

1 Gabriela worked for a multinational company as a successful project manager in Brazil, and was transferred to manage a team in Sweden. She was excited about her new role, but soon realised that managing her new team would be a challenge. Despite their friendliness, Gabriela didn't feel respected as a leader. Her new staff would question her proposals openly in meetings, and when she gave them instructions on how to carry out a task, **they** would often go about it in their own way without checking with her. When she announced her decisions on the project, they would continue giving their opinions as if it was still up for discussion.

2 After weeks of frustration, Gabriela emailed her Swedish manager about the issues she was facing with her team. Her manager simply asked her if she felt her team was still performing, and what she thought would help her better collaborate with her team members. Gabriela found her manager vague and didn't feel as if **he** was managing the situation satisfactorily. What Gabriela was experiencing was a cultural clash in expectations. She was used to a more hierarchical framework where the team leader and manager took control, and gave specific instructions on how things were to be done. This more directive management style worked well for her and her team in Brazil, but did not transfer well to her new team in Sweden, who were more used to a flatter hierarchy where decision making was more democratic. When Gabriela took the issue to her Swedish manager, rather than stepping in with directions about what to do, her manager took on the role of coach and focused on getting her to come up with her own solutions instead.

3 Dutch social psychologist Geert Hofstede uses the concept of 'power distance' to describe how power is distributed and how hierarchy is perceived in different cultures. In her previous work environment, Gabriela was used to a high power distance culture where power and authority are respected and everyone has their rightful place. In such a culture, leaders make the big decisions and are not often challenged. Her Swedish team, however, were used to working in a low power distance culture where subordinates often work together with their bosses to find solutions and make decisions. Here, leaders act as coaches or mentors who encourage independent thought and expect to be challenged.

4 When Gabriela became aware of the cultural differences between her and her team, she took the initiative to have an open conversation with them about their feelings about her leadership. Pleased to be asked for their thoughts, Gabriela's team openly expressed that they were not used to being told what to do. They enjoyed having more room for initiative and creative freedom. When she told her team exactly what she needed them to do, they felt that **she** didn't trust them to do their job well. They realised that Gabriela was taking it personally when they tried to challenge or make changes to her decisions, and were able to explain that it was how they'd always worked.

5 With a better understanding of the underlying reasons behind each other's behaviour, Gabriela and her team were able to adapt their way of working. Gabriela was then able to make adjustments to her management style so as to better fit the expectations of her team and more effectively motivate her team to achieve their goals.

Comprehension

15 pts.

A. Choose the best title for the text. 2pts.

- 1. Leadership in Brazil.
- 2. The Ideal Leader.
- 3. Cultural Expectations and Leadership.

B. Are these statements true or false, justify your answer 4pts.

- 1. Gabriela felt indifferent about being transeferred to Sweden.

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- 2. Gabriela’s new staff would respect her instructions concerning tasks.

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- 3. Gabriela was used to respecting power and authority in Brazil.

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- 4. Leaders in Sweden deter independent thought.

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C. Answer the following questions. 3pts

- 1. How did Gabriela’s manager react when he learnt about her issue ?

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- 2. According to Geert Hofsted, what is ‘power distance’ ?

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- 3. What initiative did Gabriela take once she was aware of the cultural differences between her and her team ?

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D. Find in the text words and phrases that mean almost the same as : 3pts

- 1. Properly (paragraph 2) :
- 2. Getting involved (paragraph 2) :
- 3. Adaptations (paragraph 5) :

E. What do the underlined words in the text refer to ? 3pts

- 1. **They** (paragraph 1) :
- 2. **He** (paragraph2) :
- 3. **She** (paragraph 4) :

II. Language.

15 pts

A. There is a mistake in each of the sentences below, find it and correct it. **4pts**

1. I'm thinking Mr. Miller is an excellent teacher.

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2. The last bus is getting in at 23.00.

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3. My cousin works at a petrol station this summer.

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4. This poisonous spider is living in the Amazon.

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B. Fill in the blanks with the correct form of verbs in brackets **3pts.**

1. She stopped (to take) a break before she started on the last exercise.

2. I can't stand people (to tell) me what to do all the time.

3. Fiona might still (to be) at home. Why don't you give her a call.

4. Our teacher of English makes us (to speak) only English in the classroom.

5. I hope (to see) you again.

6. Jade is looking forward to (to go) abroad for holiday.

C. Complete the sentences with the correct tense. **4pts**

1. Susan (usually read) books in her free time. She (prefer) reading books to watching TV.

2. Helen can't see anyone right now. She(have) a meeting with the boss.

3. What you (do) George ? I told you to go to bed.

D. Choose the correct answer. **2pts**

1. Have you seen any good films ?

a- Still. b- recently. c- just.

2. Ted taking driving lessons yet.

a- Hasn't started. b- hasn't been started . c- doesn't start.

3. It has been raining , so the kids stayed indoors.

a- Yesterday. b- since. c- all day.

4. Bruce has never tried raw fish

a- ago. b- before. c- never.

E. Fill in the blanks with the correct words from the list. **2pts**

immature_ creative_ assertive _ conventional _ stubborn_selfish _ considerate_ outgoing.

1. My sister is so she's confident and firm.

2. My friend's brother is He hardly changes his mind.

3. Elena is she thinks about other people.

4. You're you behave childishly !

