

Answers to Exercises

C) Key Words from Context

1. To start a task or project with energy and immediate focus, making quick progress: **to hit the ground running**
*"If we onboard the new hires this week, they'll be ready to **hit the ground running** by the product launch."*
2. To persuade someone to agree with or support an idea, plan or opinion: **to win over**
*"Not everyone is supportive of our new sustainability initiative. We need a strong presentation to **win over** the board."*
3. While dealing with difficulties or challenging circumstances: **in the face of adversity**
*"During the supply chain disruption, the team showed incredible resourcefulness **in the face of adversity**."*
4. To become more tired and less enthusiastic: **to flag**
*"Some team members started to **flag** near the end of the project."*
5. To measure or assess something, such as a level of interest, a level of risk, a reaction or a situation: **to gauge**
*"We will conduct a survey in order to **gauge** customer interest in our new product."*
6. Doubts or concerns about a decision, plan, or idea: **reservations**
*"I have some **reservations** about the proposed timeline. It seems a little bit too ambitious."*
7. Certainly, without any doubt: **undoubtedly**
*"She is **undoubtedly** the best candidate for the role based on her performances during the interviews and the group tasks."*
8. To act in opposition to something: **to counter**
*"We should come up with a plan in order to **counter** this decline in sales."*
9. To make a decision, especially in a situation that requires action or judgement: **to make a call**
*"It is a really difficult decision, but I am willing to **make a call** on it."*

10. Serving as an excellent example, often used to describe performance or behaviour: **exemplary**

*"The team's work on this project has been **exemplary**."*

*"He has shown **exemplary** leadership during this difficult time."*

11. To be a potential danger, risk, or challenge to something or someone: **to pose a threat**

*"Our competitors **pose a threat / are posing a threat** to our market position."*

12. To demonstrate the desired behaviour or attitude through one's own actions, setting a standard for others to follow: **to lead by example**

*"She is always the first person to arrive in the office every morning. She always strives to **lead by example**."*

13. To slow down significantly and then stop completely, often referring to processes or progress: **to grind to a halt**

*"Bugs in the software have caused the project to **grind to a halt**."*

D) Comprehension

Can you answer the questions below about the text?

1. According to Ernest Shackleton, what was the biggest problem facing the team when they got stuck in the ice?
Boredom and pessimism. These posed a greater threat than the cold weather.
2. In what ways was Shackleton able to demonstrate strong leadership qualities when the ship first got stuck?
He ordered the men to carry out their tasks as usual in order to counter boredom and pessimism. He also led by example by carrying out some of the most difficult tasks himself.
3. Based on the context of the sentence, what do you think the phrasal verb 'stepped up' means in paragraph 5?
To step up means to come forward and take responsibility, especially during a difficult time or a key moment.
4. Summarize the 3 key takeaways from Shackleton's leadership after he ordered the crew to leave the Endurance ship?
 - **He immediately set a new goal. With this, he was able to create a sense of shared purpose. This also kept his team's focus on the future.**
 - **He kept his mood high whenever he could, and when his mood started to drop he never revealed this to his team.**
 - **If people disagreed with him, he kept them close in order to understand why they were sceptical, and to gain trust among them.**

5. Why was Shackleton able to leave 22 men alone on a deserted island without encountering any pushback or resistance?
Because he had built such a high level of trust among his team, and he had demonstrated his dedication and commitment to their well-being.

E) Key Words in a New Context

Below you can find a paragraph. Can you fill in the gaps in the paragraph with the words from the box below? You may need to change the form of some of the verbs in order for them to fit into the sentence.

Potential Supply Chain Disruptions

As you may all be aware, there are political tensions in certain seas along our supply chain route from China to Europe. These tensions could severely disrupt operations. As these tensions are getting worse by the day, I believe that they **pose a threat** to our business, as the whole supply chain could **grind to a halt**. In order to **counter** this threat, I have made a very important **call**. I have decided to look for a new supplier right here in Europe. I know that some of you will **undoubtedly** have strong **reservations** about this move, because a new supplier is likely to be much more expensive than our current supplier. However, I have calculated all the risks, and I believe that the cost of potential supply chain disruptions will be far greater than a slight increase in the cost of our products. I have calculated the figures and probabilities involved, and I aim to **win over** any doubters with a compelling presentation.

We need to make sure that any new supplier offers absolutely **exemplary** service in order to measure up to the standards of our current supplier.