before they go off. I do a weekly food shop and some weeks I write down the things I need. On those weeks, I definitely end up wasting less food. The problem is, I've usually got so much on my mind that I forget to make a list and just grab whatever takes my fancy.

# Speaker 2

The other day, my company had a special meal in the staff cafeteria. A catering company made lunch entirely out of food that would have been thrown away. I didn't think it would taste very good but I was surprised! My wife and I go to the supermarket regularly so our fridge is usually full, but we end up eating out three or four times a week. We're both so tired after work that we can't be bothered to cook so it's easier and quicker to eat at a restaurant or order a takeaway.

# Speaker 3

I've always been concerned about food waste. I think it's because I come from a rural area where we did things ourselves and grew our own fruit and vegetables – we weren't dependent on the shops. Nowadays, things seem out of control! Like those TV programmes where people eat huge plates of food, just to see if they can. The portion sizes are so big they could feed a family and if the customer can't finish it, the leftovers just get thrown away. It doesn't make sense to me.

# TRACK 39

- 1 Good afternoon, have I got the right number for Friends of Wellington Forest? Yes, you have. How may I help you?
- 2 So, I'm calling to find out what I can do to help.

- I see. Well, first of all, thank you for contacting us.
- 3 Could you tell me a bit more about that, please? Certainly.
- 4 Are there any places left on that session? If you could just hold on a moment, please, I'll check the system.
- 5 Would you like to reserve a place? I'm not sure if I'm available in July. Let me check.
- 6 Would you like me to send you the information about the time and place in an email? Yes, please.

# TRACK 40

- A: Good afternoon, have I got the right number for Friends of Wellington Forest?
- B: Yes, you have. How may I help you?
- A: I'm not sure actually. I was hoping that you could tell me. I just heard your interview on the local radio and I'd really like to get involved with the club, so I'm calling to find out what I can do to help.
- B: I see! Well, first of all, thank you for contacting us. There are a number of ways that you can get involved. Most people sign up to make monthly donations, but if you have a bit of spare time then we have a wide range of opportunities for volunteers who are interested in joining the club and helping out on a regular basis.
- A: Could you tell me a bit more about that, please?
- B: Certainly. Our volunteers help us with a number of different tasks, from handing out leaflets, collecting money in supermarkets, through to collecting rubbish in the forest and checking the protected trees. To be a volunteer, you need to take part in a one-day training session, which takes place on the first Saturday of every month.
- A: First Saturday ... that's next week! Are there any places left on that session?
- B: If you could just hold on a moment, please, I'll check the system. No, I'm afraid there aren't. There are a few places left on the session in July. Would you like to reserve a place?
- A: I'm not sure if I'm available in July. Let me check, Yes, that seems fine.
- B: Great. Would you like me to send you the information about the time and place in an email?
- A: Yes, please. That would be very helpful.
- B: Could you tell me your email address?
- A: Yep, it's pklambert@kmail.com.
- B: OK, I'll send the information through to you shortly.
- A: Thank you very much.

# TRACK 43

My name's Fran Watkins and I'm an author working on *Keynote* Upper Intermediate Workbook. The TED Talk I'd like to talk about is Eli Pariser's discussion of how the Internet might be actually limiting our freedom, not expanding it.

I was really impressed with this speaker, partly because he had an easy, natural manner, and also because at the same time he seemed passionate about the topic. He used very personal, real examples in his talk, which were easy to understand. However, the main thing that grabbed my attention was what he was actually talking about. I found it both frightening and fascinating. I had not realized that this was such a serious issue. in terms of our personal freedom. Pariser describes how Facebook blocked out some of his friends from his newsfeed, just because his own political views were different from theirs. His friends had been removed, even though he wanted to hear their voices! And the same happens with Google, Amazon, and even news sites. So you and I will probably receive different news!

Pariser's mini experiment was simple but clever: two friends googled 'Egypt'. One of his friends had a first page full of links to current events there, mainly political, which were big news at the time. The other received general and travel information! This was based on what Google 'knew' about their interests. But was it right about them? And is this actually right, I mean morally right?

Like Pariser, I find this editing worrying because we don't know what is *not* being given to us. What is more, if these sites feed us the diet they *think* we want, by using filters, is that not limiting? The filters used to select links for users work on what people generally click on first. However, this is simply too basic. Just because my more frequent first choice might be lighter, more easy-to-read information, that doesn't mean I *never* want to read more challenging material as well. By that I mean material that makes me question things; material that makes me think.

At the end of his talk, Pariser asks those people responsible to help by creating some sort of balance in the system, and also to leave some choice for users. Unfortunately, however, I can't help feeling that the Internet is going to become even more personalized over time, and we will have less choice. But Pariser makes a very valid point, and he raises our awareness of how freedom and choice can be removed, gradually, without us even realizing. He suggests, I think correctly, that in the end this will damage society.

# **TRACK 44**

I fell into my job by chance. I'd just finished university and I went to pick melons in southern France. I made some good friends and fell in love with the culture and the language. So I went to Paris and shared a flat with Sebastien, who I'd met on the fruit farm. If it weren't for him, I wouldn't have been able to stay in the city. And thankfully, his flatmates couldn't speak a word of English. If they'd been able to, my French wouldn't have improved so quickly.

I worked as a waitress in a restaurant, but one day the assistant chef got flu and I had to work in the kitchen. That experience was such an eye-opener! If the assistant chef hadn't fallen ill, the opportunity might never have arisen. The head chef was an incredible teacher: I would never have learned so much if it hadn't been for him.

Over time, my confidence just exploded! When the boss decided to open another restaurant, I was invited to be head chef. Imagine, if I hadn't taken that summer job, I probably wouldn't be a chef now!

## TRACK 45

It's tough out there. It's competitive and if you want to succeed, you have to work hard and be brave. If your business succeeds, that feeling is incredible. I don't just mean the financial rewards, although that of course is a huge bonus, but it makes you feel on top of the world.

My first business was a failure, and I don't mind admitting it. I've come to talk to you today to remind you that things don't always work first time, but if you have the energy and motivation to succeed, then you have a good chance of success.

I love this part of the country. It's where I grew up and I still have all my friends here, so when I came back from university, I decided to try and stay, despite the job situation here. That may sound funny to some of you – I mean here am I, a fairly successful businesswoman, and I didn't want to leave home. Maybe I'm not your typical ambitious entrepreneur, but there are many different kinds!

Perhaps some of you will remember Bigley's Garden Centre? I invested all my savings, as well as money my grandmother left me, into that company. I believe it could have worked, but I chose the wrong partner to do business with. I was young and inexperienced and didn't want to do it on my own.

My partner invested in silly, risky projects, without talking to me, even though we had an equal share in the business. It was clear from the very early days that we had a very different way of working. At the time, I felt unable to discuss it with him. What did all that teach me? Although that business failed, I certainly learned from my mistakes. I didn't just give up. I had had a taste of what the world of business was like – the ups and downs that it that can bring, and the possible rewards. I spotted a market. When I was working at Bigley's I knew what made the most profit: pets. People these days love their pets.

Not long after quitting Bigley's, and with very little money left, I set up my own business. First of all I just had a little market stall, to test the water. It went well, and I started selling online too. I soon gave up the market stall and now just sell online. Our profit this year is estimated to be  $\mathfrak{L}40,000$ , which isn't bad for a start-up selling cat and dog toys! It's exciting.

So, I just wanted to remind you all that you shouldn't see a failure as the end, but as the beginning; it is a useful lesson, but you must learn from it. Believe me, I learned my lesson. I did go into partnership again, but I was very careful about selecting my partner, and also much more courageous this time around. We have different strengths, but similar attitudes and expectations.

Another point I'd like to raise is ...

# TRACK 46

## Conversation 1

A: Hello, Mr Catarelli.

B: Hello, John. Everything okay?

A: Yes, thank you. Um, I notice that your apple tree is getting quite large.

B: Is it?

A: Err, yes. I understand that you and your wife like the shade it gives, but perhaps ...

B: I'm rather busy right now. Can we talk later? I'm working from home today, you see. I've got a Skype meeting with my boss in Toronto in five minutes.

A: Um, okay, of course. I wonder if you could chat to Mrs Catarelli about it? It's just that...

# Conversation 2

- A: Good morning, Klara. Have you got a minute? If you remember, we had that problem with the bins a while back.
- B: Oh yes ...
- A: I'm afraid it's happening again. The foxes are getting in, and then they are dragging everything into our garden.
- B: Oh dear. But I'm sure it's not just *my* bin. A: I'm fairly sure that it is.
- B: Well, I've already moved mine, and I've put a brick on top. What more can I do?
- A: I appreciate that you have done that.

  Thank you. However, I was hoping you might be able to move the bin to the front of the building. It's in everyone's interest, after all.
- B: Now really, I'd rather not do that, I'd rather ...

# Conversation 3

- A: Morning, George.
- B: Hello, Sam. How are things?
- A: We're all right, thank you. We, erm, didn't sleep much last night though. I'd like to... I want to talk about that, as it's, err, not the first time.
- B: Oh right. Is this about the noise?
  Teenagers will be teenagers, you know.
- A: I'm doing my best to understand that. But really, loud music until 2.30 a.m. is a bit much.
- B: They turned it down at midnight, I made sure of that. We were all young once!
- A: It was a tiny bit quieter, yes. But perhaps we could say that these parties need to finish at 12?
- B: Well, I'll talk to Les about it. These things are never planned, they just happen ...

# Conversation 4

- A: Good morning.
- B: Oh, morning.

- A: Erm. We need to talk about the parking situation. You're the second person from Velco to park here today. I know we all share this industrial park, but ...
- B: Right.
- A: I don't know if you're new here, but, err, I should explain that there's a kind of unspoken rule that people only park in front of their own businesses.
- B: Yes. Well, there are too many people for our company spaces, unfortunately.
- A: I thought so. Well, I wonder if you could park in the customers' car park when that happens.
- B: Right, I'll speak to my boss about it. I'd better go. It's nine o'clock.

## TRACK 47

- 1 We didn't sleep much last night because of the noise. Perhaps we could talk about that?
- 2 We need to talk about the conference programme. I think it's a bit ambitious.
- 3 I appreciate that you have given this a lot of time, but it's only half-way there.
- 4 I'm doing my best to understand your situation, but we've given you an extra month to pay already.
- 5 You should have explained that properly in our last meeting.
- 6 If you remember, we had a chat about this last month. We decided to go ahead with it.

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