

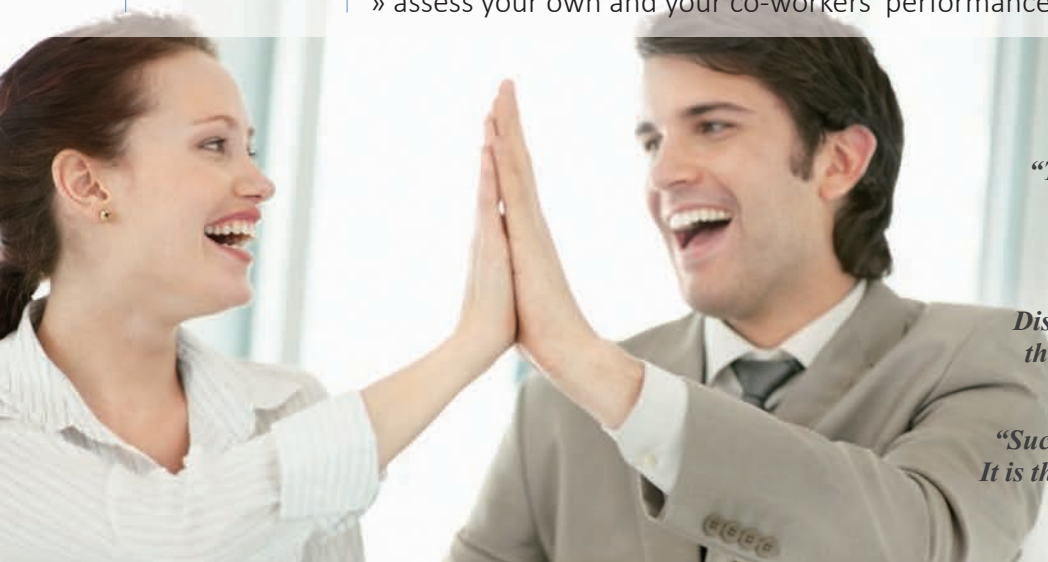
Lesson 01

Career & Success

Learning Objectives

Upon completion of this lesson, you will be able to...

- » define what factors made a job successful
- » assess your own and your co-workers' performance



“The only place where success comes before work is in the dictionary.”

– Vidal Sassoon

“Develop success from failures. Discouragement and failure are two of the surest stepping stones to success.”

– Dale Carnegie

“Success is not final, failure is not fatal: It is the courage to continue that counts.”

– Winston Churchill

1. Warm Up Activities

A Talk about the following questions.

01. What are your main responsibilities at work?
02. How does your daily routine support your year-end goal?
03. Do you have the right skill set for the job?
04. How do you feel about the relationship between promotion and salary?



B Discuss motivation and performance.

01 Which of the following would motivate you to work harder? Choose your top three and rank them in order of priority. Explain your priorities.

- | | |
|---|---|
| <input type="checkbox"/> bonus system | <input type="checkbox"/> promotion opportunities |
| <input type="checkbox"/> working for a successful company | <input type="checkbox"/> perks or fringe benefits |
| <input type="checkbox"/> more responsibility | <input type="checkbox"/> work environment |

02 The following are Key Performance Indicator (KPI) examples that are used in real-life scenarios. What are the indicators of your job performance? Please think of two and explain.

- Volume of tasks completed
- Percentage of overdue processes
- Number of complaints received within the measurement period
- Customer satisfaction rate with service provided

Indicators of your performance

1.
2.



Fill in the blanks with the correct words

- meticulous
- expedite
- assessment
- micromanage
- autonomous
- fringe benefits
- golden handshake
- delegate

1. the process of making a judgment or forming an opinion :
2. something that you get in addition to your salary; perk :
3. to control every small detail :
4. detailed; detail-oriented :
5. independent and able to make one's own decisions :
6. a large amount of money given to a senior manager in a company when he or she leaves the job :
7. to speed up the process :
8. to give others the assignment :

2. Dialogue Practice the dialogue and answer the questions.

Time for Employee Reviews

John Long time, no talk, Brian. How is your new project treating you?

Brian I've been all tied up with the project. Our team is currently working so hard to get the best results.

John Are you aware that employee evaluations are around the corner?

Brian Yes. That's why we are so pressed for time. Sometimes I need to call the shots to expedite the process even if I don't feel like doing that.

John The results must affect the team-achievement assessment this year. But just be sure not to micromanage every detail of the process.

Brian I agree that employees with workplace autonomy are more productive. Thus, I put more emphasis on what kind of benefits they can earn at the end in reward for their effort.

John Sometimes the more responsibility you delegate to staff, the better. Your team can expect better incentives and more effective fringe benefits next year.

Brian Our team members still recognize that our company has a performance-based wage system as well.

John As a team leader, though, you could expect to ascend the corporate ladder more swiftly

A Situation

Summarize the situation in your own words.

.....

.....

.....

.....

B Questions

1. What are John and Brian talking about?
2. Like Brian, are you currently working on an important project? What kind? How much do the results influence your progress up the career ladder?
3. When was the last employee review in your company? How did it go?
4. What are your goals for the next year? What are the measurable outcomes of these goals? How will you grade performance?



3. Language Practice

Guess the meaning of each chunk and create a new sentence.

1 call the shots

e.g. My supervisor often calls the shots regarding decisions or rules his subordinates must follow.

:
.....
.....

2 (be) pressed for time/money

e.g. I was pressed for time and money to finish this project by this month.

:
.....
.....

3 around the corner

e.g. Never quit; success might be right around the corner.

:
.....
.....

4 ascend the corporate ladder

e.g. He is ascending the corporate ladder quite rapidly.

:
.....
.....

5 (be) tied up with

e.g. I will be tied up with meetings all day.

:
.....
.....

4. Role Plays

Look at each situation and role play with your partner.

A Performance Appraisals

The company recently completed performance appraisals to evaluate its current workforce and make several key promotions. The Vice President, Robert, calls the Director of Sales, Chris, to discuss promotions he would like to make within the sales team. However, Chris thinks the wrong people are being promoted and wants to eliminate performance appraisals.

Role A Vice President, Robert	Role B Director of Sales, Chris
Tells Chris who he wants to promote and why.	Tells Robert why he disagrees with the results of the performance appraisals.
Stresses the importance of performance appraisals.	Tells Robert why performance appraisals can be problematic and inaccurate.
Asks Robert how else employee performance can be assessed.	Suggests better ways to assess employee performance.



5. Business Issue & Discussion

Read the short passage and discuss the questions in as much detail as possible.

hard working vs. smart working

Consider the following two quotes:

“I do not know anyone who has gotten to the top without hard work. That is the recipe. It will not always get you to the top, but it will get you pretty near.”

“Don’t tell me how hard you work. Tell me how much you get done.”

It has been said that hard work is different than smart work. Hard workers usually attribute their successes to inputs such as the number of hours worked. Typically, they define hard work as working 60 to 80 hours a week, working at home in the evenings and on weekends, and continuously juggling multiple projects in a frantic attempt to get them all done. However, some believe that this is not hard work, but poor time management. They believe in utilizing one’s strengths and skills to work smartly and balancing one’s work with one’s personal life.

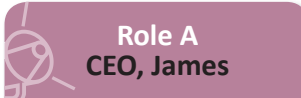


- 1 Do you consider yourself a hard worker or a smart worker?
- 2 What are some advantages and disadvantages to each style?
- 3 Which quote do you agree with?
- 4 Which type of employee do you think is most likely to get promoted? Why?



B The Best Candidate

One of the company’s clients recently offered a big project. James, the CEO, will be responsible for assembling a project task force. Eric, one of the employees, approaches James and volunteers to head the project. He wants to express his sincere interest in the opportunity and show that he is confident in his ability to lead the team.



Role A
CEO, James

Would like to know about Eric’s past job performance and specific accomplishments.

Asks about the skills and special abilities that Eric has and how they will contribute to the project.

Emphasizes the importance of the project and how it could affect his career path.



Role B
Volunteer, Eric

Asks about the required skills and knowledge, and then expresses his interest in the position.

Asks about the benefits that can be gained through the project.

Emphasizes the things he can contribute as team leader.

6. Business Skills [Meeting Skills]

Read the following short passage about “Performance Appraisal Criteria” and complete the task. Use the useful expressions provided while you do the task.

Performance Appraisal Criteria

One longstanding method that managers use to evaluate their subordinates is the performance appraisal. However, companies that want to empower their employees may provide them with an opportunity to alternatively evaluate their managers. Some believe that these reverse performance appraisals build trust and encourage team bonding.



Task

Situation

The HR Department for your company approaches you and a fellow co-worker to create an evaluation form that will help the employees evaluate their managers.

- 1 Hold a meeting with your co-workers and brainstorm the performance criteria.
- 2 Complete the Reverse Performance Appraisal checklist below. You should decide upon two main performance criteria and two related performance questions for each criterion.
e.g. **“Motivation”**
- Does the manager define achievable goals and targets?
- Does the manager reward employees who meet their goals?
- 3 During your meeting, focus on the two meeting skills: signaling and checking understanding. Use the expressions on the right.

USEFUL EXPRESSIONS

1. Signaling (drawing attention to what you’re about to say)

“I’d like to make a suggestion. I think...”
“I want to ask a question. How...”

2. Checking understanding

“Are you saying that...?”
“So what you are trying to say is...”

Reverse Performance Appraisal

	Criteria & Performance Questions	Rank (1-5)
1	Motivation	
	▶ Does the manager define achievable goals and targets?	1 2 3 4 5
	▶ Does the manager reward employees who meet their goals?	1 2 3 4 5
2	▶	1 2 3 4 5
	▶	1 2 3 4 5
3	▶	1 2 3 4 5
	▶	1 2 3 4 5

Wrapping Up!

Tell four things that you learned from this lesson to review the main ideas.

1. 2. 3. 4.