Part 3

You are going to read an article about people who gave up their jobs to start their own business. For questions **16–30**, choose from the people (**A–D**). The people may be chosen more than once.

In the exam, mark your answers **on the separate answer sheet.**

Which person

admits to finding the idea for the new business by chance?	**16**
mentions how good it is being able to make your own decisions?	**17**
had realised that too much time and energy was going into a job?	**18**
mentions looking forward to solving new problems each day?	**19**
enjoys seeing employees making a success of things?	**20**
had to solve a technical problem before launching the business?	**21**
has used a new idea that had proved successful in another country?	**22**
is surprised to have attracted such a wide variety of clients?	**23**
is happy to have received positive feedback from clients?	**24**
mentions not missing a daily journey to work?	**25**
sometimes feels anxious about financial aspects of the business?	**26**
took time to decide what type of business to start?	**27**
was able to draw on experience gained in a similar working situation?	**28**
was keen to make use of a wide range of existing skills?	**29**
was keen to work on a more personal level with clients?	**30**

Starting your own business

We talked to four people who gave up working for somebody else and started their own business

A Beautician

I had to rethink my future when the multi-national company I worked for as a marketing executive decided to move my job to the USA. My life back then, wearing designer clothes and taking regular long-haul flights, couldn't be more different from today because my salon is within walking distance of my home. So why did I opt for such a change of direction? Well, I wanted a job where I'd have the chance to interact with people more, and saw a gap in the market for a beauty salon locally. Working for yourself is great as you can make your own mind up about things and you aren't driven by someone else about when and how you do that. But the flipside is that there's nobody to share the burden with when you wake up in the middle of the night worrying about how you're going to pay the rent. But I have no regrets.

B Gym owner

After seventeen years working in banking, I wanted to try something totally different. I felt it was time to address my work-life balance and spend more time with my family. A business that used a combination of my financial, sporting and parenting experience, but which didn't involve such long exhausting hours at the office appealed to me a great deal. I came across the concept behind The Little Gym by accident when I was surfing the Internet. It's a novel concept that had gone down really well in the USA. It caters for children from four months to twelve years, giving them good-quality physical instruction and a cerebral work-out at the same time. Having control of my own life is a definite high, as is seeing my staff doing a good job. Every day is different, so it's never boring.

C Caterer

I worked for a big international company, but was no longer finding it rewarding. I'd completed twenty years' service, so I had some money saved up, but not enough to retire on. But I took six months off and we went to stay with my wife's family in Spain. It was a good opportunity to ponder the question: 'What next?' That's when we got the idea for Tapas in a Box. We were in a bar eating the local Spanish food called 'tapas' and I thought: 'This would be perfect for people back home who want to have a great, relaxed time with friends, without spending ages cooking.' The challenge was then to work out how to deliver the mix of foods all at once, because tapas includes things like raw almonds and chilled cheeses as well as the hot things that need heating in an oven. Once we'd cracked that, we were up and running. I can't stress too much the thrill you feel when a customer tells you they've had a great time. The sense of having gone from a new idea to actually delivering something good is very motivating.

D Virtual PA

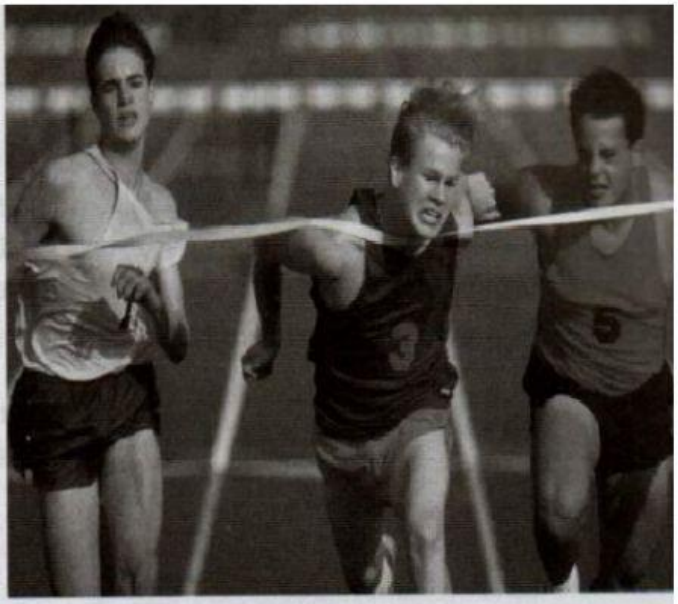
I'd been a secretary and personal assistant (PA) for twenty years and had begun to dread the thought that I'd be at the same desk until I retired. I was also fed up with sitting in traffic – getting into Manchester could take eighty minutes on a bad day. When the company announced that its European office was to close, I could've taken a drop in salary and found another job locally, but decided to set up my own business instead. I got my idea because, in effect, I'd been a virtual PA all along. My boss was usually only in the office a couple of days a month, so we'd always worked remotely by email and phone calls. I thought I could offer a similar service to other busy people. Now I've got all sorts of regular clients, including surveyors, solicitors, an advertising agency and even an author. I never expected such a mix. I now get up each morning and I can't wait to see what challenges lie in store for me.

We've all seen it: a runner or cyclist looks exhausted, he seems to be struggling to even get to the end of the race, his face a mask of agony. And then suddenly he speeds up in the final 400 metres, sprints to the finish line and wins. [1] And if the runner or cyclist had that 'reserve capacity' all along, why did he not speed up 800 metres before the end? Why not two kilometres? Why didn't he maintain that speed throughout the race?

Conventional theories can't really answer these questions. [2] The failure can be a failure to supply enough oxygen to the muscles, failure to keep levels of 'poisonous' chemicals down or a failure to lose heat, causing the body temperature to rise too high. Once this failure point is reached, the athlete must slow down or stop altogether. The key point is that the origins of fatigue lie in the muscles.

[3] Called the 'Central Governor' theory, the idea is that during exercise, the brain regulates performance to balance all the body's physiological systems. Fatigue, or the slowing down in pace, is the result of this regulation, which happens before any physiological 'failure' can occur. Therefore, rather than slowing down as a result of lack of oxygen, high body temperatures, high chemical levels and so on, you slow down in order to prevent them.

In this alternative theory, performance and fatigue are regulated to prevent the potentially harmful limits from being reached. If your body temperature rises above 41 degrees, you'd stop and be in serious trouble. [4] But when exercise takes place, neither of these things happen because the brain is in control, and it regulates the body specifically to protect against that damage.



This theory is controversial but there is evidence to support it. Let's say you run a 10km race at sea-level and in cool temperatures. Your time is forty minutes, giving you a speed of four minutes per kilometre. But if I put you in Beijing in the summer time, where it's 35 degrees, and humidity is 60 percent and I make you run that same 10 km race, immediately your time of forty minutes is under threat. You might be lucky to do forty-two minutes in these 'extreme' conditions.

The important question, however, is: when do you first slow down? [5] In fact, it takes less than twenty seconds for your body to 'decide' to run more slowly than usual. It happens so early that nothing is different, except for your sensation that it's hotter. That sensation, then, seems to be key. But it can't be that you are already overheating within the first thirty seconds, or even two minutes of your run. So how, then, do you 'decide' to slow down? The answer is that your brain tells you to.

So is fatigue all in the mind then? [6] Mental strength and willpower are part of the answer, but they never beat physiology. You cannot commit suicide by holding your breath, and the same goes for exercise: physiology wins the day, every day, but with the help of the brain.

2 **Read the article and the sentences again. Choose from sentences A–G the one which fits each gap. There is one extra sentence which you do not need to use.**

A If you did accumulate too many chemicals in your muscles that too would be very dangerous.

B What they will tell you is that athletes tire when something in their physiology fails, causing them to stop or slow down.

C That simplifies things far too much.

D But there is another theory which gives the brain a much greater role.

E Everyone who has ever run in the heat will tell you that you actually start *more slowly.*

F We still don't have an answer to that question.

G How is this possible?

2 **For questions 1–8, read the text below and decide which word (A, B, C or D) best fits each gap. There is an example at the beginning (0).**

To twitter or not to twitter?

Some people claim social networking sites have a negative impact on people's ability to make friends in **(0)** *real* life. There has been a **(1)** ..... deal of speculation about the long-term impact of their use on people's social lives and much of it has **(2)** ..... on the possibility that these sites are **(3)** ..... users' relationships, pushing them away from participating in the offline world. Twitter 'friends' may become more important than neighbours. However, **(4)** ..... to such fears, recent research suggests that people who use such sites actually have a higher **(5)** ..... of close relationships and are more **(6)** ..... to be involved in civic and political activities than those who don't. Social networking sites help people with busy lives find ways of **(7)** ..... in touch and providing regular updates The world of networked individuals will certainly **(8)** ..... evolving, so who knows what the future holds for our personal relationships?

0	**A** actual	**B** true	**C** right	**D** real
1	**A** big	**B** great	**C** huge	**D** large
2	**A** centred	**B** looked	**C** examined	**D** investigated
3	**A** cutting	**B** wounding	**C** injuring	**D** damaging
4	**A** opposing	**B** contrary	**C** opposite	**D** contrasting
5	**A** collection	**B** amount	**C** number	**D** group
6	**A** likely	**B** probable	**C** possible	**D** expected
7	**A** holding	**B** staying	**C** continuing	**D** maintaining
8	**A** turn up	**B** get through	**C** carry on	**D** make out