

3.2 Faking it?

Vocabulary work skills

1 Match verbs 1–6 to words a–f to make transferable skills.

- | | |
|----------|------------------|
| 1 work | a teams |
| 2 make | b goals |
| 3 manage | c hard |
| 4 set | d decisions |
| 5 solve | e responsibility |
| 6 take | f problems |

2 Complete the text with the phrases in exercise 1 in the correct form.

What makes a great football manager?

Managers spend long hours working with their football teams. They have a lot to do, so the ability to ¹ work hard is important. Because players and staff need to know exactly what they have to achieve during a football season, managers have to be good at ² _____ for everybody at the club, including the players and the coach. Managers also need to be very strong people, able to ³ _____ for failure as well as success – if their team loses, they have to talk to journalists and explain what went wrong! Great managers are good at ⁴ _____ – they can think quickly, and act immediately. For example, they can decide when to change a player or change the formation of the team. They are also good at ⁵ _____ – and they need to be, because during a football match a lot of things go wrong, and they have to find a solution. It is the ability to change things in positive ways that makes some managers great.

Two great managers are Louis van Gaal, who has ⁶ _____ all over the world, including Manchester United and the Netherlands national football team, and Pep Guardiola, who has been the boss at Barcelona and Bayern Munich. What makes them so special?



3 Complete the phrases with the verbs in the box.

being (x2) managing persuading tasking working

- managing tight schedules
- _____ well under pressure
- _____ confident in yourself
- multi _____
- _____ people to do things
- _____ a good leader

4 Match the phrases in exercise 3 to the descriptions of van Gaal and Guardiola.

Van Gaal or Guardiola

Who is the best football manager?

Louis van Gaal is a strict but emotional manager with three great strengths.



- He is the boss and other people are happy to follow him. a 6
- He believes strongly in his own personal abilities. b _____
- He is good at getting his players to do exactly what he asks them to do. c _____

Pep Guardiola is a thoughtful and clever manager with many strengths.



- He uses his time well and can prepare teams to play in only a few days. d _____
- He can do lots of different things at the same time. e _____
- When journalists and fans criticize him, he never panics. He always does things well. f _____

Van Gaal and Guardiola are both great managers. Who is the best? **You decide.**

Grammar obligation, permission and possibility

5 Choose the correct option to complete the text.



The unwritten rules of the workplace

In every workplace, there are official rules that everybody ¹*has to* / *can* follow, and then there are the *unwritten* rules. The first few weeks in a new job can be demanding because you just don't know what is *really* allowed. In other words, you have no idea what you ²*can* / *need to* do, and what you ³*can't* / *don't need to* do.

A friend of mine recently started work in a large design company. The company guidelines were clear:

- You ⁴*can* / *have to* wear a shirt and tie at all times. Looking smart is obligatory. You ⁵*mustn't* / *needn't* wear jeans.
- Our company has flexible hours. You ⁶*mustn't* / *don't have to* start work at nine every day. You ⁷*can* / *need to* start at any time between eight and ten.

Imagine how my friend felt on his first day when he arrived at nine in his best shirt and tie, only to find that everybody else had arrived at eight, in T-shirt and jeans. The *unwritten* rules said that you ⁸*had to* / *mustn't* arrive early if you wanted the bosses to think you were an enthusiastic worker, but on Fridays (and my friend's first day was a Friday) you ⁹*didn't have to* / *couldn't* wear smart clothes. Wearing smart clothes was permitted, but because it was 'dress-down Friday', it wasn't obligatory, and everybody preferred to wear jeans. Employees only ¹⁰*could* / *had to* dress smartly if they had a meeting with a client.

In a new job, learning the *unwritten* rules can be challenging and embarrassing, but once you've learnt them, you don't forget them.

PRONUNCIATION sentence stress

6a 3.2 Listen to the unwritten rules and circle the strong stress in each sentence. In which sentences are the modal verbs stressed?

- 1 You have to wear a shirt and tie.
- 2 You mustn't wear jeans.
- 3 You needn't start work at nine.
- 4 You can start at any time.

b 3.2 Listen again and repeat.

7 Rewrite the workplace rules so they have the same meaning. Use one of the modal verbs in brackets.

- 1 We're allowed to dress down on Fridays. (can / need to)
We can dress down on Fridays.
- 2 It isn't necessary to wear a tie. (mustn't / don't have to)
You _____
- 3 A few years ago, employees weren't allowed to check personal emails at work. (couldn't / mustn't)
A few years ago, employees _____
- 4 You aren't allowed to eat sandwiches at your work station. (couldn't / can't)
You _____
- 5 In the past, it was obligatory for employees to sign out every time they left the building. (could / had to)
In the past, employees _____
- 6 It is necessary to book holidays six months in advance. (can / need to)
You _____
- 7 It is obligatory to switch off your mobile phone at work. (could / must)
You _____
- 8 From the start of next month, it is permitted to start work between 8 and 10 a.m. (need to / be able to)
From the start of next month, we _____

I can ...

Very well

Quite well

More practice

talk about transferable skills.

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talk about obligation, permission and possibility.

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