

SECTION 4 Questions 31–40

Complete the notes below.

Write **ONE WORD ONLY** for each answer.

Conflict at work

Conflict mostly consists of behaviour in the general category of **31**

Often a result of people wanting to prove their **32**

Also caused by differences in **33** between people

34 '.....' conflicts: people more concerned about own team than about company

Conflict-related stress can cause **35** that may last for months

Chief Executives (CEOs)

Many have both **36** and anxiety

May not like to have their decisions questioned

There may be conflict between people who have different **37**

Other managers

A structure that is more **38** may create a feeling of uncertainty about who staff should report to.

Minimising conflict

Bosses need to try hard to gain **39**

Someone from outside the company may be given the role of **40** in order to resolve conflicts.

LESSON 10 – LISTENING SECTION 4

TAPESCRIPT

Over the years, _____ workers have changed considerably. After all, there was a time when workers _____, and _____ conditions. Conditions have improved a lot, but conflict in the workplace is still common. And _____ nowadays need to be able to deal with it when necessary.

What is conflict in the workplace? Definitions vary, but I'm taking it to _____ a whole range of behaviors that the victim finds unacceptable, from minor, harmless arguments to – _____ – physical violence. Much of this _____ the term bullying, by which I mean one or more people behaving _____ another who is _____. Although all behavior like this is _____ conflict, not all conflict can be described in these terms.

As with all _____, there are numerous reasons for it. But often it's caused by someone who feels _____ show their _____ someone else, in order to feel that they aren't at the lowest level in a _____ or a group of people.

In some cases one person simply dislikes the other, _____ the personality of one is in some way _____ that of the other person. A general habit of optimism in one person could make them _____ a colleague who's constantly pessimistic – not that that _____ treating them badly, of course.

Some conflicts _____ when people are more interested in _____ and their team than in the company as a whole. These conflicts are called 'structural' and could _____, for example, when a sales team believe they are the only people in the business who do any useful work, and _____.

Conflict obviously affects the _____ – the situation is likely to be very _____ victims, resulting in their absence from work, possibly for months. For the company, if no effort _____ conflict, it can

_____ control, and even lead to the _____ the business.

Some interesting work with _____ – CEOs – has _____ some of the reasons why they may treat colleagues badly. Many CEOs combine two opposing characteristics: confidence – that is, the belief that they're _____ great achievements – with _____ anxiety, _____ missing targets, whether set by themselves or by _____ the company. This combination can make them respond badly to anyone who _____.

In high pressure work environment, such characteristics become problematic. And it's particularly difficult _____ where colleagues, managers and _____ are all trying to _____. When they can't _____ and on where they see the business going, there are real problems.

For managers at lower levels within the organization, it might seem that an _____ management – where the chief executive _____ and everyone else has to obey – would see more conflicts than others. Interestingly, though, a company with a more _____, can suffer more, when uncertainty about who to _____ to _____.

Now I'll say a little about _____ the type of conflict that has harmful effects. Of course the ideal is to _____ in the first place. A good manager, at any level, will make efforts to _____ the people they work with, particularly those who report to them. That will involve politeness _____, and treating them _____ who happen to have a different role _____.

Sometimes, of course, conflict does occur, and can _____, in such cases the human resources department often _____. However, if one of the parties in a conflict sees human resources as simply _____ the chief executive, then an _____ might be able to help. By talking to both sides, and trying to find the truth of what's been happening, they can build _____ of the situation, and _____ that both sides will accept, _____ because they're independent.

VOCABULARY

Translate these following expressions into Vietnamese:

1. attitudes towards Sth:
2. labored in appalling conditions:
3. human resources managers:
4. at the opposite extreme:
5. behaving abusively or aggressively against:
6. in a weaker position:
7. superiority over someone:
8. hierarchy:
9. on the basis that:
10. incompatible with:
11. make them intolerant of:
12. justify:
13. come about:
14. look down on:
15. behind-the-scenes administrators
16. affects the individuals concerned
17. spiral out of control:
18. breakdown of the business:
19. chief executives:
20. uncovered some of the reasons:
21. the directors of:
22. questions their decisions:
23. to tackle the situation:
24. board members:
25. an autocratic form of management:
26. gives order:
27. democratic business model:
28. earn the respect of:
29. in all communications:
30. treating as equals:
31. get out of hand:
32. a mouthpiece for:
33. an external mediator:
34. build a clear picture of the situation:
35. precisely = exactly: