

**SECTION 4      Questions 31–40**

Complete the notes below.

Write **NO MORE THAN TWO WORDS** for each answer.

**Four business values**

Many business values can result in 31 .....

Senior managers need to understand and deal with the potential 32 ..... that may result.

**Collaboration**

During a training course, the speaker was in a team that had to build a 33 .....

Other teams experienced 34 ..... from trying to collaborate.

The speaker's team won because they reduced collaboration.

Sales of a 35 ..... were poor because of collaboration.

**Industriousness**

Hard work may be a bad use of various company 36 .....

The word 'lazy' in this context refers to people who avoid doing tasks that are 37 .....

**Creativity**

An advertising campaign for a 38 ..... was memorable but failed to boost sales.

Creativity should be used as a response to a particular 39 .....

**Excellence**

According to one study, on average, pioneers had a 40 ..... that was far higher than that of followers.

Companies that always aim at excellence may miss opportunities.

## LESSON 9 – LISTENING SECTION 4

### TAPESCRIPT

In public discussion of business, we \_\_\_\_\_. Today I'm going to talk about four of them: \_\_\_\_\_, creativity and excellence. Most people would say they're all "good things". I'm going to suggest that's an \_\_\_\_\_.

The trouble with these values is that \_\_\_\_\_, removed from the reality of \_\_\_\_\_. Pursue values \_\_\_\_\_, but be prepared for what may happen as a result. They can actually cause damage, which is \_\_\_\_\_.

\_\_\_\_\_ generally try to do the right thing. But \_\_\_\_\_ the right thing \_\_\_\_\_, if those leaders \_\_\_\_\_ and managing the side effects that arise. The values can easily \_\_\_\_\_ of what's actually intended.

Ok. So the first value I'm going to discuss is \_\_\_\_\_. Er, let me give you an example. On a management training course \_\_\_\_\_, we were \_\_\_\_\_ and had to construct a bridge \_\_\_\_\_, using building blocks that \_\_\_\_\_. The rule was that everyone in the team had to \_\_\_\_\_ during the construction. \_\_\_\_\_ to encourage teamwork.

But it was really a \_\_\_\_\_ by one person. The other teams \_\_\_\_\_ on building the structure, and \_\_\_\_\_, with everyone getting \_\_\_\_\_. Our team leader solved the challenge brilliantly. She simply asked everyone in the team to move a piece \_\_\_\_\_, to comply with the rule, and then let the person in the team with an \_\_\_\_\_ like this build it alone. We finished before any other team. \_\_\_\_\_ the task wasn't \_\_\_\_\_ teamworking, so why make it one?

Teamwork can also \_\_\_\_\_ – a common cause of poor sales. In the case of a smartphone that a \_\_\_\_\_, one director wanted to \_\_\_\_\_, and another demanded it was \_\_\_\_\_. The company wanted both directors \_\_\_\_\_, so gave the product a \_\_\_\_\_, but marketed it to companies. The result was that it met \_\_\_\_\_. It would have been better to let one director or the other \_\_\_\_\_, not both.

Now industriousness, or hard work. It's easy to \_\_\_\_\_ who say they work hard: after all, a \_\_\_\_\_ in a wheel is working hard – and getting nowhere. Of course \_\_\_\_\_, but only \_\_\_\_\_. Otherwise it \_\_\_\_\_ that companies value most – time and energy. And that's bad for the organization .

There's a \_\_\_\_\_ that groups people according to four criteria: clever, hard-working, stupid and lazy. Here "lazy" means having a \_\_\_\_\_ not to carry out unnecessary tasks. It doesn't mean trying to \_\_\_\_\_. Most people display \_\_\_\_\_ characteristics, and the most valuable people are those who are both clever and lazy: the possess \_\_\_\_\_, and they don't \_\_\_\_\_. They come up with solutions to save the time and energy \_\_\_\_\_ the stupid and hard-working group. Instead of \_\_\_\_\_ at a problem, the clever and lazy group looks for a more effective solution.

Next we come to creativity. This often \_\_\_\_\_ – creating an \_\_\_\_\_, for example, might lead to increased sales. But it isn't always a good thing. Some advertising campaigns are \_\_\_\_\_, without \_\_\_\_\_ on sales. This happened a few years ago with \_\_\_\_\_ a chocolate bar: \_\_\_\_\_ showed that plenty of consumers remembered the adverts, but had no idea \_\_\_\_\_. The trouble is that the creator \_\_\_\_\_ coming up with the idea, and \_\_\_\_\_ the audience for the campaign will \_\_\_\_\_.

A company that brings out \_\_\_\_\_ may seem more creative than a company that \_\_\_\_\_, but it may be too creative, and make smaller profits. Creativity needs \_\_\_\_\_, to solve a problem that the company \_\_\_\_\_. Just \_\_\_\_\_ more and more novel products \_\_\_\_\_ a good thing.

And finally, excellence. We all know companies that claim they \_\_\_\_\_ but \_\_\_\_\_ achieve excellence. In business, being *first* with a product \_\_\_\_\_ having the *best* product. A \_\_\_\_\_ of company performance compared \_\_\_\_\_ – that is, companies bringing out the *first* version of a particular product – with followers, the companies that \_\_\_\_\_ that product. The study found that the pioneers \_\_\_\_\_ of 29 percent, while the followers achieved \_\_\_\_\_, only 13 percent – even though their product might have been better.

\_\_\_\_\_ is everything we do is time-consuming, wastes energy and leads to \_\_\_\_\_. Sometimes, \_\_\_\_\_ is more \_\_\_\_\_ than excellence. “Make sure it’s excellent” *sounds* like \_\_\_\_\_ to business, but the “just-get-started” approach \_\_\_\_\_ more successful.



## **VOCABULARY**

*Translate these following expressions into Vietnamese:*

1. take certain values for granted
2. over-simple view
3. theoretical concepts
4. the right thing backfires
5. adopt values
6. the side effects that arise
7. get in the way
8. put into groups
9. descended into confusion
10. aptitude for puzzles
11. Teamwork can also lead to inconsistency
12. target the business market
13. aimed at consumers
14. consumer-friendly
15. met the needs of neither group
16. a hamster running around in a wheel
17. rational determination
18. the possess intellectual clarity
19. rush into making decisions
20. throwing more man-hours
21. attention-grabbing commercial
22. subsequent research
23. derives pleasure from
24. wrongly assumes
25. coming up with
26. 'strive for excellence'
27. pioneers
28. improved on that product
29. commanded an average market share of 29 percent
30. losing out on opportunities
31. second-rate work