


UNIT 8 ➤ Mindset

Lesson 8.1 The entrepreneurial mindset

VIDEO A  8.1.1 Watch the video again. Are these statements *true* (T) or *false* (F)? Find information in the video to support your answers.


- 1 The Cambridge Satchel Company always concentrated on foreign markets.
- 2 Setting up a successful international business is not for everyone.
- 3 Julie feels it is best for young people to work in the field they want to go into and not take other jobs like she did as a student.
- 4 The growth mindset can help people to put their vision into practice.
- 5 People should not ignore the factor of motivation.
- 6 When Julie realised she needed more bags, she found other people to manufacture them for her.
- 7 Julie blamed others when she ran into problems growing her business.
- 8 When Julie feels that something is not the right thing for her company, she now trusts her own instincts.

Vocabulary B Choose the best option (a or b) to complete the sentences.

- 1 Having **vision** when we start a new project means that we
 - a have ambition and a clear idea that helps us plan for the future.
 - b see clearly what the future will bring.
- 2 When someone **second guesses** a situation, they
 - a try to predict what will happen before they do something.
 - b take chances and hope for the best.
- 3 When prices **skyrocket**, they rise
 - a very quickly in a short time.
 - b steadily over a longer period of time.
- 4 When people talk about how much a business is **valued at**, they are referring to
 - a the company's core beliefs.
 - b how much the company is worth.
- 5 A person who has **persistence** will
 - a recognise quickly when something is not possible,
 - b continue to do something even though it is difficult or others oppose it.
- 6 People with growth mindsets who run into **setbacks** in their careers usually
 - a stop and start again from the beginning.
 - b deal with them and move on.
- 7 A person who **realises** an idea
 - a was able to implement it.
 - b has a vision about it.

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Lesson 8.2 Mindsets

Listening A  8.01 Choose the best options to complete the sentences. Listen again to check your answers.

- 1 People who thrive in the face of difficulty *do well* / *do not do well* overcoming challenges.
- 2 Those who play it safe usually *do not* / *are not afraid to* take risks.
- 3 Those with a growth mindset *do not all* / *all* have the same talents.
- 4 People with a fixed mindset *use* / *do not use* mistakes as something to learn from.
- 5 People tend to cheat more when an organisation *does not hold* / *holds* intelligence in high regard.
- 6 When parents tell their children they are very intelligent, it *conveys* / *does not convey* a fixed mindset.
- 7 Changing the mindsets of a group of students on a reservation for Native Americans *did not help* / *helped* to make the students much more successful at school.

Grammar B Complete the article with the correct form of the verbs in the box. There are two verbs you do not need.

appear ask be decide find get mention remain take try

When we look at mindsets we find that people who put off ¹ _____ on challenges are those who are most likely have a fixed mindset. This may also be true for those who ² _____ in the lower ranks at work because they pass up opportunities for advancement. What can be done to change this type of thinking? A first step may be ³ _____ out new ideas, as that is an important step towards a growth mindset. Recognising that talent is important is fine, but being able to imagine oneself ⁴ _____ successful is another.

Sometimes, people who begin to experience a growth mindset suddenly ⁵ _____ challenges exciting rather than frightening. They then begin to take more chances and may discover that they ⁶ _____ to be confident to those around them, even if they don't always feel that way themselves. They may also realise that suddenly others ⁷ _____ them for help rather than the other way round. After practising the growth mindset, it may well become a habit and the next time their boss ⁸ _____ who should be considered for promotion, they may find that their name has come up.

UNIT 8 ➤ Mindset**Lesson 8.3 Communication skills: Handling a performance review**

Useful language **A** Choose the correct options in *italics* to complete the sentences.

- 1 Let's *take / think* a different angle in our marketing strategy and do something more original.
- 2 She's a project manager who has several years' experience under her *hat / belt*.
- 3 It *set / took* me back an hour looking for the folder I saved that file in.
- 4 I'm *dreading / procrastinating* that presentation. I hate talking in front of people.
- 5 He *set / took* on board a lot of my suggestions and changed the design of the webpage.
- 6 The client asked a tricky question, but the Account Executive was able to think on his *head / feet* and gave a good answer.
- 7 He's been talking about applying for other jobs for ages but keeps *dreading / procrastinating*.
- 8 They agreed to do two major orders at the same time, but now realise they have *bitten / taken off* more that they can chew.

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Lesson 8.4 Business skills: Action learning

Useful language **A** Match the sentences (a–h) with the facilitation techniques (1–8).

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| 1 Involving a quieter participant | a What do you mean, exactly? |
| 2 Controlling a talkative participant | b Peter, what do you think of Gudrun's idea? |
| 3 Asking people to respond to others' ideas | c Shall I take notes on the flipchart as you speak? |
| 4 Focusing on the key points someone is making | d So, what will you do differently after today? |
| 5 Asking for clarification | e Remember, no arguing. We're just exploring ideas at this stage. |
| 6 Reminding people of the process | f Jean, can I stop you there? I want to hear from some of the others. |
| 7 Checking on learning outcomes | g So, you're saying one idea could be to ask the customer directly? |
| 8 Offering to support the Problem Owner | h Neil, you haven't said anything yet. Any ideas? |

B Complete the dialogue with the multi-word verbs in the box.

come up with end up fallen behind look forward to
set aside set up take up wrap up

- A:** I think we need to refresh our website design. I think we've ¹ _____ the competition a little. Millennials expect something more dynamic and less static. If we don't change things, I think we'll ² _____ losing younger customers.
- B:** Have you talked to Marketing about this?
- A:** Yes, I brought it up with the Head of Marketing last week. I think she realises we have a problem.
- B:** Did you ³ _____ a meeting to discuss things?
- A:** No, not yet. People are so busy. It's difficult to find a time when everyone is available.
- B:** I'm happy to ⁴ _____ some time to discuss this next week. Say 3 o'clock on Thursday?
- A:** Absolutely. If you have time.
- B:** Not at all. It's important. After the discussion, and if we have lots of ideas, I can even ⁵ _____ the best ones with the management board.
- A:** Right then, so we'll really need to ⁶ _____ some fresh ideas. Who else shall we invite to the meeting?
- B:** I'm not sure. Maybe some of the interns might come?
- A:** I can ask.
- B:** Great. Just one final question – how long to plan for the meeting?
- A:** Can we ⁷ _____ the meeting by 4.30? I have to pick up my kids that day.
- B:** No problem. I ⁸ _____ seeing you then.
- A:** Me, too!

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Lesson 8.5 Writing: Self-assessment

Useful language

A Choose the best words to complete the sentences.

- 1 Feedback from clients confirms that the quality of my designs have consistently _____ their expectations.
a gained b exceeded c improved
- 2 As a result of these initiatives the average delivery time has now been _____ from four days to three.
a reduced b increased c adapted
- 3 The department has benefited from a 15 percent increase in productivity due to the _____ time management system that I implemented.
a resounding b efficiently c innovative
- 4 However, I learnt from the experience and now _____ that all orders are checked by two members of the team prior to dispatch.
a assure b attend c ensure
- 5 The main objective was to improve the product knowledge of the sales team and as a a(n) _____ of this regular training, customer satisfaction levels have increased.
a resulting b consequence c example
- 6 This challenge provided an opportunity to review the entire system for issuing contracts and, moving _____, I intend to use this knowledge to make our purchasing strategy more effective.
a forward b towards c along
- 7 The visitor numbers were a little lower than anticipated but, on _____ hand, the reviews were outstanding.
a another b one c the other
- 8 Colleagues have commented that they appreciate my _____ approach to working hours, for example, I am always available to take part in late night or early morning conference calls to accommodate participants in different time zones.
a adapted b flexible c proactive

B Read the extracts from Dev Kumari's self-assessment for his role as a training co-ordinator. Imagine you are Dev's manager and use words and phrases from the Useful language box on page 86 of the coursebook to replace the underlined words to make the statements more effective. Change the form of the words when necessary.

- 1 During my first month, I started the Green Initiatives training programme which went well.
- 2 I have regularly shown that I can interact on tasks together with international teams.
- 3 Considering the online launch went wrong, the feedback was excellent.
- 4 I didn't take long getting used to the new system and finished 100 percent of projects on schedule.
- 5 I have done a lot in my first year and these challenges have helped me to learn things about my new role.