

Objectives

- Talk about performance
- Use *since* and *for*
- How to give positive feedback
- Describe performance trends



First published in 2024 by mYngle

© mYngle BV, 2024

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, without the prior written permission of mYngle, or as expressly permitted by applicable Dutch law.

You may not distribute, share, or circulate this content without explicit authorization from mYngle. Any unauthorized distribution or reproduction is strictly prohibited and may result in legal action.

This digital edition is published exclusively by mYngle.

1. Read about 4 productivity techniques shared by famous people. Do you use any of them? Which do you like?

10,000 Attempts Rule

by Bruce Lee

Mastery comes from **repetition**; it's not a failure if you haven't made 10,000 attempts.

WEEK 1	X	X	X	X	X	V	X
WEEK 2	X	V	X	X	V	X	X
WEEK 3	V	X	V	X	V	V	V
WEEK 4	V	V	X	V	V	V	V

'2 Questions' Technique

by Benjamin Franklin

Ask yourself each morning:
"What good shall I do today?"

And each evening:
"What good have I done today?"

Two-Pizza Rule

by Jeff Bezos

Limit meeting attendees to those who can be fed by two pizzas, promoting smaller, **more efficient** teams.

10-Minute Meetings

by Richard Branson

"It's very rare that a meeting on a single topic should need to last more than 5-10 min," Branson shared in one of his blog posts.



Audio
12.1

2. Read about Adam Grant. Then listen to the interview and note down 3 pieces of advice that he gives.



Adam Grant is an American bestselling author, and professor at the Wharton School of the University of Pennsylvania specializing in psychology. He studies how people find motivation and improve productivity.

I want to work more efficiently. What should I do?

1. _____
2. _____
3. _____



Audio
12.1

3. Complete the sentences with the words below. Then listen again and check.

- achieve
- feedback
- set
- do
- perform
- meet
- complete
- advice
- work
- improve

1. I want to _____ **more efficiently**. What should I do?
2. Instead of **asking for** _____, **ask for** _____.
3. This way, you get specific steps to _____ **performance**.
4. This will help you _____ **goals** and _____ **targets** more effectively.
5. Aim to _____ **your best**, but remember that being perfect is impossible.
6. Try to _____ **well**, _____ **deadlines**, _____ **tasks**, but keep growing at your own pace.

4. Cross out the word in each group that can't combine with the word in bold.

1. **work** _____ efficiently / well / ignore
2. **meet** _____ example / employees / deadlines
3. **improve** _____ performance / boss / English
4. **ask** _____ for advice / feedback / move
5. **do** _____ advice / your best / business
6. **perform** _____ well / badly / reward
7. **complete** _____ a report / motivation / tasks
8. **set** _____ goals / a deadline / an opinion
9. **achieve** _____ feedback / targets / goal

5. Answer the questions.

1. When do you work more efficiently?
2. How can you improve your performance?
3. What tasks do you need to complete this week?
4. Who do you usually ask for advice?
5. What goal would you like to achieve?



1. Read Richard Branson's quotation and discuss it with your teacher / partner.
Does your company have a similar approach?



'Since life should be fun, work should be fun, so we spend a lot of time trying to make sure that people who work for Virgin enjoy what they're doing.'

And so, we create a lot of flexibility at Virgin. If there's a single mother, we maybe suggest that she should work from home. If somebody needs to work from home on Fridays and Mondays, let them work from home on Fridays and Mondays. If somebody needs to take a month off, let them take a month off.

I think it's very important to have a lot of flexibility in the workforce'.



2. Read the tips from Richard Branson and match them with the headlines. Which advice do you like? Why?

Value your employees

Show strong commitment
to customer service

Be visible

Give employees the power
to make decisions

1. _____

Richard Branson says a good leader should not just sit at a desk. Instead, they should always **be on the move** meeting employees, **asking** customers **for** their **opinions**. Branson keeps a notebook of the ideas and the feedback he's received.

2. _____

Excellent customer service is very important and starts from the top. Branson thinks that leaders must **lead by example** and giving customers a great experience is **essential** for success in any business.

3. _____

Branson believes that the interactions that employees have with customers make them want to come back. He says that good customer service **sets** a company **apart from** its competitors. Recognizing and **rewarding good performance** is important.

4. _____

After you hire the right people and train them, allow them to use their creativity to solve problems. Branson believes it's better to ask forgiveness rather than permission; that is, it's okay to try new things without always asking for permission; mistakes can be fixed later. This strategy is beneficial in **boosting performance**.

3. Answer these questions.

1. How important is corporate hospitality in a) your company? b) in your country?
2. How does your company entertain guests?
3. What do you need to think about when planning a company event?

4. Replace the underlined phrase in each sentence (1-8) with an *antonym* below.

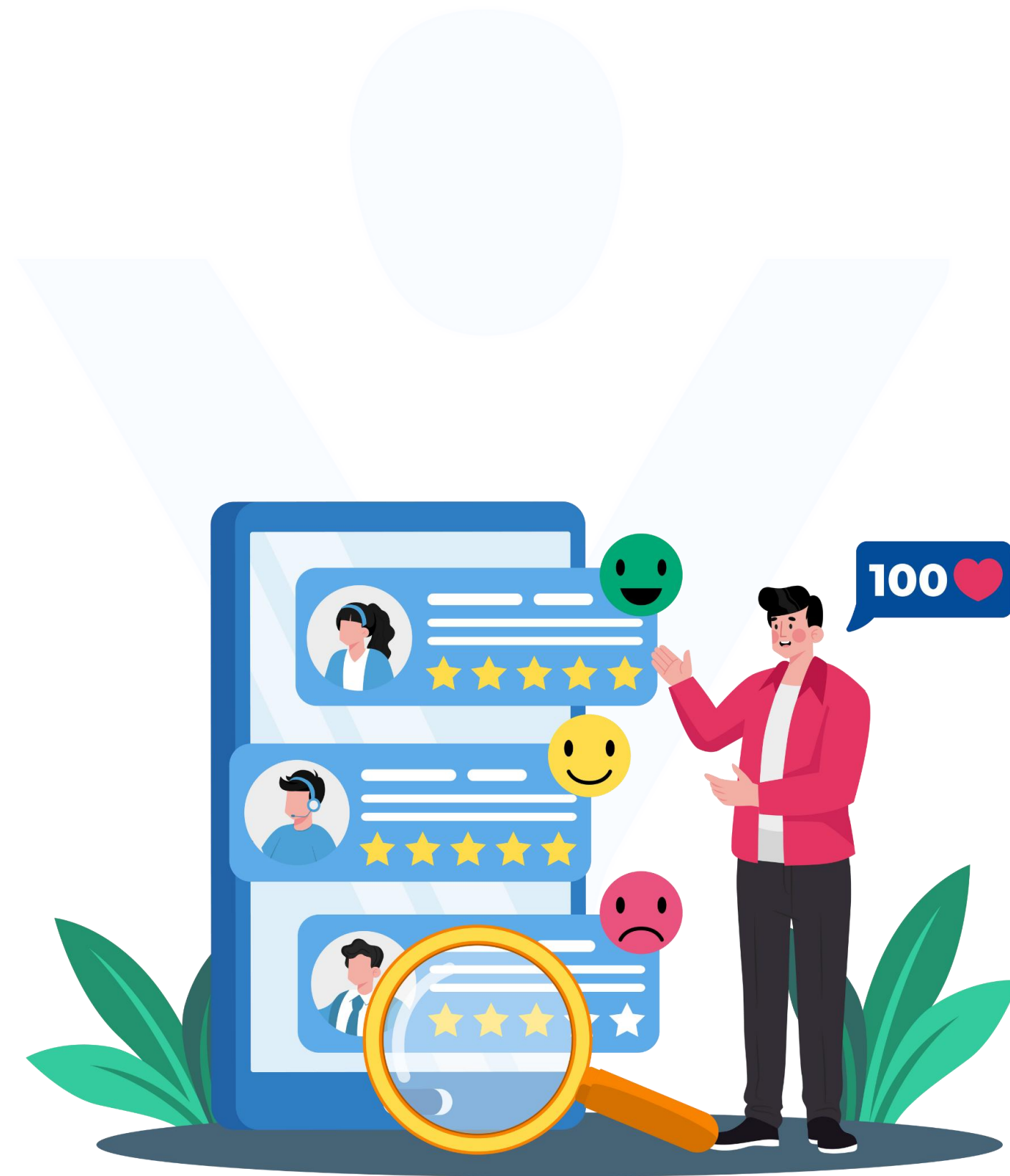
- boost performance
- be on the move
- reward good performance
- lead by example
- ask for opinions
- essential
- show strong commitment to
- set apart from

1. Jason spends his days behind a desk.
2. Clara always makes all decisions by herself.
3. David doesn't care about sustainability.
4. We shouldn't pollute the environment and set a bad example for young generations
5. Do you use reusable cups? – Actually, I think it's unnecessary.
6. Ann was promoted to the area manager. – I don't get it. What's special about her?
7. The company ignores good work.
8. I think having long meetings reduces effectiveness.

5. Complete the questions (1-5) with the phrases (a-e).

- | | |
|----------------------|--|
| a. apart from | 1. Do you prefer to work in an office or be _____? |
| b. boost performance | 2. How often do you ask _____ at work? |
| c. reward | 3. What sets you _____ others? |
| d. for opinions | 4. How does your company _____ good performance? |
| e. on the move | 5. What does your manager do to _____? |

6. Answer the questions in exercise 5.



7. Read the statements below. Which do you agree / disagree with? Why?

1. A good leader should not just sit at a desk.
2. It's better to ask forgiveness rather than permission.
3. Leaders must lead by example.
4. Giving customers a great experience is essential for success in any business.

extra writing

Answer the question **(50-70 words)**:

Do you think competition always makes people more productive?

extra vocabulary

Give a hundred percent - Try really hard to achieve something.

E.g. Always give a hundred percent in everything you do.

1. Read the facts about Airbnb. Do you use this service? Where do you stay when you travel?

Since its launch in **2008**,
unique accommodation
has become popular



boat



castle



treehouse

TOP professions among
Airbnb users



photographer



teacher

Most popular cities



New York



Paris



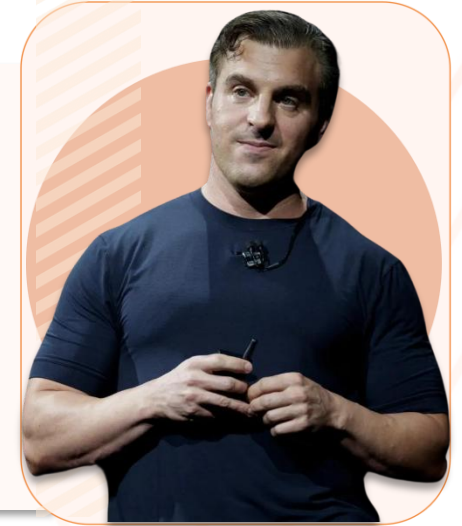
London

Present perfect (2) - with *for* and *since*

2. Read about Brian Chesky and answer the questions.

1. Where was Brian Chesky born?
2. Does he live in New York?
3. Where did he move in 2007?
4. Does he live in San Francisco?
5. How long has he been the CEO of Airbnb?
6. Which sentences use the Past Simple?
7. Which sentences use the Present Perfect?

Brian Chesky was born in 1981 in New York.
He graduated from the Rhode Island School of Design in 2004 and moved to San Francisco in 2007.
He has lived in San Francisco **since 2007**.
Chesky co-founded Airbnb in 2008.
He has been the CEO of Airbnb **for 17 years**.



3. Choose the correct option in the Language point and complete it with examples from exercise 2.

Language point

1. We use the *Past Simple / Present Perfect* to talk about a recent past action with results in the present.
Example _____
2. We use the *Past Simple / Present Perfect* to talk about finished actions in the past.
Example _____
3. We use *for / since* with a period of time.
Example _____
4. We use *for / since* with a point of time.
Example _____

4. Complete the expressions with for or since.

1. _____ 30 minutes
2. _____ 2008
3. _____ I was a child
4. _____ ten o'clock
5. _____ last Wednesday
6. _____ three months
7. _____ a long time
8. _____ seven o'clock
9. _____ September

5. Put the verbs in brackets in the Present Perfect and complete the sentences with for or since.

1. I **(work)** at this company _____ I graduated from college.
2. I **(not receive)** feedback on my performance _____ two months.
3. Sonia **(not take part)** in trade fairs _____ last year.
4. We **(use)** only reusable packaging _____ 2022.
5. David **(live)** in Madrid _____ 15 years.
6. I **(not see)** Margaret _____ Tuesday.
7. Jacky **(not visit)** the London office _____ February.

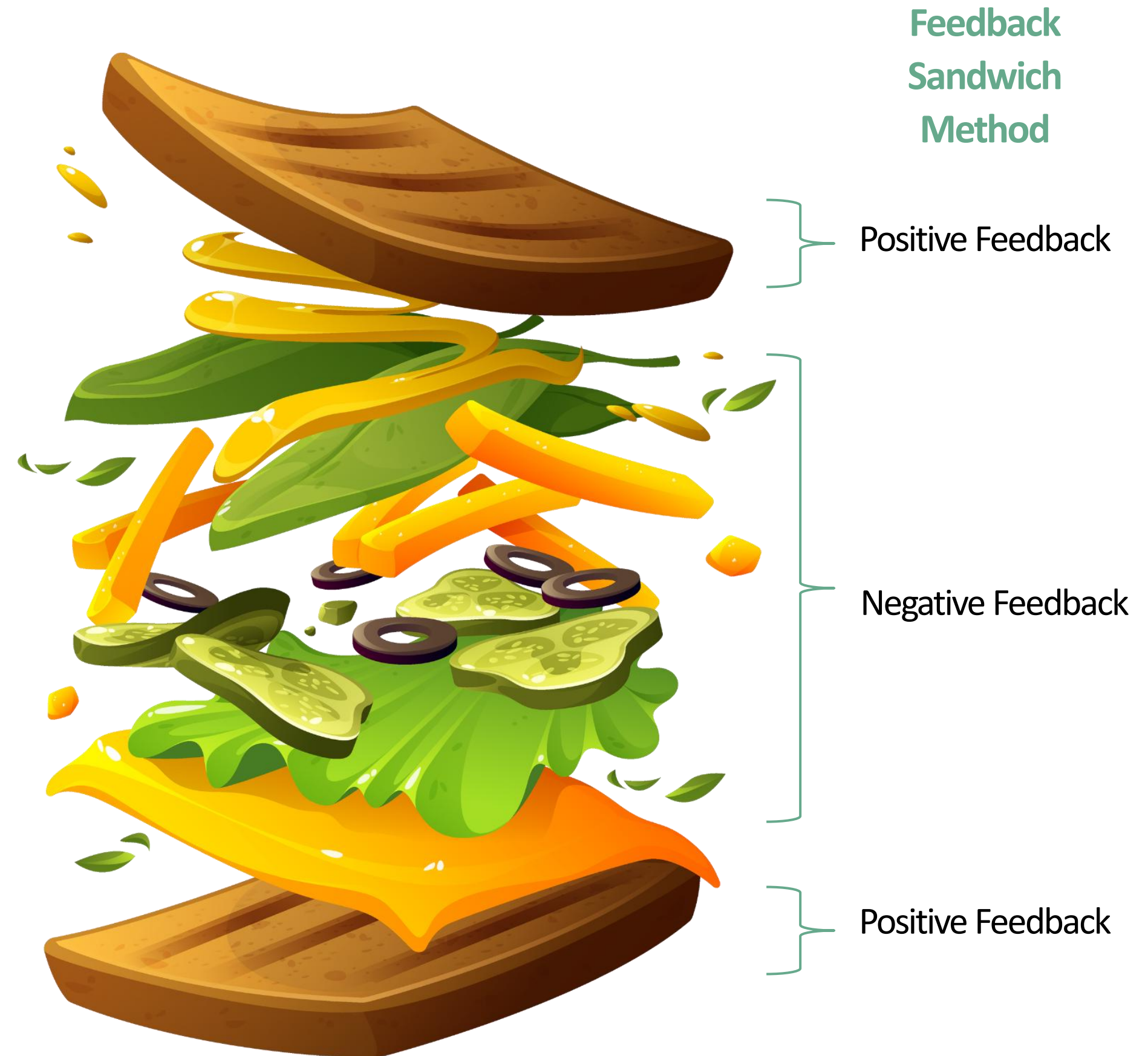
6. Make questions using the prompts. Use the Present simple, Past simple, Present Perfect. Then answer the questions; use for or since.

1. Where / live? How long / you / live / your city?
– Example: *Where do you live? How long have you lived in your city?*
2. How long / you / work / your company?
3. How long / you / have / present job? Like / it?
4. What kind of car / you / have? How long / have / it? Why / choose / it?
5. You / have / a mobile phone? How long / have / it?
6. How long / you / live / in your current home? Enjoy / living there?
7. How long / you / study English/ in mYngle? Why / you / study it/?



1. Answer the questions.

1. How often do you receive feedback at work?
2. Think about the last time your boss gave you feedback. What did he/she say?
3. Look at the Feedback Sandwich below and try to explain to your teacher / partner how it works. Does your manager use the same method to give you feedback?





Audio
12.2

2. Listen to a performance review and complete Derek's notes.

1. Things done well _____

2. Things to work on _____



Audio
12.2

3. Complete the sentences (1-9) with the words a-j. Then listen again and check.

- a. track
- b. complete
- c. hard
- d. for
- e. done
- f. well
- g. good
- h. best
- i. job
- j. do

- 1. First of all, **well** _____!
- 2. **I can see you worked really** _____.
- 3. **You did a really good** _____ meeting the deadlines and achieving all your goals this year.
- 4. **That's** _____ to hear. I really tried to do my _____.
- 5. **You're on the right** _____.
- 6. I just think you should **ask** _____ **advice** more often from our senior team.
- 7. What else can I do to **perform** _____?
- 8. Continue to _____ **your best**.
- 9. Focus on how you can _____ **tasks** even more efficiently.

4. Listen to your teacher / partner giving you feedback on your performance in this lesson. Use the phrases below to react to the feedback. Then change roles (you need to give your teacher / partner feedback on their teaching / performance in this class).

How to give positive feedback

1. I really enjoyed ...
2. You did a really good job.
3. Well done! I can see you worked really hard on (this).
4. You're on the right track.
5. It just needs (a few changes).

- Thanks for the feedback.
- I'm glad you liked it.
- That's good to hear.
- It was very helpful.
- Not so bad then. What do you think needs to be changed?
- What else can I do to perform well?
- What can I do better next time?

5. Think about your own performance at work this year (month). Use phrases 1-4 below to say what you did well.

1. I really enjoyed ...
2. I worked really hard on ...
3. I'm on the right track.
4. It just needs (a few changes).



6. Work with your teacher/partner. Read the profile below, then role-play the situation.

Student A

You are a manager. Use the information below to give Robin (Student B) feedback.

Good points:

- Very punctual
- Friendly with customers
- Keeps the workspace clean

Things to work on:

- Improve time management
- Learn more about the company's products
- Develop problem-solving skills

Student B

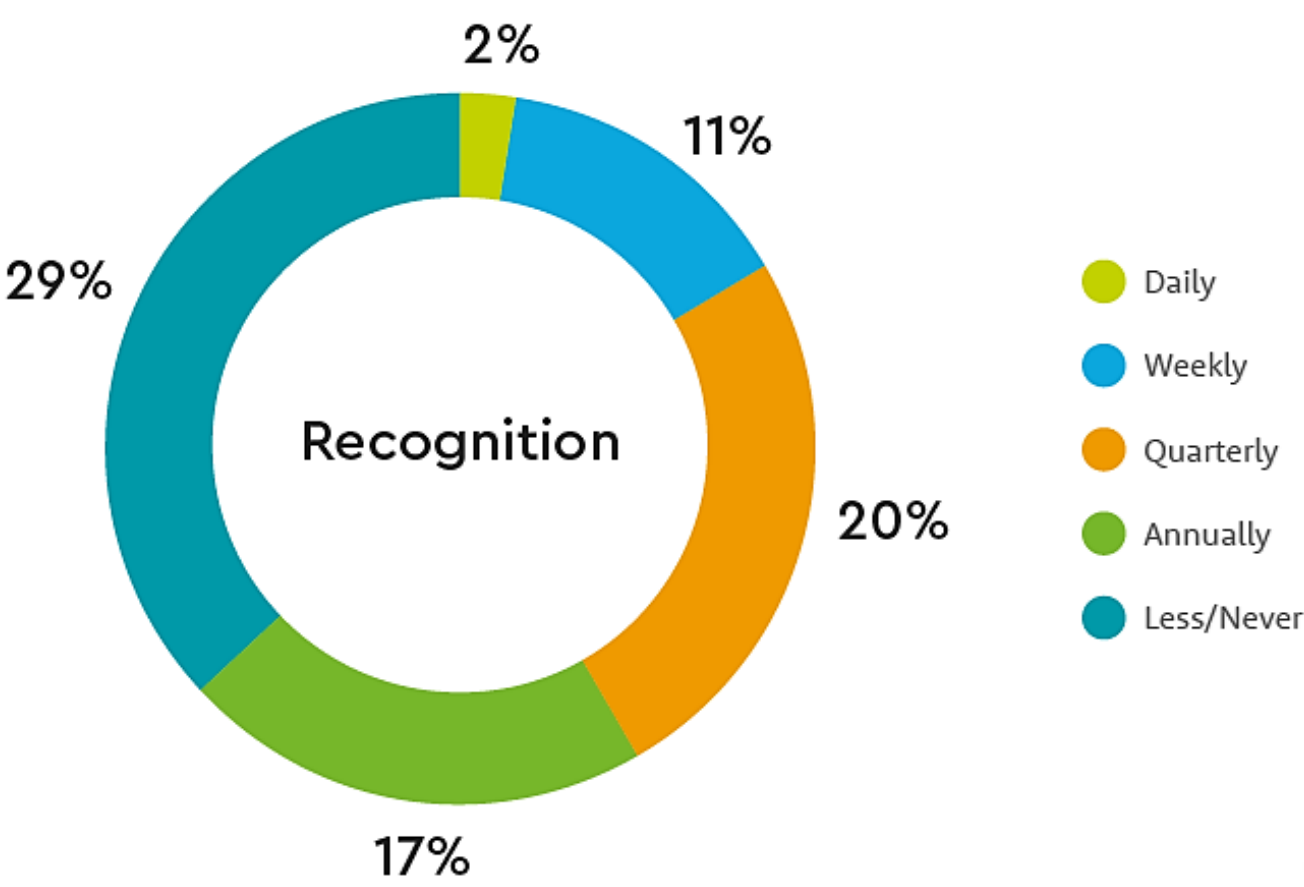
You are Robin. Student A will give you feedback. Listen and respond to feedback.



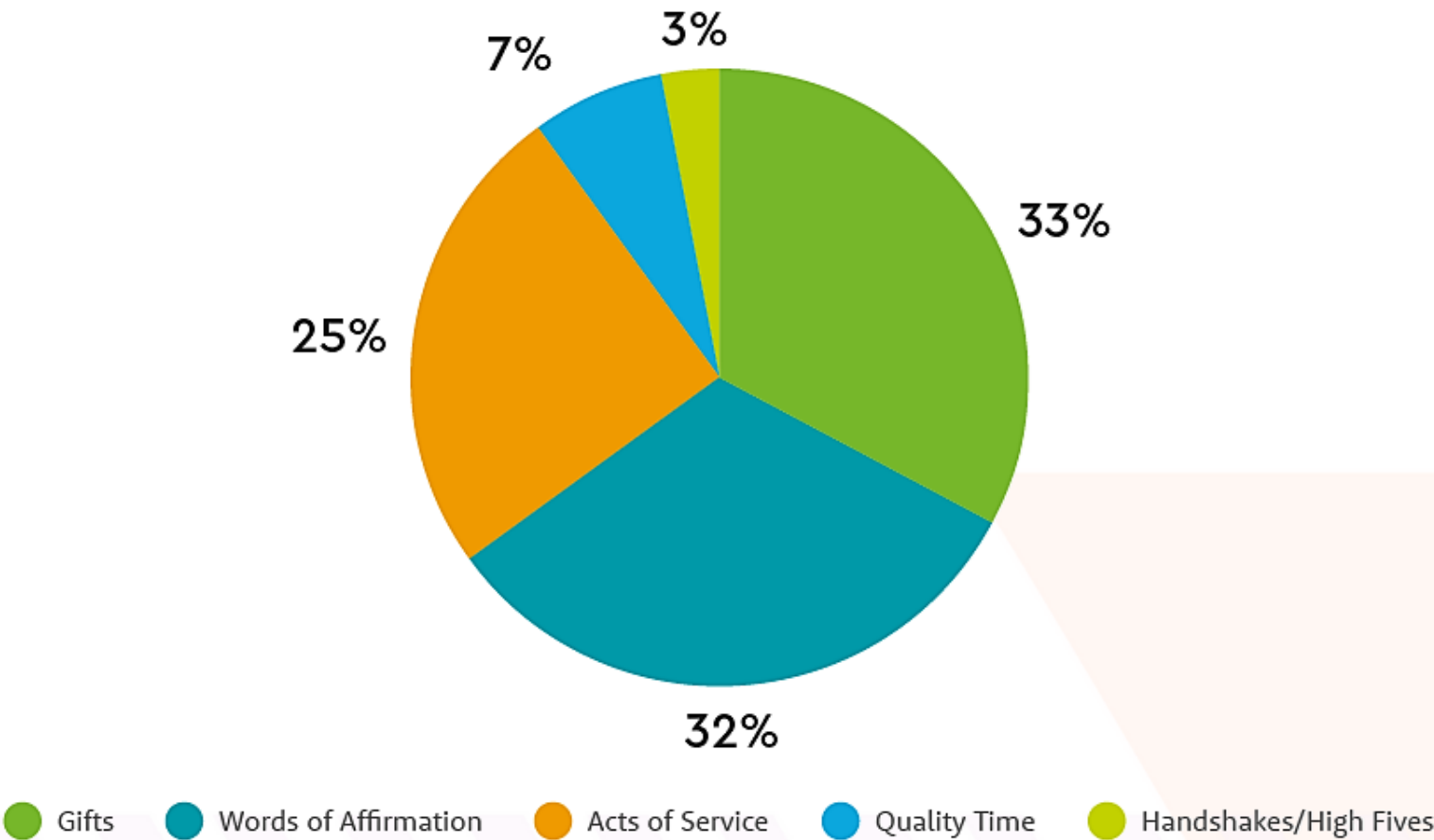
1. Answer the questions below, then look at the graphs and compare your answers with the statistics.

- 1. How often do you receive recognition at work?
- 2. How do you prefer to receive recognition (e.g. bonus, gift, verbal praise)
- 3. In your opinion, what motivates people better, social rewards or cash?

How often do you receive recognition at work?



How do employees prefer to receive recognition?



Source: EFX, 2024



2. Dan Ariely is a professor of psychology and behavioral economics at Duke University. Listen to him describe the experiment that he did at Intel and answer the questions.

Audio
12.3

1. What was the experiment?
2. Which of the four do you think worked: compliment, money, pizza, nothing?



extra vocabulary

Blood, sweat, and tears - extremely hard work, or the greatest effort possible

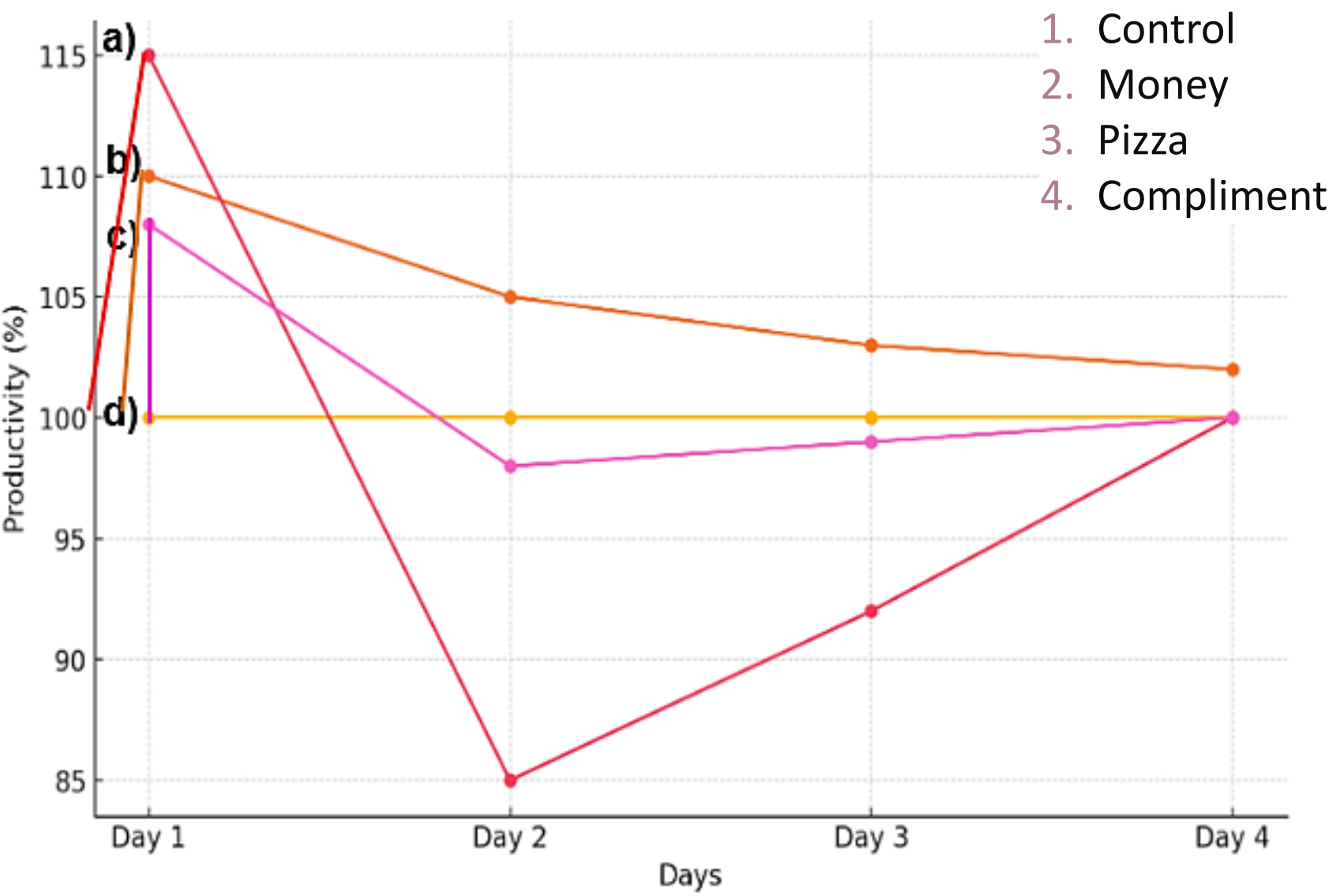
E.g. This has been a difficult time. We have all put in a lot of blood, sweat, and tears.





Audio
12.4

3. Listen to the second part of the experiment and match groups 1-4 with the lines (a-d).



4. Match the expressions below with parts of the graph in exercise 3.

- 1. remained stable
- 2. increased
- 3. fell by 15%
- 4. slowly increased
- 5. decreased by 5%
- 6. dropped slightly

5. Use the expressions from exercise 4 to describe the graph above.

6. Read the Key expressions. Ask your teacher if you don't understand any of them.

Referring to a chart

- *Have a look at (this chart).*
- *As you can see, ...*
- *You'll notice that ...*

Describing changes

- *(Sales) rose / increased / grew.*
- *(Production) fell / decreased / declined / dropped.*
- *The (number of cars) has remained stable.*

Giving figures

- *(Our costs) rose by (10%), from (\$20 million) to (\$22 million).*
- *(The price) remained stable at (€17.50).*

7. Use the Key expressions to describe the graph below.



Referring to a chart

- *Have a look at (this chart).*
- *As you can see, ...*
- *You'll notice that ...*

Describing changes

- *(Sales) rose / increased / grew.*
- *(Production) fell / decreased / declined / dropped.*
- *The (number of cars) has remained stable.*

Giving figures

- *(Our costs) rose by (10%), from (\$20 million) to (\$22 million).*
- *(The price) remained stable at (€17.50).*

1. Answer the questions.

1. Is your job challenging?
2. What tasks do you like?
3. What tasks don't you like?

2. Look at the infographic. Which of these problems do you experience at work? How do they affect your performance?



Talking point

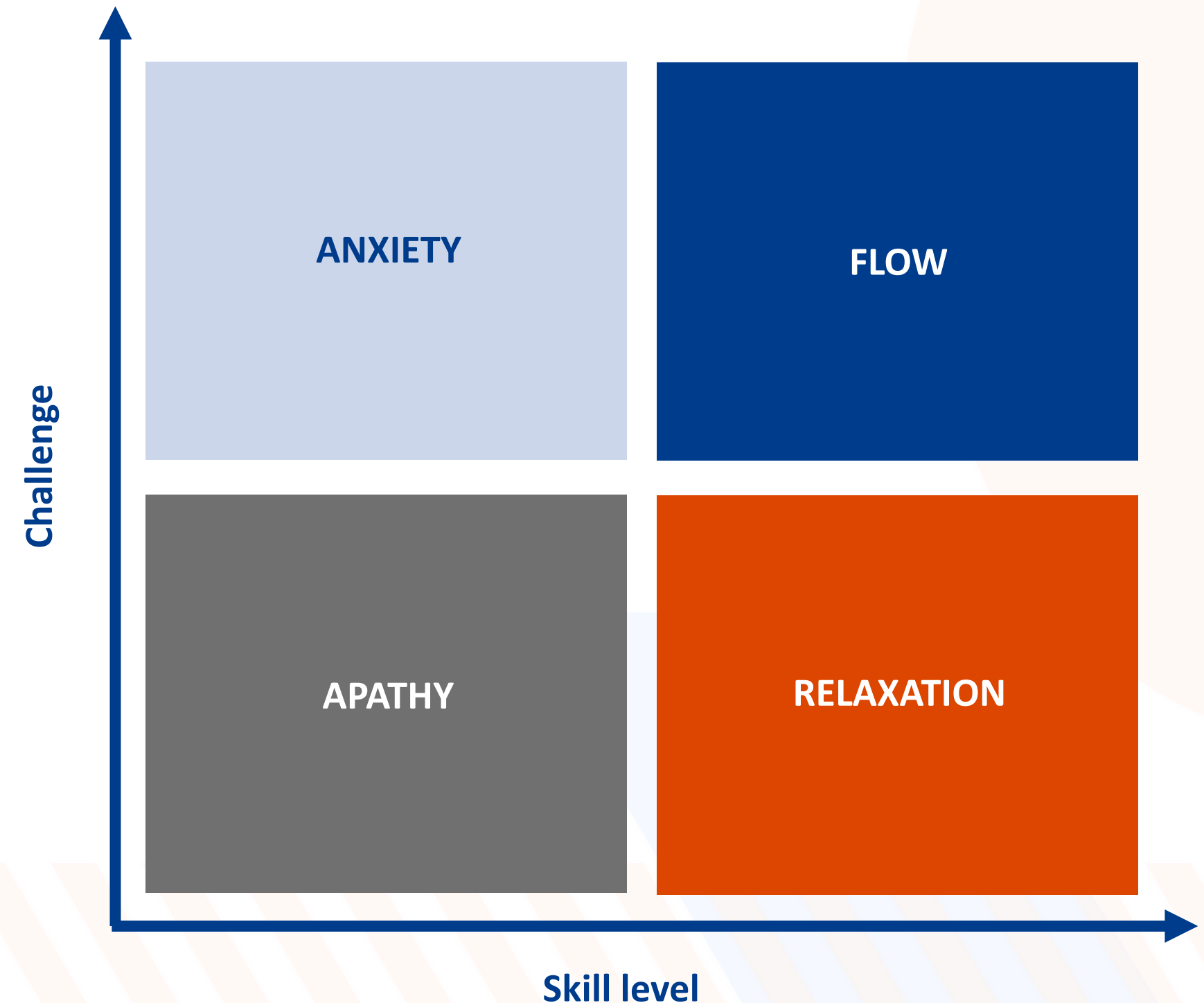
3. Read the text and answer the questions.

1. What happens when work is too simple?
2. What happens when work is too hard?
3. What is flow?
4. Why is flow good for you?

Flow is a special feeling when you do your best at work and enjoy it a lot. This idea was discovered by psychologist Mihaly Csikszentmihalyi. He saw that artists would get lost in their work and forget about time when they were painting. Csikszentmihalyi found out that when people have just the right level of challenge at work, they can feel really happy and get a lot done.

If your work is too simple, you might feel bored. This feeling can make it hard to stay focused. On the other hand, if your work is too difficult, you might feel anxious. Anxiety can happen when you have too much work or the work is too hard. This can make you worried and stop you from doing your best. If you are in flow, you are not bored or worried. You just work hard and enjoy it.

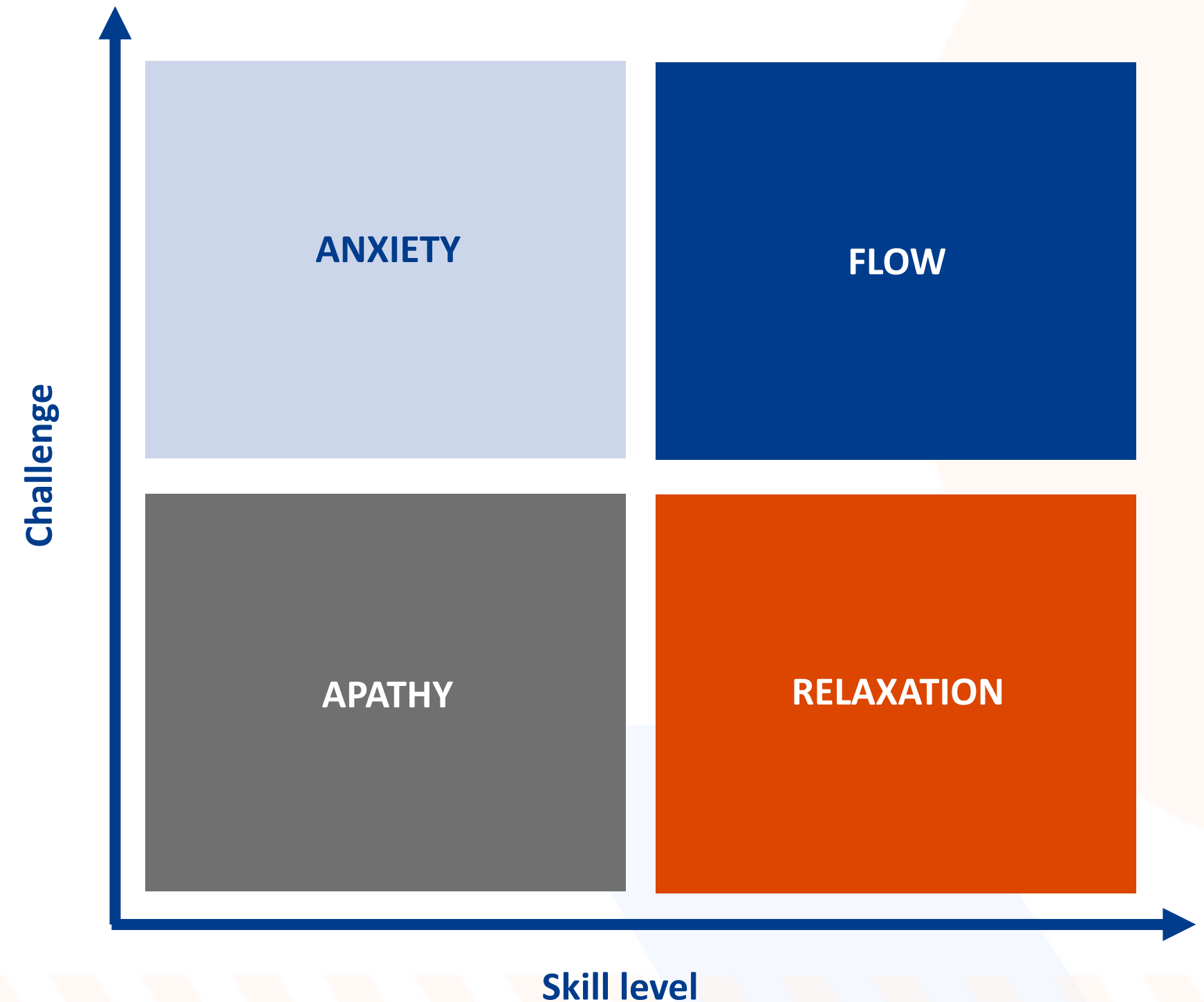
Finding the right balance in your tasks can really help you do your best and enjoy your work every day.



Talking point

4. Read about the employees. Which feeling best describes their situations?

- Liam** has worked as a delivery driver for a local supermarket for six months. Now, the store manager asked him to help organize the warehouse because they need more help. He has no experience with this.
- Chloe** has been an accountant at a company for five years. She is good at her job and her colleagues like her. Now, she has been asked to train new accountants and check their work to make sure it is correct.
- Lucy** has just started working at a coffee shop. She has finished her training and applied for the job to become a barista. For the first few weeks, she has been cleaning tables and washing dishes every day.



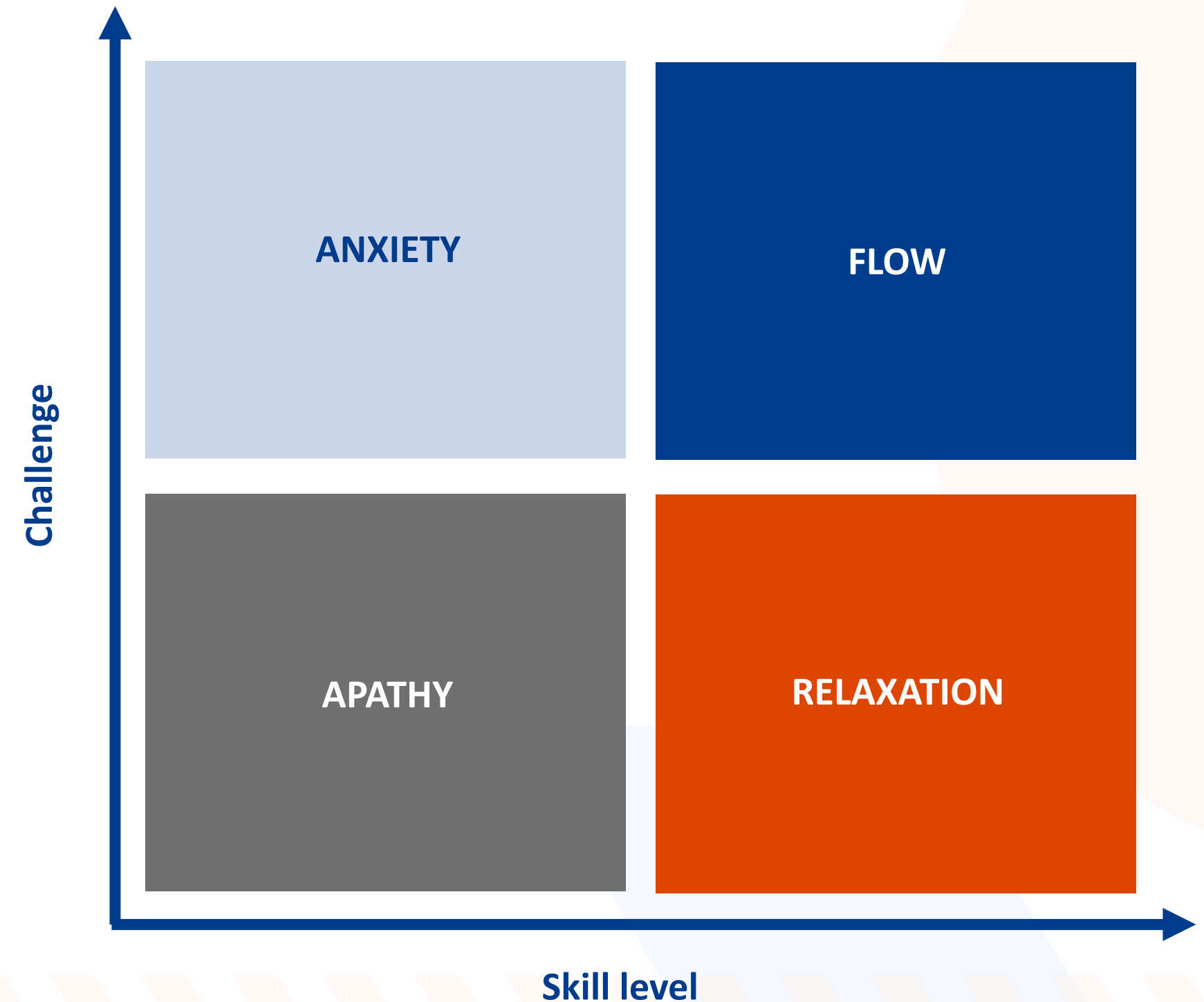
Talking point

5. Think about your tasks at work and answer the questions.

1. What tasks make you feel anxious?
2. What tasks make you feel relaxed?
3. What tasks make you feel apathetic?
4. What tasks do you do when you are in Flow?

6. Discuss with your teacher / partner.

1. Does experiencing flow mean you are happy at work?
2. Is it possible to achieve flow without hard work?
3. Is flow more important in work or in hobbies?
4. Can you experience flow while doing boring tasks?
5. Can flow make people forget about their problems?
6. Does achieving flow require being alone?
7. Is flow possible without creativity?
8. Is flow necessary for a successful career?



1. Match the phrases (1-8) with their definitions (a-h).

- | | |
|------------------------------|-----------------------------------|
| 1. ask for opinions | a. necessary |
| 2. reward good performance | b. distinguish, be different from |
| 3. lead by example | c. praise good work |
| 4. show strong commitment to | d. stay active |
| 5. essential | e. show dedication |
| 6. boost performance | f. improve effectiveness |
| 7. be on the move | g. request views |
| 8. set apart from | h. inspire through action |

2. Complete the sentences with expressions (1-8) from exercise 1.

1. Our sales representatives are constantly _____, meeting clients all over the country.
2. Companies should _____ to motivate employees.
3. The volunteers _____ reducing pollution.
4. Good managers should _____.
5. It is _____ to cut down on using plastic.
6. Rewards and praise _____.
7. It's wise to _____ from others before making a decision.
8. Our innovative approach _____ us _____ the competition.

3. Match (1-9) with (a-i) to make phrases.

- | | |
|-------------|---------------------|
| 1. work | a. deadlines |
| 2. ask | b. more efficiently |
| 3. improve | c. goals |
| 4. set | d. your best |
| 5. achieve | e. tasks |
| 6. do | f. targets |
| 7. perform | g. well |
| 8. meet | h. performance |
| 9. complete | i. for feedback |

4. Complete the sentences with the prepositions below.

- | | |
|---------------|--|
| • on | 1. Maria always asks _____ opinions from her team before making a decision. |
| • from | 2. Our manager leads _____ example by working hard and arriving early at the office. |
| • by | 3. Lisa shows strong commitment _____ her project. |
| • for | 4. Michael likes to be _____ the move all day. |
| • to | 5. Sarah often asks _____ advice from her colleagues |
| • for | 6. Emma's creativity sets her apart _____ other designers in the company. |

5. Match the expressions (1-9) with the sentences that best illustrate their meaning.

- | | |
|--------------------------|---|
| 1. achieve targets | a. Tom finishes his work quickly and without mistakes. |
| 2. do your best | b. Maria wants to know how she can do better, so she talks to her boss. |
| 3. ask for feedback | c. John practices every day to get better at his job. |
| 4. meet deadlines | d. Lisa makes a list of things she wants to achieve this month. |
| 5. perform well | e. Emma reaches all the numbers she planned for her sales. |
| 6. improve performance | f. Michael tries very hard to make sure his work is perfect. |
| 7. set goals | g. Sarah gets good results on her projects. |
| 8. complete tasks | h. David finishes his reports on time. |
| 9. work more efficiently | i. Anna finished all her work by the end of the day. |

6. Complete the sentences with for or since.

- 1. We have worked with this client _____ 2019.
- 2. Peter has not seen the new project manager _____ Monday.
- 3. I have worked on this report _____ three days.
- 4. Our company has taken part in several trade shows _____ many years.
- 5. The team has been successful _____ the beginning of the year.
- 6. They have discussed the merger _____ two hours.
- 7. I have reduced my carbon footprint a lot _____ 2021. I have tried to do it _____ many years.

7. Put the conversation in order.

- | | |
|----------|--|
| 1. _____ | a. Manager: It just needs a few minor adjustments. |
| 2. _____ | b. Employee: That’s good to hear. I worked really hard on it. |
| 3. _____ | c. Manager: You can focus on improving your presentation skills. Keep up the hard work! |
| 4. _____ | d. Employee: Thanks for the feedback. What else can I do to perform well? |
| 5. _____ | e. Manager: Well done, Rob! You did a really good job on the report. |
| 6. _____ | f. Employee: I will. Thank you! |

8. Describe the graph. Use the expressions below.

- *As you can see, ...*
- *You'll notice that ...*
- *(Sales) rose / increased / grew*
- *(Revenue) fell / decreased / declined / dropped*
- *... rose by (10%), from (\$20 million) to (\$22 million).*

Meta Returns to Growth After Challenging 2022

Year-over-year change of Facebook/Meta's revenue*



* Facebook was renamed Meta in October 2021

Source: Meta Platforms



statista