



普通高等教育“十一五”国家级规划教材

杨翠萍 刘鸣放 胡越竹 主编 / 叶兴国 John Nelson 主审

大学商务英语 综合教程

2

教师用书

College English
Business
Integrated
Course

清华大学出版社

College Business English Integrated Course

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杨翠萍 刘鸣放 胡越竹
主编

叶兴国 John Nelson
主审

郭娟	吴朋	朱青	蔡莉
江小娣	成娇林	孔燕平	薛初晴
吴萍	张京涛	胡越竹	刘鸣放

杨翠萍

编写

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内 容 简 介

本教程为普通高等教育“十一五”国家级规划教材,选材涵盖当今国际经济贸易和商务的重要领域,时效性强、典型性高,语言地道。

教程板块设计突出国际商务知识的传授与英语技能提高的有机结合,注重培养学生的实际应用能力。每个单元重点讨论、分析一个商务专题,由“导入活动”、“阅读活动”、“商务交流”和“专业扩展”四部分组成。各部分内容的设计和编写坚持了操作性与挑战性并重的原则,以保持学生的学习热情和自觉实践的积极性。其中的“商务交流”板块围绕单元主题,参照各种真实的商务交际情景,为学生设计了灵活多样的商务英语口头与书面交际的任务,是本教程的一大特色。

本教程适合大学商务英语专业的学生及 BEC (Business English Certificates) 等商务英语考试的备考人员使用。

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作为国家级“十一五”规划教材,《大学商务英语综合教程》是一套依据现代外语教育对教材意义及功能的更新理念和应用语言学专门用途英语的最新研究成果设计和编写的、融英语语言知识及技能和国际商务知识及技能于一体的复合型英语教材。

本教材既可供高校英语专业或商务英语专业的本、专科学生使用,也可供国际经济贸易、金融、财会、工商管理等专业的大学生作为复合型专业英语教材使用,还可作为大学英语选修课教材及相关行业的培训教材。

本教材的宗旨是:遵循现代外语教学理念和应用语言学专门用途英语的教学原则;充分考虑学习者在经济、贸易、金融、管理等方面的专业需求,力求以人为本,将英语技能的培养和专业知识的学习有机地结合起来,满足学生在专业和英语两方面的需求;提高学生的商务英语交际能力;拓宽学生的知识领域,全面提高学生的综合素质。

本教材是一套培养复合型、应用型人才的语言实践课教材,其设计和编写完全是从提高学生的综合语言应用能力出发,针对中国学生在商务英语方面的薄弱环节和实际需要,做到了有的放矢。教材的主要特点体现在以下几个方面:

一、选材新颖,内容丰富。本教材在选材上注重内容的知识性、趣味性、可思性、时效性和前瞻性,同时也注重语言的规范性和致用性。教材中专业知识覆盖面广,涉及了商务活动的各个方面,如市场竞争、营销策略、经营风险、企业管理、财税管理、商业文化、电子商务、国际化等。所用材料全部摘自国外主要经济、金融、管理等方面近年来的报纸、杂志、专业书籍以及因特网上的最新信息。而且,许多资料,如商务文件、信函、广告、产品说明书等都是来自某些企业、公司或公共场所的全真语料,旨在为学习者创造一个真实、生动的交际环境,有效地激发他们的学习欲望,使他们能自觉地提高自己用英语进行商务活动的能力。

二、以任务为路径,以交际为目的。本教材注重吸收国外商务英语教

学及研究领域的成果,努力实现国外先进理论和国内实践的有机统一。教材遵循任务型编写原则,强调教学过程中的互动性,突出对学生交际能力的培养,通过灵活多样的商务活动情景或场合,为学习者设计了形式各异的交际任务,如双人讨论、小组讨论、角色扮演、情景模拟等,鼓励学生在完成任务的过程中发挥主动性,积极合作,将课堂所学用于实践,并将自己生活中的经历和观点融入到交际活动中,以实现学以致用,提高交际能力的目的。

三、内容设计严谨,综合应用性强。本教材的每个单元由“导入活动(Lead-in)”、“阅读活动(Reading)”、“商务交流(Business Communication)”和“专业扩展(Relevant Extension)”四部分组成。各部分内容的设计与编写坚持了操作性与挑战性并重的原则,以保持学生的学习热情和自觉实践的积极性。

1. “导入活动”以各种贴近学生生活、易于学生交流、与单元主题相关的内容为素材,设计了双人讨论和小组讨论等互动练习,旨在引发学生思考,激发他们对本单元内容的学习欲望。

2. “阅读活动”主要围绕一篇与单元主题相关的文章进行。文章的长度适中,难易度由浅入深,其中的生词、习语、专有名词和有关表达等均有中英文注释,以帮助学生提高阅读效率。本教材注重提高学生分析问题的能力。每篇文章后面除了针对文中的观点、要点以及具体细节的理解设计讨论问题之外,还要求学生对文章的篇章结构和文体风格等进行分析、归纳,使他们在了解商务英语语言特色的基础上,明白文章形式与内容之间的关系,懂得观点的逻辑组织和清楚表达的重要性,从而对提高其写作能力提供一定的帮助。针对文章中重要的词或词组所设计的练习都以商务、经济等方面的内容为素材,而且形式多种多样,尽量避免重复,从而引发学生的新奇感,令其自觉参与活动。此外,这部分还设计了英汉互译练习,以增强学生的翻译技能,并提高其活学活用的能力。

3. “商务交流”是本教材的重要特色。这部分围绕单元主题,参照各种真实的商务交际情景,为学习者设计了灵活多样的口头与书面交际的任务。在口头任务设计中,不仅注重培养学生的自主学习能力,同时还强调了研究性学习与合作性学习的重要性。多数活动要求学生以小组为单位,根据提示与指导,通过因特网和图书馆等途径获取有关资料,在小组研究与合作的基础上,规划实施各个步骤,最终实现交际目标。为了丰富输出内容和规范口语表达,这部分还给出了相关信息提示和常用表达范式。结合单元主题或口语练习,该板块还设计了关于各种商务应用文的写作练习,其中包括公司介绍、产品说明书、插页广告、备忘录、公司业务通信以及常见的贸易信函等,同时,提供了某些公司真实而优秀的商务文件作为范例,并对其构架及主要内容或表述方式进行了分析,以便于学生进行实践性写作练习。

4. “专业扩展”是本教材的另一个重要特色。为了进一步满足学生对专业知识的需求,这部分根据单元主题设计了相关专业术语的巩固性练习和专业阅读练习。鉴于学生在高年级还需分门别类、系统地学习专业课程,此处的练习避免过深过专,旨在使学生学习一些常用的专业术语,掌握一定的专业基础知识,提高他们在专业英语方面的阅读能力。另外,考虑到不少学生日后可能会参加 BEC(Business English Certificates)等商务英语考试,此处的练习从内容到形式都兼顾了这类考试的要求。所以,本教材也可以为学习者通过 BEC 或 TOEIC(托业)等国际商务英语考试提供很大的帮助。

四、配套教参便于教学操作和学习者自学。本教材配有内容较为全面详细的教学参考书。教参各单元包括主题简介、课文相关信息注解、课文难句解释、常用词或词组学习、商务

交流活动补充信息、课文参考译文和几乎所有练习的参考答案,为教师的课堂教学实践和学习者的自主学习提供了有力的帮助和极大的方便。

《大学商务英语综合教程》的编写立足本国,博采众长,力求新颖。教材宜采用糅合中外多种教学法之长的折中主义(eclecticism)教学法。

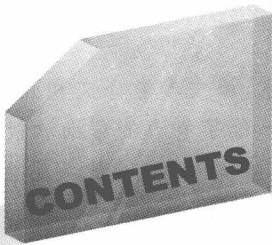
《大学商务英语综合教程》共4册,每册配有相应的教师用书。每册由10个单元组成。建议每6个课时完成一个单元。但使用时,各校可根据情况灵活处理。

《大学商务英语综合教程》为上海市教委第五期重点学科(外国语言学及应用语言学)资助项目(项目编号A-3102-06-000),主要由上海对外贸易学院主持编写,邀请复旦大学、上海外国语大学、上海师范大学、西安交通大学等院校多名具有丰富的商务英语教学经验的教师参与,由大家共同努力完成。此外,本教程还邀请国内商务英语教学领域的资深专家、上海对外贸易学院副校长叶兴国教授和美国达科他州州立大学英语学院教授 John Nelson 博士对书稿进行了审阅。从教材编写体系的形成到文字内容的修改及润色,他们都提出了许多宝贵的建议,并给予热情的指导和帮助。清华大学出版社对此教程的编写提供了大力的支持。在此,我们教材编写组对所有关心、支持和帮助过该教材编写工作的领导、专家、教授以及有关同志一并表示衷心的感谢。

本教材从内容到形式有许多大胆的尝试,但由于编者的水平所限,书中难免有不妥或疏漏之处。欢迎外语界专家、同仁以及本教材的所有使用者批评指正。

编者

2009年6月



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Unit One

BUSINESS LEADERSHIP

大学商务英语综合教程——教师用书 2

Brief on Business Leadership

Comprehensively speaking, **leadership** is a process in which a leader attempts to influence his or her followers to establish and accomplish a goal or goals. In order to accomplish the goal, the leader exercises his or her power to influence people. That power is exercised in earlier stages by motivating followers to get the job done and in later stages by rewarding or punishing those who do or do not perform to the level of expectation. Leadership is a continuous process, with the accomplishment of one goal becoming the beginning of a new goal. The proper reward by the leader is of utmost importance in order to continually motivate followers in the process.

What does **business leadership** do for an organization? If we define leadership as a process involving interactions between a leader and followers, usually subordinate employees of a company, leadership profoundly affects the company. It defines or approves the mission or goal of the organization. This goal setting is a dynamic process for which the leader is ultimately responsible. A strong visionary leader presents and convinces followers that a new course of action is needed for the survival and prosperity of the group in the future. Once a goal is set, the leader assumes the role of ensuring successful accomplishment of the goal. Another vital role of leadership is to represent the group/organization and link it to the external world in order to obtain vital resources to carry out its mission. When necessary, leadership has to defend the organization's integrity.

What does it take to make **business leadership** successful or effective? Personality traits that successful leaders have in common are determination, emotional stability, diplomacy, self-confidence, personal integrity, originality, and creativity. Intellectual abilities include judgmental ability, knowledge, and verbal communication ability. In addition, physical traits cannot be ignored, such as age, height, weight, and physical attractiveness.

Leadership is identified as four types. Strong **autocratic leaders** set their goals without considering the opinions of their followers, and then command their followers to execute their assigned tasks without question. **Consultative leaders** solicit the opinions and ideas of their followers in the goal-setting process but ultimately determine important goals and task

assignments on their own. **Democratic or participative leaders** participate equally in the process with their followers and let the group make decisions. Extremely laid-back leaders, so called **laissez-faire leaders**, let the group take whatever action its members feel is necessary.

Some people recognize leadership as job-centered and employee-centered styles. The **job-centered leader** closely supervises subordinates to make sure they perform their tasks following the specified procedures. This type of leader relies on reward, punishment, and legitimate power to influence the behavior of followers. The **employee-centered leader** believes that creating a supportive work environment ultimately is the road to superior organizational performance. The employee-centered leader shows great concern about the employees.

Language Interpretation

1. **He knew his breakeven point, but he didn't know how to get there, and profitability remained beyond their grasp.** (L. 2) — He knew when his profits equaled his costs, but he had no idea as to how to attain this goal and could not make a profit. Note that a breakeven point is the point at which gross profit is equal to operating expenses.
2. **Pouring money into the business was becoming a financial strain ...** (L. 3) — Providing the business with capital was turning into a financial burden...
3. **He still had the burning drive to succeed...** (L. 5) — He still possessed the strong desire to succeed...
4. **recover his investment** (L. 10) — get back the same amount of money as he has invested
5. **Those three questions can quickly shake loose some of the critical assumptions that keep a company from being successful.** (L. 14) — Those three questions can quickly reveal the important (but sometimes faulty) assumptions that prevent a company from being successful.
6. **Most small-business owners, pressured by daily operational details, don't make the time to clarify either the big picture or their role in the company.** (L. 15) — Most small-business owners, under the pressure of day-to-day functioning of their business, don't devote much time to define (or elucidate) either what the company is intending to do for customers or what the owner is trying to do within the company.
7. **...his role would look like a cardboard cutout of a stereotypical owner.** (L. 24) — ... lacking in individuality, he would be just like any other typical small-business owner.
8. **After some back and forth,...** (L. 27) — After some discussions (with the author),...
9. **catalogue sales operation** (L. 29) — sales operation that utilizes an online or mail-order catalog as the primary means of presenting merchandise to potential buyers.
10. **wedding favors** (L. 30) — small inexpensive gifts given to guests at a wedding party/banquet
11. **The orders were event-specific and repeat customers were, predictably, rare.** (L. 30) — The orders were only limited to a particular event, e. g. a wedding party, and because most people only plan one wedding, few customers were expected to return.

12. **customer traffic** (L. 31) — customers (considered as a whole) who go to a certain business
13. **ranking formula** (L. 32) — the algorithm, or algorithmic formula — a mathematical scheme — that governs Google's page rankings.
14. **relocate to a facility** (L. 40) — move to a new place
15. **I'm in the business of sharing my love of ingenuity and fun.** (L. 44) — My business is to share my love of originality and fun with others.
16. **I pushed him on the remaining questions.** (L. 50) — I encouraged him to answer the remaining questions more thoroughly and thoughtfully.
17. **But there were subtle ways in which this definition, and the assumptions behind it, could hurt his chances for success.** (L. 58) — But this definition and the assumptions underlying it could reduce his possibility of success in ways that are not immediately obvious or noticeable.
18. **...although he and his business may need to adapt along the way.** (L. 68) — ... although it may be necessary for him and his business to keep adjusting to the changing times during their growth.
19. **There are only human beings with an abundance of gifts, ideas, and blind spots facing situations that will present challenges in ways none of us can imagine.** (L. 73) — There are only human beings, who are endowed with talent, ideas and weaknesses and who find themselves face to face with tough and challenging situations beyond their wildest imagination. Note that a *blind spot* is an area in which one fails to exercise judgment or discrimination.
20. **It is a choice to reexamine what we mean by the word "leadership" and recommit to living up to our own definition.** (L. 80) — It is an option (one the author encourages leaders to take) to rethink our definition of leadership and pledge to fulfill our own ideal of leadership.

Word Study

1. breakeven (L. 2)

a. having equal cost and income

Examples

- ◎ *The company has a market value of \$10 billion, turnover in excess of \$1 billion, and yet it hasn't even reached the breakeven point.*
- ◎ *The breakeven point will increase when the amount of fixed costs and expenses increases.*

break even

neither make a profit nor lose money

Examples

- ◎ *The restaurant is breaking even and is expected to move into profit within the next three*

months.

- ◎ *His company was able to break even after only six months of operation.*

2. strain (L. 4)

- n.** 1) a force, influence, or factor causing excessive tension

Examples

- ◎ *The long working hours put a severe strain on employees.*
- ◎ *The strain of managing a big company is becoming too much for him.*

- 2) a difficulty or problem that is caused when a person, relationship, organization or system has too much to do or too many problems to deal with

Examples

- ◎ *The recent decline in the dollar has put a bigger strain on the economic system.*
- ◎ *The head of the International Monetary Fund warned that surging food and fuel prices had put some nations under strain.*

- 3) an injury to a muscle or part of one's body that is caused by using it too much

Examples

- ◎ *Long hours' working at a computer can cause eye strain.*
- ◎ *The goalkeeper is still out of action with a knee strain.*

- v.** 1) injure a muscle or part of one's body by using it too much or making it work too hard

Examples

- ◎ *He strained a muscle in his back when he was lifting a heavy parcel.*
- ◎ *Don't watch TV in the dark — you'll strain your eyes.*

- 2) cause difficulties for something by making too much work or too many problems which it cannot deal with easily

Examples

- ◎ *The increased costs will certainly strain our finances.*
- ◎ *The incident has strained relations between the two countries.*

3. odds (L. 10)

- n.** 1) the probability that one thing is so or will happen rather than another; chances

Examples

- ◎ *The odds are that he will be promoted for his good performance.*
- ◎ *The odds are against the companies because the world economy is in recession.*

- 2) the probability expressed as a number when making a bet

Examples

- ◎ *The odds against my horse winning are a hundred to one.*
- ◎ *The odds that the company will win the bid for the construction project are ten to one.*

against (all) the odds/against all odds

achieving something although there are a lot of problems

Examples

- ⊙ *Against all the odds he achieved his dream of becoming an engineer.*
- ⊙ *The company managed to become the largest retailer in the country against all the odds.*

4. wrestle (L. 11)

v. struggle to deal with or overcome sth.

Examples

- ⊙ *The CEO wrestled with the decision for several weeks, wondering what strategies he should take to make the company turn around.*
- ⊙ *Leaders of the world's leading industrialized powers at the G8 summit wrestled with the financial turmoil and fuel and food price hikes.*

5. clarify (L. 16)

v. make something clearer or easier to understand by giving more details or a simpler explanation

Examples

- ⊙ *A listed company and its management personnel shall enter into employment agreements to clarify each party's rights and obligations.*
- ⊙ *Ontario soybean growers asked the premier to clarify his stance on the province's bio-fuels strategy.*

6. revealing (L. 27)

a. allowing a look at or an understanding of something inner or hidden; insightful

Examples

- ⊙ *A joke can be very revealing about what one is really thinking.*
- ⊙ *The book provides a revealing glimpse of how the organization works.*

reveal

v. make known or show something that is surprising or that was previously secret

Examples

- ⊙ *Some companies' sensitive data were stolen, including e-mails revealing details of the companies' business strategies.*
- ⊙ *Fast food companies should adequately or accurately reveal the nutritional content of their food.*

7. integrated (L. 44)

a. marked by the unified control of all aspects of industrial production from raw materials through distribution of finished products

Examples

- ⊙ *On July 2005, China's largest integrated oil refining and chemical joint-venture project was officially launched in Fujian province.*
- ⊙ *The integrated marketing service is based on a combination of marketing elements, advertising, PR, websites, sales promotion and direct marketing.*

integrate

v. 1) combine two or more things in order to become more effective

Examples

◎ *He integrated his advisor's suggestion into his plan.*

◎ *Transport planning should be integrated with energy policy.*

2) mix with and join society or a group of people, often changing to suit their way of life, habits and customs

Examples

◎ *The Chinese market will be more closely integrated with the world market.*

◎ *Children can integrate into a new culture quickly.*

8. rescue (L. 58)

v. help someone or something out of a dangerous, harmful or unpleasant situation

Examples

◎ *The lifeboat rescued the sailors from the sinking boat.*

◎ *The government rescued the company from bankruptcy by giving a grant.*

come to one's rescue

help someone who is in a dangerous situation

Examples

◎ *A lifeboat came to the yachtman's rescue.*

◎ *When Jack's company is short of funds, the bank came to the rescue and granted a loan.*

9. absolve (L. 54)

v. set free from an obligation or responsibility

Examples

◎ *The captain is absolved from all blame and responsibility for the shipwreck.*

◎ *The manager cannot be absolved of the responsibility for the fire in the supermarket.*

10. align (L. 78)

v. 1) adjust (parts of a mechanism, for example) to produce a proper relationship or orientation

Examples

◎ *The driver aligned the wheels of the truck.*

◎ *The soldiers aligned the sights with the barrel.*

2) arrange in a line or so as to be parallel

Examples

◎ *The girl neatly aligned the flower pots on the window sill.*

◎ *The desks were neatly aligned in rows.*

3) bring (oneself) into agreement or partnership with

Examples

- ◎ *The union aligned itself with the employees on the issue of workplace injury claim.*
- ◎ *Good performers are highly motivated and align themselves with the company's goals when they are rewarded.*

alignment

n. support given by one country or group to another in politics, defense, etc.

Examples

- ◎ *Long-term incentive such as stock options can draw executives into alignment with the company and its shareholders.*
- ◎ *At the beginning of World War I, France, England, and Belgium were in alignment with Serbia.*

11. fall off (L. 31)

decrease

Examples

- ◎ *Sales of the company have been falling off recently.*
- ◎ *The demand for big cars has fallen off as the fuel prices soared.*

12. make sense (L. 48)

be intelligible, justifiable, or practicable

Examples

- ◎ *With consumers strapped and financing tight, it makes sense for General Electric Co. to sell its 101-year-old appliance business, although it may not fetch the best price.*
- ◎ *Purchasing long-term car insurance makes great sense for the people in late fifties and sixties.*

13. out of the way (L. 53)

no longer an obstacle or hindrance to someone's plan

Examples

- ◎ *The company got its competitors out of the way by lowering the prices of its products.*
- ◎ *I tried to stop her, but she elbowed me out of the way.*

out-of-the-way

distant; far away from people and places

Examples

- ◎ *This small and out-of-the-way grocery has made brisk deals because of its ample supply and prompt delivery.*
- ◎ *When fuel becomes so expensive, some companies decide to close the more out-of-the-way shops.*

14. live up to (L. 81)

behave in accordance with sth. ; fulfill

Examples

- ◎ *We expected a lot of her, and her performance lived up to our expectations.*
- ◎ *He finds it hard to live up to his promise of empowering the employees.*

Key to Exercises

Lead-in



- 1) Open-ended.
- 2) Open-ended.
- 3) Open-ended.
- 4) Open-ended.



The essential traits of an effective leader include the following:

- **Emotional stability.** Good leaders must be able to tolerate frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with anything they are required to face.
- **Conscientiousness.** Leaders are often dominated by a sense of duty and tend to be very exacting in character. They usually have a very high standard of excellence and an inward desire to do one's best. They also have a need for order and tend to be very self-disciplined.
- **Social Boldness.** Leaders tend to be spontaneous risk-takers. They are usually socially aggressive and generally thick-skinned. Overall, they are responsive to others and tend to be high in emotional stamina.
- **Tough-mindedness.** Good leaders are practical, logical, and to-the-point. They tend to be low in sentimental attachments and comfortable with criticism. They are usually insensitive to hardship and overall, are very poised.
- **Self-assurance.** Self-confidence and resiliency are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally secure and free from guilt and are usually unaffected by prior mistakes or failures.
- **Compulsiveness.** Leaders were found to be controlled and very precise in their social interactions. Overall, they were very protective of their integrity and reputation and consequently tended to be socially aware and careful, abundant in foresight, and very careful when making decisions or determining specific actions.
- **High Energy.** Long hours and some travel are usually a prerequisite for leadership positions, especially as your company grows. Remaining alert and staying focused are two of the greatest obstacles you will have to face as a leader.
- **Intuitiveness.** Rapid changes in the world today combined with information overload

result in an inability to “know” everything. In other words, reasoning and logic will not get you through all situations. In fact, more and more leaders are learning to use their intuition and trusting their “gut” when making decisions.

- **Maturity.** To be a good leader, personal power and recognition must be secondary to the development of your employees. In other words, maturity is based on recognizing that more can be accomplished by empowering others than can be by ruling others.
- **Team Orientation.** Business leaders today put a strong emphasis on team work. Instead of promoting an adult/child relationship with their employees, leaders create an adult/adult relationship which fosters team cohesiveness.
- **Empathy.** Being able to “put yourself in the other person’s shoes” is a key trait of leaders today. Without empathy, you can’t build trust. And without trust, you will never be able to get the best effort from your employees.
- **Charisma.** People usually perceive leaders as larger than life. Charisma plays a large part in this perception. Leaders who have charisma are able to arouse strong emotions in their employees by defining a vision which unites and captivates them. Using this vision, leaders motivate employees to reach toward a future goal by tying the goal to substantial personal rewards and values.

Reading

Comprehension



- 1) His chocolate company in upstate New York was growing, although struggling. He knew his breakeven point, but he didn’t know how to get there, and profitability remained beyond their grasp. Pouring money into the business was becoming a financial strain now that he had invested almost all the gains from his first business. He still had the burning drive to succeed, but he was starting to doubt whether he was up to the challenge.
- 2) The crucial questions the author asked Patrick to grapple with were: What business are you in? What is your role as a manager of this company? And, what is your role as a leader of this company? The author put those questions to Patrick because they can quickly shake loose some of the critical assumptions that keep a company from being successful.
- 3) A typical small-business owner would supply the following answers:
 - *I’m in the chocolate business. We sell quality chocolates.*
 - *I have to manage payroll, inventory, manufacturing, advertising, sales, etc.*
 - *As a leader I have to make sure that the business survives.*
- 4) Patrick clarified three distinct businesses in his scramble for growth. The author thought it more advisable to think about them as a single integrated company.