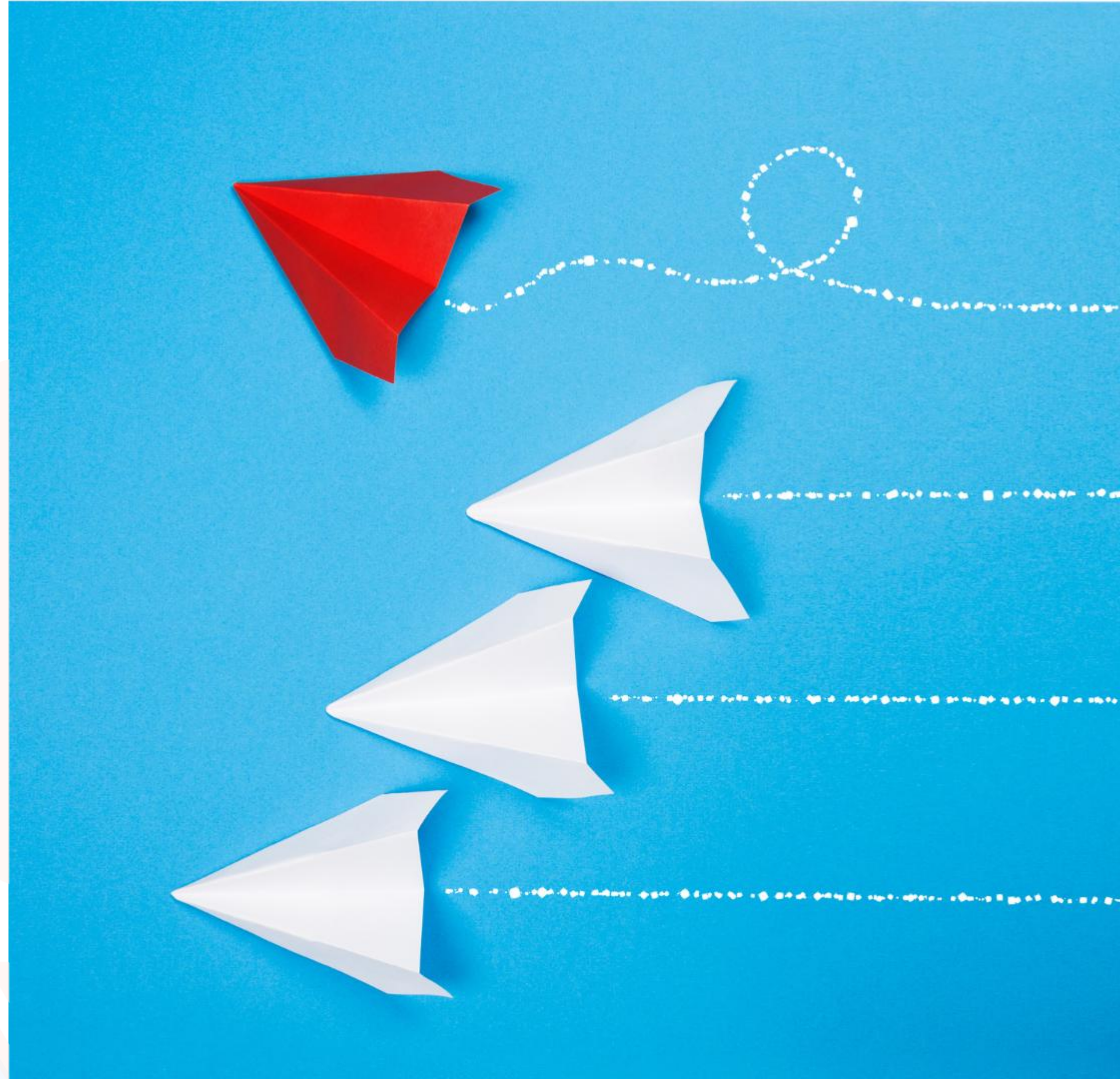


Objectives

Talk about change

Present plans and give balanced arguments

Talk about the probability of future activities and developments



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1-A. Answer the questions.

1. How do you respond to change?
2. Which of the following situations would you find the most difficult to deal with? Why?

- | | |
|-------------------------------|--------------------------|
| 1. Losing your job | 5. A new boss |
| 2. Moving house | 6. Relocation |
| 3. Changing departments | 7. Getting married |
| 4. Dropping out of university | 8. Losing a lot of money |

1-B. In your opinion, what must a leader do to successfully guide the team through changes?

extra vocabulary

A sea change - complete change.

E.g. There will have to be a sea change in people's attitudes if public transport is ever to replace the private car.

extra vocabulary

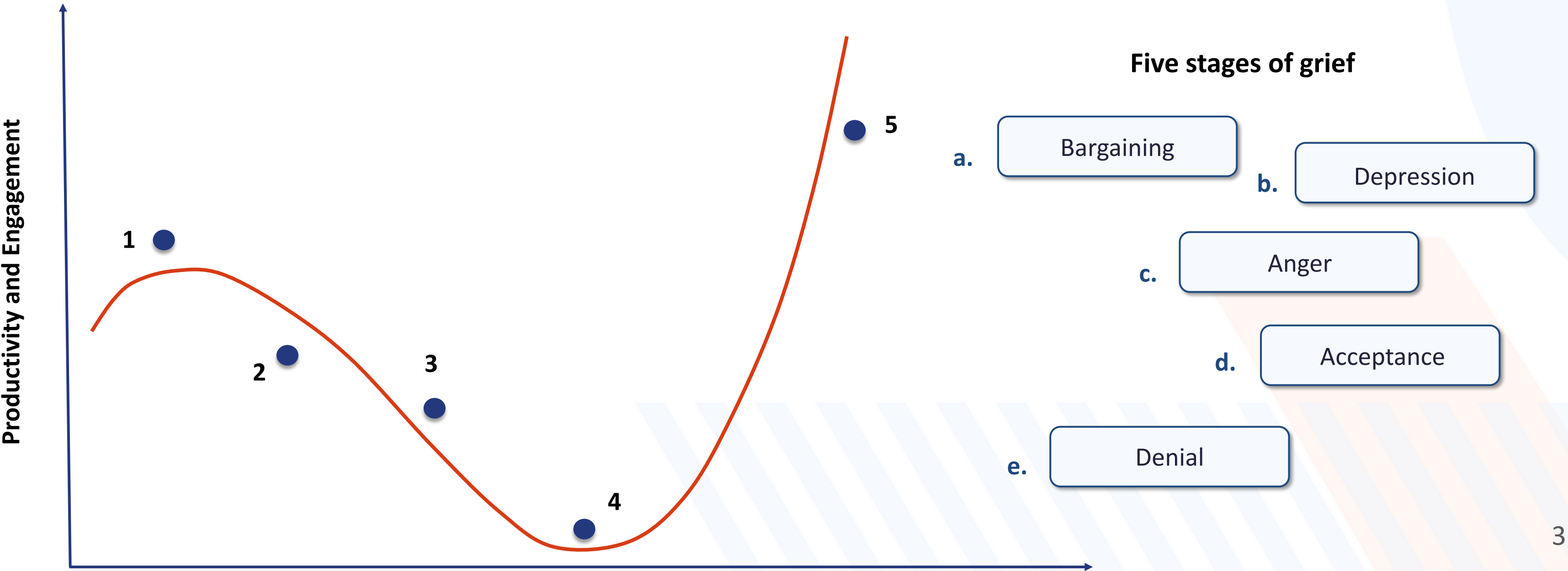
A leopard can't/doesn't change its spots - something you say that means a person's character, especially if it is bad, will not change, even if they pretend that it will.

E.g. He is bound to fail the exam again, a leopard cannot change his spots after all.

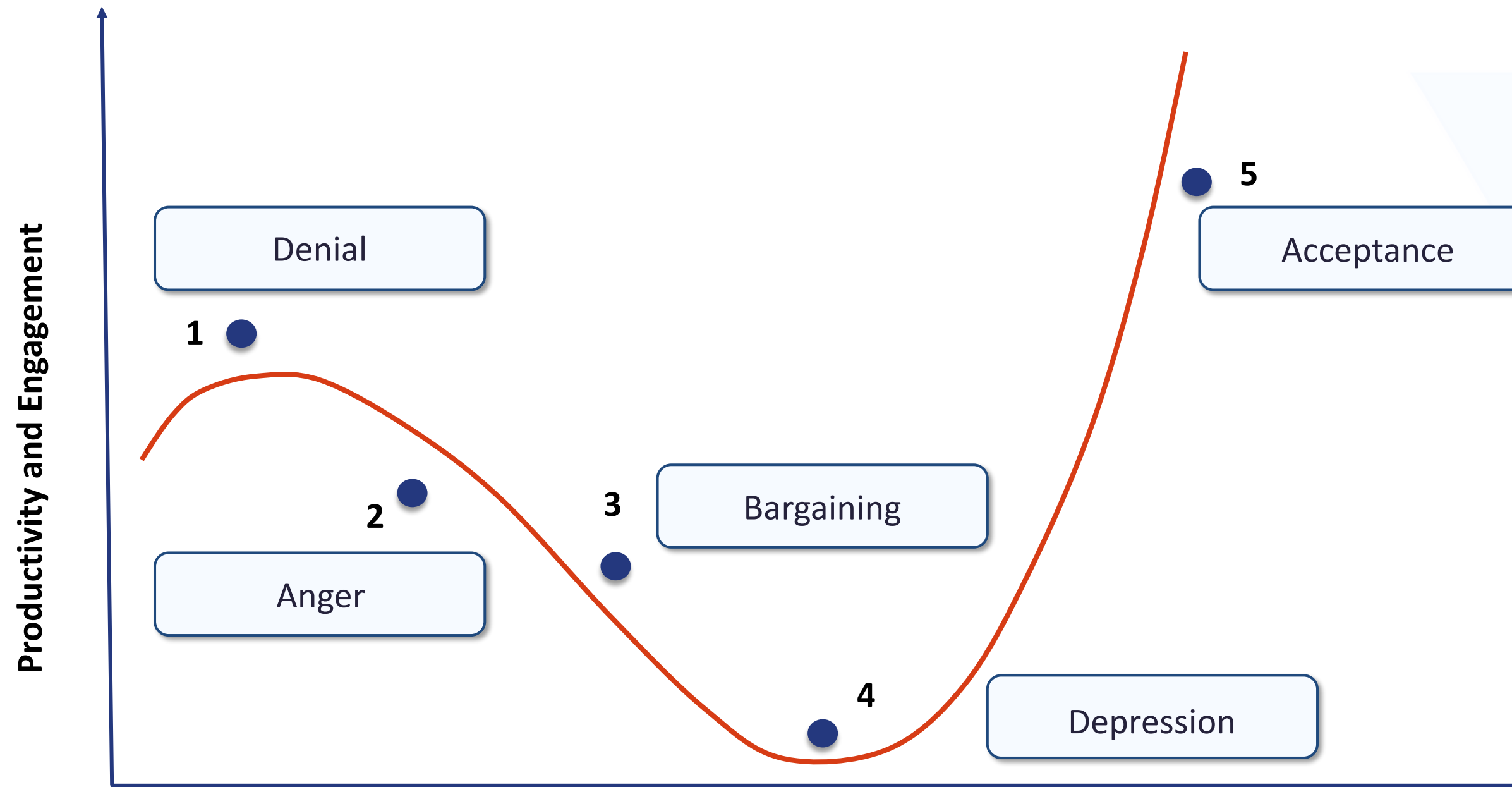
2. Read about The Change Curve then match the five stages of grief (a-e) with numbers (1-5) on the graph.

The Change Curve, or Kübler Ross' Change Curve Model, was created by the Swiss-American psychiatrist Elisabeth Kübler-Ross in 1969. It outlines the typical emotional journey people undergo when faced with significant change and is broadly used to comprehend responses to various life changes.

By understanding the change curve, managers can successfully help, support and guide their team through changes, making the transition as smooth and manageable as possible. The change curve is based on a model of the *five stages of grief*.



3. Match the *five stages of grief* (1-5) on the graph below with a leader's action points a-e.



- a. Explain why the change is taking place, what needs to be done and how it will affect everyone in a positive manner.
- b. Listen.
- c. Provide employees with information, allow them to take part in decision-making.
- d. Increase employees' awareness about the change, make them realize what they're trying to deny and why.
- e. Monitor employees' progress, be empathetic and supportive.



Audio
11.1

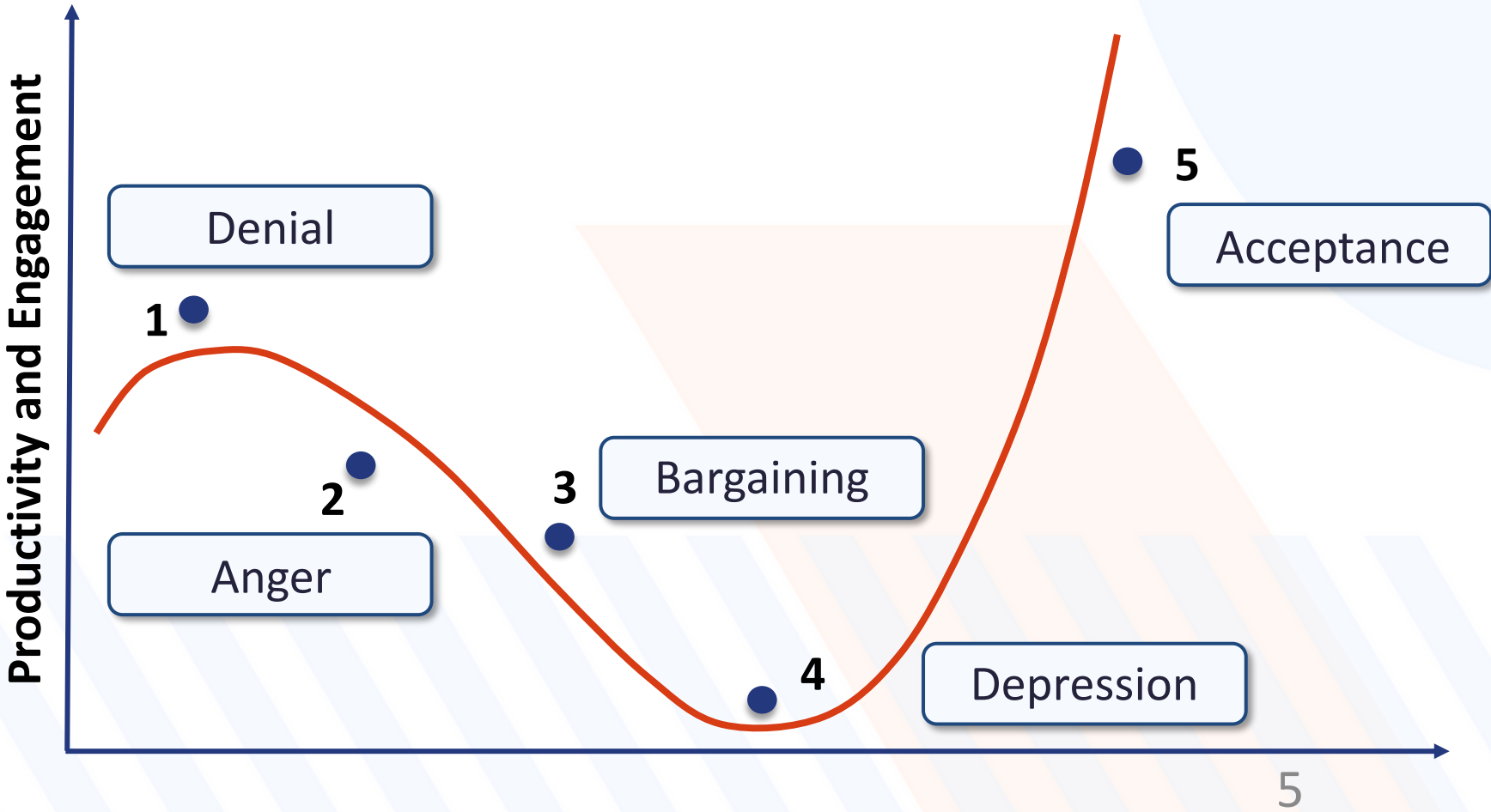
4. Listen to 4 people talking about changes in their working lives and complete the table.

	Change	Emotions	Stage of grief
Speaker 1			
Speaker 2			
Speaker 3			
Speaker 4			

5. Read the words and phrases below and answer questions (1-3).

- concerned
 - anxious
 - ambivalent
 - hostile
 - receptive
 - be in favor of
- resistance
 - criticism
 - enthusiasm
 - optimism
 - guidance
 - oppose
- react strongly
 - resist
 - prevent
 - revert
 - support
 - achieve goals more efficiently

1. Which of the words below do you associate with each stage of grief?
2. Which words describe an employee’s reaction to change?
3. Which words describe a leader’s behaviour?



6. Think of the most significant change you have experienced at work and answer the questions.

1. What was the change?
2. How did you react when you heard about the change?
3. What did you feel?
4. Did your attitude change?
5. What did your manager do to facilitate the change?
6. What was the impact of the change?
7. With hindsight, what would you have done differently?

extra writing

You are the CEO and your company will be merging with another company.

Write an email (80-100 words) to all employees announcing the change.

extra vocabulary

A leopard can't/doesn't change its spots - something you say that means a person's character, especially if it is bad, will not change, even if they pretend that it will.

E.g. He is bound to fail the exam again, a leopard cannot change his spots after all.

1. Some companies started out selling something very different from their current lines of merchandise and after a series of losses and other setbacks changed their core products. Match the companies below with their product lines in the past.



books



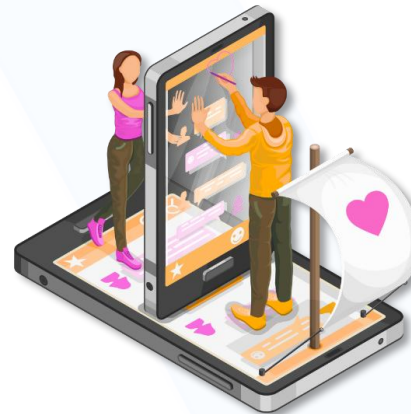
paper



looms



coffee beans and
coffee-making equipment



dating website



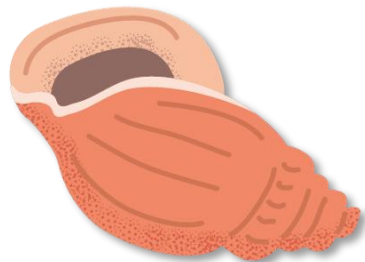
playing cards



stationery



cosmetics



shells

2. Answer the questions.

1. Do you like pizza?
2. What is your favourite pizza?
3. Tell your teacher/partner about the best/worst pizza you have tried. What made it the best/worst?
4. In your opinion, what is the secret to a good pizza?

3. Read the tweets on the right and the start of the Domino's Pizza text, then answer questions 1-2.

Domino's Pizza, a well-known American multinational pizza chain, faced significant issues around 2008. The main problem was ...

1. What was the problem in your opinion?
2. How do you think they solved it?



4. Read the full text about Domino's pizza and answer the questions.

1. What issue did Domino's face in 2008?
2. How did Domino's improve their pizza?
3. What was "The Pizza Turnaround" campaign?
4. What new technologies is Domino's using?

Domino's Pizza, a well-known American multinational pizza chain, faced significant issues around 2008. The main problem was with the quality of their product. Customers were increasingly dissatisfied, often criticizing the taste of the pizza and even complaining that *"the pizza tastes like cardboard."* The negative feedback led to declining sales and a damaged brand image.

But the company **implemented a successful change**. The main idea was to openly admit the company's mistakes, show what they were doing to improve, and ask customers to give them another chance. **Out with the old, in with the new!** Sales skyrocketed when Domino's told customers *"Our pizza is bad, so we're changing it."* This approach of honesty and transparency proved to be a **game-changing** strategy and was quite successful in rebuilding the company's reputation and boosting sales. It was **a sweeping change**. They revised their pizza recipe **from scratch**, altering the dough, the sauce, and the cheese. They publicly shared this process in a transparent campaign, asking customers for another chance. This campaign, often referred to as "The Pizza Turnaround," was a **shakeup** that led to a rebound in Domino's sales and brand image. By openly admitting their flaws and demonstrating **a commitment to change**, Domino's managed to win back customer trust and revitalize its business.

The company is still **embracing change** by implementing new and latest technologies that will help it to flourish in the future. You can order Domino's via Twitter, on your Apple Watch, and even on Facebook Messenger. It has recently tested drone and robot delivery and has also begun experimenting with self-driving cars, delivering pizzas without the assistance of a driver. By 2030, Domino's will have tested these innovations in multiple markets, assuring a new era of delivery methods. They have announced plans to expand further internationally, and by 2026, they will have opened over 2,000 new stores across Asia and Africa.

5. Find the words and phrases in bold in the text that mean the same as:

1. from the beginning _____
2. a dedication to change _____
3. accept and welcome change _____
4. replace old with new _____
5. a big and important effect on something, completely changing how something is done _____
6. significant change _____
7. a difficult period in which a company is forced to change in order to be more successful _____
8. introduce change _____

6. Complete questions (1-6) with the phrases below.

- sweeping change
- embrace change
- from scratch
- game-changing
- implement
- shakeup

1. Do you _____ or are you resistant to change?
2. In your opinion, what is a potential _____ technology?
3. How would you handle a _____ in the company's leadership?
4. Have you ever started anything _____? Give an example.
5. What changes would you _____ in your company?
6. Who are the people making a _____ in your country?

7. Answer questions 1-6.

8. Read the information below and prepare a speech.

You are Domino's CEO. It's 2008 and your company is facing a huge issue with the quality of pizza. You have just come up with 'The Pizza Turnaround' program which you are going to present at the press-conference in two days. Prepare a speech describing this change.

Speak about:

- the reality
- the main obstacles
- the way forward (the next steps you are willing to commit to)
- the goal

1. Answer the questions.

1. What is rebranding?
2. Why do you think companies change their brand names/logos?
3. Can you think of any companies that changed their brand names or logos?
4. How do you think this change impacts sales?



Before



After

2. Read the context.

Dunkin' Donuts, one of the largest donut and coffee shop chains in the world, is best known for its simple breakfast items that include bagels, coffee, donut holes, sandwiches and scones. Recently, Dunkin' Donuts announced it would be officially changing the name to Dunkin' by January. New stores, logos, cups, and merchandise would reflect the name change. Dunkin's CEO, Kelly, the Head of Marketing, Paul, and the Head of Product Development, Lisa, come together in a conference room to present plans for the future of the company to employees and to discuss major changes intended to modernize and reshape the brand's image and product offerings.

3. Now, listen to the presentation and decide if the statement are true (T) or false (F).



Audio
11.2

1. Dunkin' is planning to introduce changes from the next month.
2. Paul aims to change Dunkin's core message with the new campaign.
3. Lisa confirmed the introduction of new flavors and healthy options by year's end.
4. Dunkin' is going to introduce new trendy flavors and healthy options this year.
5. The transition is expected to be smooth and effortless.
6. Dunkin' has decided to eliminate donuts from their branding entirely.



Audio
11.2

4. Complete sentences (1-10) with the words below, then listen again and check.

- assure
- digress
- aware
- starting
- idea
- fairly
- bound to
- buzz
- crucial
- in place
- rolling out

1. _____ **from next month, we'll** be making even more changes. Our idea is to further modernize our brand image.
2. **Our** _____ **is to** further modernize our brand image.
3. **Over the next few weeks, we'll** be _____ an innovative marketing campaign.
4. **We're proposing** a plan that's _____ generate a _____.
5. However, **it's** _____ **to** note that we probably won't change our core message.
6. **We're well** _____ **of** your concerns regarding our product offerings.
7. I'm _____ **certain** this will have been carried out by the end of the year.
8. **Hopefully, the new model will be** _____ **by** next year.
9. **Let's** _____ **for a moment and** look at this in more detail.
10. **We'd like to** _____ **you that** this rebranding is carefully thought out.

5. Use the phrases in bold from ex. 4 to present the future plan below.

You are an area manager. Your company is going to reduce costs by offering your sales reps a 10% increase in salary instead of a company car. Staff will have to provide their own car for business use, using their own money.

6. Read the expressions and clarify the meaning of the phrases you do not understand.

Explaining future events

- Over the next few weeks, we'll be ...
- We plan to keep you informed about ...
- Starting from next month, we'll be ...
- Our idea is to ...
- We're proposing ...
- Later this year we'll be ...

Making predictions

- Decisions will definitely have been made by ...
- Hopefully, the new model will be in place by ...
- We are fairly certain this will have been carried out by ...
- This is probably going to be (difficult to ...)...

Giving more detail

- Let's digress for a moment and look at this in more detail.

Referring to audience concerns

- We're well aware of your concerns regarding ...
- As you all know ...
- We'd like to assure you that ...
- Many of you have asked about ...
- You may be wondering if ...

Call for action

- It's crucial to ...
- We're calling on you to be ...

Handing over to someone

- I'd like to pass the next point over to ...
- (Paul) will now deal with ...

7. Think about a change you would like to make at work. Choose one of the topics below and present the change.

- remote work
- facilities
- car-sharing
- CSR (corporate social responsibility)
- volunteer work
- flexi time
- bonuses
- your ideas

extra writing

If you were the chief executive of your company, what three things would you change?

(80-100 words)

extra vocabulary

To have change of heart - if you have a change of heart, you change your opinion or the way you feel about something.

E.g. She was going to sell her house but had a change of heart at the last minute.

1. Answer the questions.

1. What is the difference between a discussion and an argument?
2. What did you last discuss at work? What did you last argue about?
3. What should someone do and say to make a convincing argument?

2. Read the advice about developing a convincing argument. Which pieces of advice do you think are appropriate? Which are inappropriate?

1. Make a clear point – make sure that your audience knows what your opinion is.
 2. Present a logical sequence of reasons for your argument so that it is easy to follow.
 3. Give examples.
 4. If you refer to other people's opinions, you can contrast them with your own.
1. Always agree with other people's opinions.
 2. Use insults to make your partner's argument weaker.
 3. Summarize your main point at the end of your argument.
 4. state both advantages and disadvantages.
 5. Highlight only the positives.
 6. Give data to defend your argument.
 7. Don't make your argument clear until just before you conclude.

3. Match sentences (1-7) with the correct strategy in ex. 2.





Audio
11.3

4. OptimaCorp's head office is considering the introduction of genetic testing for job applicants as a part of their hiring process. Listen to HR managers Matthew (M) and Karen (K) discussing this change and decide which person each statement belongs to.

Matthew: (M) Karen: (K)

- 1. This person thinks that genetic testing can provide them with information about potential health issues. ()
- 2. This person is sure that genetic testing is not only illegal but also unethical. ()
- 3. This person says that enhanced health management is the main argument for genetic testing. ()
- 4. This person points out that potential employees will view genetic testing as a violation of privacy. ()
- 5. This person says that they are bound to comply with regulations and laws, and genetic testing might not be in line with them. ()
- 6. This person is concerned that genetic testing might disrupt fair hiring practices. ()
- 7. This person suggests making a thoughtful decision. ()



Audio
11.3

5. Match the sentence halves then listen again and check.

- | | |
|---------------------------|---|
| 1. I have some _____ | a. argument for it is indeed the enhanced health management. |
| 2. I can see _____ | b. against it is that we are likely to alienate potential employees |
| 3. But I can also _____ | c. reservations about the new proposal. |
| 4. The main _____ | d. both sides of the argument. |
| 5. But the argument _____ | e. see the point of improving employee welfare. |

6. Respond to one of the following statements (1-7) by giving both sides of the argument. Use the phrases on the right.

1. Employees should be allowed to use company mobile phones for private use, too.
2. Employees with children should be prioritized when organizing holidays.
3. Companies should limit use of computers to five hours a day in order to protect employees' eyesight.
4. Organizations should compose a company song, to sing at the start of each day as a motivational tool.
5. Your company will be merging with another company.
6. Your company has to relocate to another country.
7. It's better to change jobs frequently rather than stay in one role.

- Firstly, ...
- Then, ...
- Finally, ...
- I have some reservations about ...
- But I can also see the point of ...
- I can see both sides of the argument.
- On the one hand ... but on the other hand, ...
- However, ...
- Alternatively, ...
- Although ...
- It sounds interesting
- I like the idea of verb + ing
- ... though I also understand
- The main argument for it is ...
- But the argument against it is ...
- Personally, ...
- In other words, ...
- All things considered, ...
- In conclusion, ...

extra vocabulary

Boots on the ground - people who are physically present in a place doing the work to achieve something.

E.g. We need to have as many boots on the ground as possible during peak hours to meet the customers' demands.

7. Your boss just told you that you will be given a more important role in an international project. It's a great opportunity for you, but it also means that you'll be working long hours and sometimes at the weekend. However, it will increase your profile in the company and give you the opportunity to travel. Consider this situation and give both sides of the argument.

extra writing

You are an HR manager and you've received the following email from one of the employees:

Hello, Cathy!

I have a suggestion. I think employees should be allowed to use company mobile phones for private use, too. What do you think?

I look forward to hearing from you.

Alexander

Respond to this email (50-80 words), give both sides of the argument.

extra vocabulary

Chop and change - to keep changing your ideas, opinions, activities, or job.

E.g. After six months of chopping and changing, we've decided to go back to our old system.

1. Answer the questions.

1. Are you optimistic or pessimistic about the future?
2. What futuristic things from science fiction movies do you want to happen in real life?
3. Do you think that there will be more or less new innovation in the future?

extra vocabulary

Move with the times - keep up with changes and adapt to them.

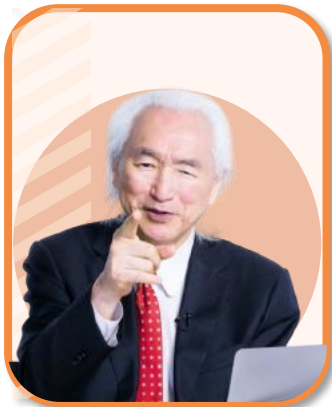
E.g. Elderly people sometimes find it difficult to move with the times.

extra vocabulary

For/in the foreseeable future - for/in the period of time when you can predict what is going to happen.

E.g. I can't see us leaving London at any point in the foreseeable future.

2. Read the text and answer the questions:



1. What is BrainNet? How will it benefit Alzheimer's patients by 2050?
2. What changes in daily life does Dr. Kaku predict due to AI and robots?
3. What are Dr. Kaku's predictions about space exploration and extraterrestrial life?

Dr. Michio Kaku is an American theoretical physicist, futurologist, and popular science writer who makes TV programmes about the future. Here are some of his predictions:

Neurotechnology

With advances in neurotechnology, Dr. Michio Kaku predicts a future where profound changes are **bound to** take place. *'We've been able to record small memory, short memories in mice. Now it's being done on monkeys'*, he says. By 2050, scientists are **certain to** have developed innovative tools to manipulate memory. For instance, they **will have successfully recorded and reinserted** memories in animals, potentially benefiting Alzheimer's patients who 'will push a button and memories will come flooding into their hippocampus. So we're entering a new era where the internet itself could become 'BrainNet.' That is **likely to** replace digital internet. Instead of zeros and ones, you'll send emotions, feelings, memories'. This technology might seem far-fetched now, but **there's a good chance** that **we'll be using** our minds to control our surroundings continuously by mid-century. Internet contact lenses will **certainly** become a reality over the next few decades. *'College students **might be using** them to take final exams — they will blink, and they will be online. You'll be able to recognise faces, meaning you'll always know who you're talking to,'* Dr. Kaku says.

AI and robots

By 2050, AI and robots **will definitely have revolutionized** our daily lives. There's **a good chance** that tasks, currently performed by humans, will be accomplished more efficiently by these advanced systems.

Space exploration

Space exploration and the discovery of alien life will be active research areas. By the end of the century, **we'll probably have established** colonies on Mars and beyond. **There's a good chance** that we **will have detected** signs of extraterrestrial life, which would **definitely** change our understanding of our place in the universe.

3. Read the text again and underline:

1. the future verb forms
2. phrases used to talk about the probability of things happening

4. Complete the rules (a-d) with ‘future perfect’ or ‘future continuous’ and match them to sentences (1-4.)

LANGUAGE POINT

1. By 2050, AI and robots **will** definitely **have revolutionized** our daily lives.

2. We'll **be using** our minds to control our surroundings.

3. Don't worry. I'll **be picking** Karen up at 8.00.

4. By the end of the century, **we'll probably have established** colonies on Mars.

Use the _____ to talk about:

a. an action that will be in progress at or around a time in the future. *E.g.* _____

b. to describe a future action or event that is already organized or decided. *E.g.* _____

Use the _____ to talk about:

c. an action that will be finished by a particular time in the future. *E.g.* _____

d. We usually use time expressions with _____ (by, before). *E.g.* _____ , _____

5. Write the words and expressions from the box below on the line in order of probability.



- might
 - bound to

- probably won't
 - there's a good chance

- are likely to
 - will definitely

- perhaps

- definitely won't
 - 'll probably

- it is doubtful
 - it is certain to

6. Put the verbs in brackets in the future perfect or the future continuous.

1. We **(move)** to our new premises by August.
2. Sorry, I can't see you on the 11th – I **(participate)** in a workshop.
3. By the time all the papers are ready, the deadline **(pass)**.
4. I **(see)** Patrick tomorrow, so I can give him your message.
5. We **(repay)** the bank loan by December.
6. Hurry up! By the time we arrive, the meeting **(start)**.
7. HR **(analyze)** the data on staff retention tomorrow.

extra grammar

Compare **until** and **by**.

Rick will be away **until** Monday (so he'll be back on Monday)
Rick will be back **by** Monday (he'll be back no later than Monday)

extra grammar

We use the **future continuous** to ask polite questions about personal plans and arrangements or to say that we can't do something in a formal situation.

E.g. Will you be coming to the party?

Mr. Jenkins is busy so I'm afraid he won't be meeting us.

7. Make sentences about the following predictions using the future perfect, future continuous and the expressions from the box.

E.g.:

3D Printing in Construction - 2030: *3D printing technology will revolutionize the construction industry, enabling rapid building of structures and significantly reducing construction waste.*

*3D Printing **will have revolutionized** the construction industry by 2030.*

- might
- bound to
- probably won't
- there's a good chance
- are likely to
- will definitely
- definitely won't
- 'll probably
- it is doubtful
- it is certain to
- perhaps



**Space
Tourism -
2040**

Commercial
space travel
is affordable.

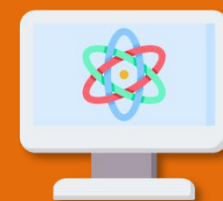


Artificial Intelligence - 2050

AI is able to understand or learn any
intellectual task that a human being can.

**Augmented Reality (AR) and Virtual
Reality (VR) Integration - 2030**

AR and VR are integrated into daily life.



Quantum Computing – 2040

Quantum computers can solve complex problems
beyond the reach of current machines.

**Brain-Computer
Interfaces – 2035**

Humans control
computers with
their minds.



**Autonomous
Vehicles – 2035**

Use of self-driving
cars is the norm.



8. Think about your plans and say what you think you will / won't be doing at that time, or something that you will / won't have done by then. Choose from the areas below or use your own ideas.

E.g. In five years' time, I'll have been promoted and I'll be working abroad, maybe in Norway.

- midnight tonight
- this time next week
- the end of this year
- next summer
- three years from now
- five years from now
- ten years from now
- studies or work
- achievements
- travel
- English
- relationships or family
- home
- experience

extra writing

Imagine that you are a 'futurist' and it's your job to predict the future. Write about the changes that you think will happen in the areas below by 2050 (**100-150 words**).

- communication
- food
- transportation
- climate
- technology

extra grammar

- **Could, might and may** make predictions less certain:
E.g. I might have finished this project by next week. You never know.
- We don't use *could* in negative sentences.
*We say: Doctors **might be diagnosing** illnesses differently in the future.*
We don't say: ~~Doctors couldn't be diagnosing illnesses differently in the future.~~

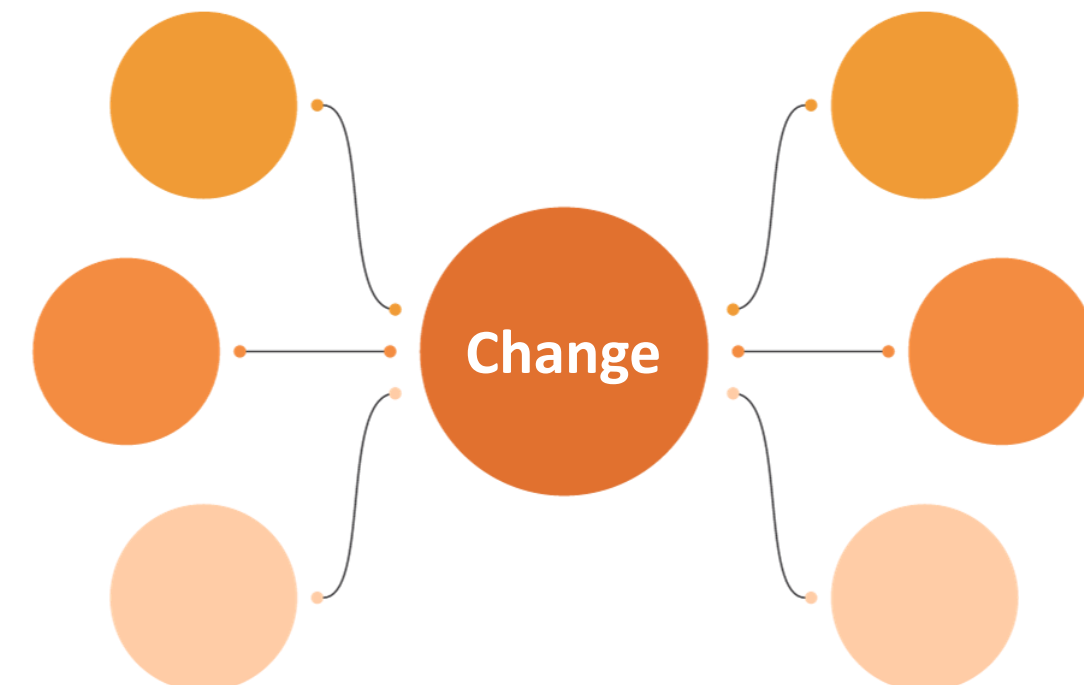


1. Answer the questions.

1. How has the world changed in the last 5 years? 20 years? 50 years?
2. What global change has been the most dramatic?
3. What do you think will be the most dramatic change?
4. Imagine that you are omnipotent. What would you change in the world? Why?

2. There are a lot of adjectives frequently used with the word 'change'. Can you think of 6?

Example: remarkable change, unexpected change



Discussion

3. Each person in the pictures below gave a famous speech about change. Match the people with the quotes from their speeches. What changes do you think they spoke about?



Martin Luther King



Greta Thunberg



Barack Obama



Angelina Jolie



Malala Yousafzai



Emma Watson



Leonardo DiCaprio



Emma González

1. 'We need to see real commitment, and ... fund proper protection for vulnerable people, and to step in to **change** attitudes around the world. We can do it, and we are capable of it, we are here for that, and we can **change** these tides help the worst affected countries. We need to.'

2. 'Climate **change** is real, it is happening right now, it is the most urgent threat facing our entire species, and we need to work collectively together and stop procrastinating. Let us not take this planet for granted. I do not take tonight for granted.'

3. 'We are struggling for a uniting word, but the good news is we have a uniting movement. It is called HeForShe. I am inviting you to step forward, to be seen to speak up, to be the 'he' for 'she'. And to ask yourself if not me, who? If not now, when?'

4. 'People are suffering. People are dying. Entire ecosystems are collapsing. We are in the beginning of a mass extinction, and all you can talk about is money and fairy tales of eternal economic growth. How dare you!'

5. 'Every single person up here today, all these people should be home grieving. But instead we are up here standing together because if all our government and President can do is send thoughts and prayers, then it's time for victims to be the **change** that we need to see.'

6. 'I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character.'

7. 'It's been a long time coming. But tonight, because of what we did on this day, ..., at this defining moment, **change** has come to America.'

8. 'One child, one teacher, one book, one pen can **change** the world.'

4. Read the brief descriptions of the speeches. Which speech do you think had the greatest impact on society? Why?

1. **Barack Obama's 2008 Election Night Victory Speech:** Obama's historic win marked a massive change in American politics, and his speech was a powerful call to action to realize the change he represented. Phrases like "change has come to America" reflected his campaign's central theme of change.
2. **Greta Thunberg's "How Dare You" Speech:** In 2019, the teenage climate activist Greta Thunberg delivered an impassioned speech at the United Nations Climate Action Summit. She criticized world leaders for their lack of action on climate change.
3. **Malala Yousafzai's Speech to the United Nations:** After surviving an assassination attempt by the Taliban, Malala became an advocate for girls' education worldwide. Her 2013 speech to the UN was a powerful call for change, asserting that education is a basic human right.
4. **Emma González's "We Call BS" Speech:** After the tragic Parkland school shooting in 2018, survivor Emma González became a vocal advocate for gun control. In her speech, she directly challenged the inaction of politicians and demanded change.
5. **Leonardo DiCaprio's 2016 Oscar Acceptance Speech:** When DiCaprio finally won his first Oscar for his role in *The Revenant*, he used his acceptance speech to advocate for environmental change. He stressed the reality of climate change and the need for swift action.
6. **Emma Watson's "HeForShe" Speech at the United Nations (2014):** Emma Watson launched the HeForShe campaign as a UN Women Goodwill Ambassador. She advocated for gender equality and invited men and boys to join the fight against harmful stereotypes and practices.
7. **Angelina Jolie's Speech at the UN Global Summit to End Sexual Violence in Conflict (2014):** As a Special Envoy of the UN High Commissioner for Refugees, Angelina Jolie has been a powerful advocate for the rights of refugees and victims of conflict. Her speech at the 2014 Global Summit focused on ending sexual violence in conflict.
8. **The "I Have a Dream" speech by Martin Luther King Jr.** was a call for racial equality in America. Delivered in 1963, it addressed racial injustice and segregation. King dreamt of a future with harmony among all races. He called for the U.S. to uphold its principles of freedom and justice. His speech is famous for envisioning a future where character, not skin color, defines a person.

Task

5. Think of a way the world has changed.
Speak about something:

1. you wish had happened instead.
2. you wish hadn't happened.

extra vocabulary

Break the mould - to be new and different.

E.g. Their approach to sports teaching broke the mould.

extra vocabulary

Change (your) tack - to try a different method to deal with the same problem.

E.g. I've written twice and received no reply, so I might change tack and call her.

1. Choose the most appropriate word in bold to complete sentences (1-6).

1. Paul told us that he was (**anxious** / **ambivalent** / **hostile**) about losing his job and unsure of how to navigate this sudden change.
2. Despite the reassurances, Mary felt (**concerned** / **receptive** / **hostile**) about her upcoming speech.
3. The audience was surprisingly (**receptive** / **ambivalent** / **hostile**) to the controversial speaker.
4. Mark said that he didn't like changes because they made him (**receptive** / **ambivalent** / **anxious**).
5. I am (**anxious** / **ambivalent** / **in favor**) of the new recycling proposal.
6. His (**receptive** / **concerned** / **hostile**) demeanor made it hard to engage in a productive conversation.

2. Match words (1-5) with definitions (a-e).

- | | |
|---------------|--|
| 1. resistance | a. a feeling of energetic interest in a particular subject |
| 2. criticism | b. help and advice about how to do something |
| 3. enthusiasm | c. a positive outlook on life or a particular situation |
| 4. optimism | d. the act of saying that something or someone is bad |
| 5. guidance | e. the act of opposing something |

3. Match the sentence halves.

1. The government's new policy created a sweeping _____

2. Tired of legacy systems, the company decided to build a new one from _____

3. The CEO implemented _____

4. Employees were encouraged to embrace _____

5. Critics react _____

6. The organization made a commitment _____
- a. to change for a sustainable future.

b. strongly to the new environmental law.

c. change to increase productivity.

d. change in healthcare.

e. change for company growth.

f. scratch.

4. Complete the conversation with the phrases below.

- will definitely have been made by September

• will have been carried out by November

• Our idea is to

• Over the next few weeks

• starting from next month

• keep us informed

• Later this year,

• Hopefully,

Maria: _____¹, we'll be implementing a new software system.

Betty: That's excellent news. And you mentioned you plan to _____² about the progress and potential roadblocks?

Maria: Correct. _____³, we'll be offering training sessions for this software.

Betty: Interesting. And what's the overall idea behind these actions?

Maria: _____⁴ streamline our work processes. For that, we're proposing **standardizing procedures**.

Betty: Okay. Are there any plans for the end of the year?

Maria: _____⁵, we'll be evaluating the system's effectiveness. Decisions about any necessary adjustments _____⁶.

Betty: Will there be a new model involved in these plans?

Maria: _____⁷, the new model will be in place. We are fairly certain this _____⁸.

Betty: That sounds like a challenging task.

5. Complete the sentences with the future perfect or the future continuous form of the verbs in brackets.

1. I'll ask Judy to call you back at twelve. Her meeting _____ (**end**) by then.
2. Don't call me tomorrow at 09.00. I _____ (**participate**) in a workshop.
3. Don't worry. By the time you get there, my mother-in-law _____ (**leave**).
4. I _____ (**not finish**) the report by Friday, sorry.
5. The team _____ (**complete**) the project in time for the meeting.
6. Dave is leaving the company. Looks like next month HR _____ (**look for**) a developer.
7. I can't attend this meeting. I _____ (**visit**) a client.
8. You can't stay here next week. We _____ (**not finish**) decorating.
9. By 2030, scientists _____ (**find**) cures for most illnesses.

6. Complete the sentences with the future perfect or the future continuous form of the verbs below.

- analyze
- launch
- collaborate
- meet
- finalize
- submit

1. This time next week, we _____ with potential investors.
2. In the coming months, our departments _____ more closely on this project.
3. By the time the meeting starts, the team _____ the proposal.
4. By the time you return from your trip, we _____ the new marketing campaign.
5. By the end of the quarter, our team _____ the project plan.
6. At 3 PM tomorrow, they _____ the market trends.

7. Complete the questions with the future perfect or the future continuous form of the verbs in brackets.

1. By the end of this year, how many books do you think you (**read**)?
2. By next month, (**you / complete**) your current work or study project?
3. What kind of job do you imagine you (**do**) in the future?
4. What (**you / do**) this time tomorrow?
5. Where do you think you (**live**) five years from now?
6. What new skills do you hope you (**acquire**) by the end of next year?
7. This time next week, what (**you / work**) on?
8. By the time summer comes around, (**you / plan**) any vacations?
9. By the end of the day, (**you / finish**) all your chores?

8. Answer the questions above.

9. Put the sentences in a logical order.

1. **Personally**, I see change as a chance to learn and improve.
2. **On the one hand**, change can be scary.
3. **Firstly**, change is a part of life.
4. **However**, dealing with change can take time.
5. **In conclusion**, change can be good, so let's not be afraid of it.
6. **In other words**, how we think about change can make a big difference.
7. **Then**, change can help us grow and learn new things.
8. **But on the other hand**, change brings new opportunities.