BUILDING A GOOD COMPANY

Listen to the recording (5'40) **and fill in the blanks:**

Patty McCord:

HR *(= Human Resources)* jargon makes me crazy. We have to have all these stupid _____ that describe things that nobody understands: OKRs and PIPs. I think we can run our businesses by just talking to each other like regular human beings. We might _____ get more done. I really always wanted to be an HR professional, I wanted to be able to speak the language of management. And you know what I've learned after all this time? I don't think any of it _____. There's all kinds of things that we call "best practices" that aren't best practices at all. How do we know it's best? We don't measure this stuff. In fact, I've learned that "best practices" usually means _____ what everybody else does. Our world is changing and evolving all the time. Here are some lessons to help you adapt.

Lesson one: Your _____ are adults. You know, we've created so many layers and so many processes and so many _____ to keep those employees in place that we've ended up with systems that treat people like they're children. And they're not. Fully formed adults _____ in the door every single day. They have _____ payments, they have obligations, they're members of society, they want to create a difference in the world. So if we start with the assumption that everybody comes to work to do an amazing job, you'd be _____ what you get.

Lesson two: The job of management isn't to _____ people, it's to build great teams. When managers build great teams, here's how you know it. They've done amazing stuff. Customers are really happy. Those are the metrics that really matter. Not the metrics of: « D_____ to work on time?" « D_____ your vacation?" « D_____ the rules?" « D_____ permission?"

Lesson three: People want to do work that _____ something. After they do it, they should be free to move on. _____ are journeys. Nobody's going to want to do the same thing for 60 years. So the idea of keeping people for the sake of keeping them really _____ both of us.

Instead, what if we created companies that were great _____ to be from? And everyone who leaves you becomes an ambassador for not only your _____, but _____ you are and _____ you operate. And when you spread that kind of excitement _____ the world, then we make all of our companies better.

Source: https://www.ted.com/talks/patty_mccord_8_lessons_on_building_a_company_people_enjoy_working_for#t-1975

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Lesson four: Everyone in your company _____ understand the business. Now, based on the assumption that we've got smart adults here, the _____ important thing we can teach them is how our business works. When I look at companies that are moving fast, that are really _____ and that are doing amazing things with agility and speed, it's because they're collaborative. The best thing that we can do is constantly teach each other what we do, what matters to us, what we _____, what goodness looks like, so that we can all drive towards _____ the same thing.

Lesson five: Everyone in your company should be able to _____ the truth. You know why people say giving feedback is so hard? They don't practise. Let's take the annual performance _____. What else do you do in your whole life that you're really good at that you only do once a year? Here's what I found: humans can _____ anything if it's true. So let's rethink the word "feedback", and think about it as telling people the truth, the honest truth, about what they're doing _____ and what they're doing wrong, in the moment when they're doing it. That good thing you just did, whoo! That's exactly what I'm talking _____. Go do that again. And people will do that again, today, three more times.

Lesson six: Your company needs to live out its values. I was talking to a company not long ago, to the CEO. He was having _____ because the company was rocky and things weren't getting done on time, and he felt like things were sloppy. This also was a man who, I observed, never _____ to any meeting on time. Ever. If you're part of a leadership team, the most important thing that you can do to "uphold your values" is to live them. People can't be what they can't see. We say, "Yes, we're here for equality", and then we proudly pound our chest because we'd achieved 30 percent representation of _____ on an executive team. Well that's not equal, that's 30 percent.

Lesson seven: All start-up ideas are stupid. I spend a lot of time with start-ups, and I have a lot of friends that work in larger, more established companies. They are always pooh-poohing the companies that I work with. "That is _____ stupid idea." Well, guess what: all start-up ideas are stupid. If they were reasonable, _____ would have already been doing them.

Lesson eight: Every company needs to be _____ for change. Beware of the smoke of nostalgia. If you find yourself saying, "Remember the way it _____? » I want you to shift your thinking to say, "Think about the way it's going to be." If I had a _____ company, I would walk in the door and I would say, "Everything's changed, all bets are off. We were running _____ we can to the right, and now we'll take a hard left." And everybody would go "Yes!" It's a pretty exciting world out there, and it's changing all the time. T_____ we embrace it and get excited about it, _____ we're going to have.

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Match the words with their French translation:

importer	en fait	une procédure	répandre
instable	à travers	évoluer	mesurer
supporter/faire face à	bâclé/peu soigné	faire respecter	tout est possible
pour/dans l'intérêt de	les indicateurs	un voyage	une hypothèse
rejeter/balayer d'un revers de la main			

actually

to matter (it matters/ it doesn't matter)

to measure

to evolve (our world is evolving)

a process

an assumption

the metrics

(a career is) a journey

for the sake of (+Ving)

to spread

throughout (the world)

to handle (the truth)

rocky

sloppy

to uphold (its values)

to pooh-pooh (the companies I work with)

the bests are off

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Now watch the video:

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