

3 Motivation

Vocabulary and Grammar

Herzberg's Motivation–Hygiene Theory

1 Read the definitions below and put the words related to motivation in the box into the grid.

incentive psychological challenging responsibility
 advancement intrinsic satisfaction recognition
 growth achievement

- the chance to get promotions and move up to a better job
- needs relating to the human mind and feelings
- being an important and basic characteristic of a person or thing
- something that encourages a person to do something
- something which was difficult but which you have succeeded in doing
- something that is difficult in a way which tests ability or determination
- when others show admiration or respect for what you have done
- a feeling of pleasure in your job when you know your work is worth doing
- a form of personal development and the chance to learn and use new skills
- something that is your job or duty to deal with, or to be in a position of authority over someone else to make sure a job gets done

1							M							
2							O							
3							T							
4							I							
5							V							
6							A							
7							T							
8							I							
9							O							
10							N							

Vocabulary of motivation and demotivation

1 Look at the quotes below from people talking about their jobs. Decide if each relate to a Hygiene factor or a Motivation factor.

- 'I'm really pleased that my manager thanked me for all the extra time that I put in on the project.' ____

- 'My manager has to check everything I've done before he allows me to send it to clients.' ____
- 'I don't get on with my boss at all. We have very different personalities.' ____
- 'I really enjoy my job, it's very interesting and varied.' ____
- 'I really hate working in this office, the furniture is so old and uncomfortable.' ____
- 'I feel really proud of the results of my work.' ____
- 'I'm sick of not having any money left at the end of the month.' ____
- 'The worst thing about this job is that there are no real chances to climb the career ladder.' ____

Vocabulary to discuss pay and working conditions

1 Choose the correct term from the box to complete these extracts from a graduate careers website.

salary bonus effort-reward balance appraisal system
 flexitime glass ceiling mentoring system work-life balance
 commission fringe benefits severance package
 open-plan office career opportunities

This company has no 1 _____. Men and women have equal chances for promotion and 2 _____. They also value family time, as they feel that 3 _____ is very important for all employees.

Are you looking for a good 4 _____ to go along with your qualifications and abilities? In addition, if you work hard, you will have the chance for financial rewards or non-financial rewards in the form of 5 _____. This company takes the 6 _____ very seriously as a factor of employee satisfaction. And even if they have to make you redundant, you will receive a fair 7 _____.

This organisation believes strongly in staff development and growth. This is one of the reasons you will work closely with a senior staff member in their 8 _____, and your work will be reviewed by senior management through their 9 _____. Your achievements are important and are financially rewarded with an annual 10 _____ when you have achieved your goals.

Do you think of yourself as a born salesperson? Do you like a certain amount of freedom in your job? Do you like to be around other people? There are no barriers separating you from your colleagues or your boss in the 11 _____. Because they would like you to decide when you want to start and stop work, they offer 12 _____. And because you are paid for your achievements, your sales figures will be reviewed at the end of the month and you will receive five percent 13 _____ on everything you have sold. Does this sound like the company for you?

Quantifiers

1 Are these nouns countable (C) or uncountable (U)?

- | | | |
|--------------------|----------------------|-------------------------|
| 1 department ___ | 8 policy ___ | 15 opportunity ___ |
| 2 motivation ___ | 9 praise ___ | 16 job satisfaction ___ |
| 3 pay rise ___ | 10 time ___ | 17 growth ___ |
| 4 productivity ___ | 11 qualification ___ | 18 colleague ___ |
| 5 factor ___ | 12 teamwork ___ | 19 annual leave ___ |
| 6 complaint ___ | 13 bonus ___ | 20 management ___ |
| 7 relationship ___ | 14 career ___ | |

2 Can the quantifiers below be used with countable nouns, uncountable nouns or both? Add them to the table.

a few some much a great deal of enough
 a large number of a little a lot of several few plenty of
 a huge amount of little many all most

Countable nouns	Uncountable nouns	Both countable and uncountable

3 Read the sentences. Sometimes there is an incorrect noun, and sometimes there is an incorrect quantifier. If there is a mistake, cross it out and correct it. If there is not a mistake, tick the sentence.

- Isadore has much challenges in his job. _____
- Karoline received a great deal of praise for her last project. _____
- This job involves a number of different responsibility. _____
- Anton has little colleagues who speak more than one language, in fact there are only two of them. _____
- Most incentives in our firm are non-financial ones. _____
- I was really happy when my boss gave me a few praise yesterday. _____
- There were some advancements in the area of gender equality last year. _____
- Ahmed doesn't get many annual leave. _____
- There are several factors which contribute to motivation in the workplace. _____
- Some relationship are more difficult than others. _____
- My latest staff appraisal took a huge amount of time. _____
- There is not many incentive to work hard when you feel you get no recognition for your work. _____
- The firm spent a lot of money on updating the computer system. _____
- When we offer little career opportunities, it is not very motivating for the staff. _____

Articles

1 Circle the correct option to complete the sentences about people and their jobs.

- Carol feels that *a/an/the/-* good salary is an important factor for her when looking for *a/an/the/-* new job.
- On the other hand, Michal is more interested in *a/an/the/-* job satisfaction. He hopes to find a job where there is *a/an/the/-* system for advancement and personal growth.
- Susi, however, is more interested in becoming *a/an/the/-* CEO of *a/an/the/-* company she works for. She has got *a/an/the/-* MBA and has been working for a number of years in *a/an/the/-* management.
- Jorge thinks that *a/an/the/-* advancement is important as well. He also wants to have *a/an/the/-* challenging position where he can use his skills. But he also wants to work in a company which has *a/an/the/-* good working atmosphere as well.

Skills

Review!

9–11 Listen to tracks 9–11, which are from the Student's Book. Notice how the speakers hold a performance review meeting.

Vocabulary for performance reviews

1 Complete the sentences with words and phrases from performance reviews.

constructive feedback set goals and objectives achievements
 realistic expectations supervise take responsibility for


- I think that one of Olga's biggest _____ has been increasing sales in her area by 25 percent.
- It's always important to stay positive and make sure that any criticism is seen as _____.
- At the end of the meeting we will _____ for what I want you to achieve over the next year.
- If you are a manager you shouldn't demand too much from your employees. Make sure that you have _____ of what they can do.
- Next year Jamie will _____ the whole of the Marketing Department and will _____ the staff in their day-to-day jobs.

The language of performance reviews

1 Look at the advice for employees in a performance review taken from the Student's Book.

Advice for employees in a performance review

- Be serious. This is your chance to tell your boss how important you are to the team.
- If the feedback that your manager gives you isn't clear, then say so. You can't know if he/she has realistic expectations of you if you don't understand.
- Tell the truth. Don't say that you were excellent at something if you weren't; your manager isn't stupid.
- Don't blame others. You should find ways to solve problems. If you supervise someone, then think about how you can help them. Take responsibility for your actions.

2  12 Now listen and tick the items that Carlos does well and cross the ones he does badly.

3 Note down any useful phrases from here and the audio in your Student's Book.

CEF Can Do statements

Now you have completed the exercises in this unit, read the following statements. Tick the boxes that apply to you.

	Yes, I can do this.	I think I need more practice.
1 I can use and understand words related to motivation and job satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>
2 I can use vocabulary related to pay and benefits.	<input type="checkbox"/>	<input type="checkbox"/>
3 I can use articles and modifiers with countable and uncountable nouns.	<input type="checkbox"/>	<input type="checkbox"/>
4 I can make judgements about how to be successful in a performance review.	<input type="checkbox"/>	<input type="checkbox"/>

If you need more practice on points 1–4, check the Student's Book:

- 1** Lesson 3.1 **2** Lesson 3.2 **3** Lesson 3.3 **4** Lesson 3.3

Make a note of the areas you want to practise more and how you can do this.