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Final Mark: 90/100

Level: C1

Company: Accenture

Vocabulary (10pts total)

Choose the correct word to complete each sentence.

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- The results are strongly dependent on external funding.
a) heavily
b) strongly
c) firmly
 - Her argument was mainly based on outdated assumptions. ☒
a) largely
b) mainly
c) mostly
 - The issue is utterly complex and cannot be resolved quickly.
a) utterly
b) highly
c) absolutely
 - She was entirely unaware of the consequences of her actions. ☒
a) heavily
b) deeply
c) entirely
 - His comments were highly offensive to many members of the audience. ☒
a) highly
b) seriously
c) strongly
 - The new system is significantly different from the previous version. ☒
a) significantly

- b) highly
c) strongly
7. The new policy is **_deeply_** controversial among experts. ☒
- a) seriously
b) totally
c) deeply
8. It is now becoming **_increasingly_** difficult to recruit qualified staff in this sector ☒
- a) irretrievably
b) increasingly
c) seriously
9. Her performance was **_considerably_** better than expected. ☒
- a) considerably
b) absolutely
c) entirely
10. The explanation was **_perfectly_** clear and left no room for doubt. ☒
- a) perfectly
b) highly
c) deeply



Grammar (20pts total)

Rewrite the following sentences in the passive voice.

1. The floods of recent weeks have destroyed hundreds of homes.
Hundreds of homes have been destroyed by the floods of recent weeks. ☒
2. The removal company broke several of our glasses in transit
Several of our glasses in transit were broken by the removal company. ☒
3. Someone had broken the window by 3:00 p.m.
The window had been broken by 3:00 p.m. ☒
4. My manager has told him to arrive earlier.
He has been told to arrive earlier by my manager. ☒
5. The store will deliver my aunt's new refrigerator to her flat.
My aunt's new refrigerator will be delivered to her flat (by the store). ☒
6. Someone washed all the windows in Ruth's home.
All the windows in Ruth's home were washed (by someone). ☒

7. You should cut your hair

Your hair should be cut.



It's time something
was done about this
problem

8. It's time the authorities did something about this problem.

It's time that something about this problem was done by the authorities.

9. You must return all books to the library within a week

All books must be returned to the library within a week.

10. They will not make a decision until next week

A decision will not be made until next week.

Rewrite the following sentences in either the second or third conditional.

1. I didn't know it was her birthday, so I didn't buy her a present.

If I had known it was her birthday, I would have bought her a present.

2. You don't always tell him the truth, so he doesn't trust you.

If you told him the truth, he would trust you.

3. They don't work hard, so they do badly at school.

If they worked hard, they wouldn't do badly at school.

4. The old man gave us clear directions, so we found the address.

If the old man hadn't given us clear directions, we wouldn't have found the address.

5. You don't get enough sleep, so you feel tired all the time.

If you got enough sleep, you wouldn't feel tired all the time.

6. You forgot to bring a map, so we got lost.

If you hadn't forgotten to bring a map, we wouldn't have ^{got} lost.

7. You didn't water the flowers, so they died.

If you had watered the flowers, they wouldn't have died.

8. She trains hard, so she's a good player.

If she didn't train hard, she wouldn't be a good player.

9. Ms Dawson loves animals, so she has six cats.

If Ms Dawson didn't love animals, she wouldn't have six cats.

10. We didn't see them, so we didn't tell them about it.

If we had seen them, we would have told them about it.

Reading (15pts total)

Your manager stops you and says she needs to have a word about your performance in the recent project. You worry about it all weekend, wondering what you might have done wrong. When you step into her office on Monday morning she begins by praising you for the good work you've done on the project, and you wonder if this is the obligatory praise that starts off the typical 'feedback sandwich'. You know how the feedback sandwich goes: say something nice, say what you really want to say, say something nice again.

In an attempt to inject some positivity into their feedback, many managers rely on sandwiching negative feedback between two positive comments. However, when feedback becomes such a routine, employees can start to perceive positive feedback as simply a form of sugarcoating the negatives, thus diminishing its value. Instead, positive feedback should not simply be seen as something to cushion the negative, but should be delivered so as to reinforce and encourage good performance. Below are three tips to help you make positive feedback count.

1. Don't always follow positive feedback with negative feedback

When positive and negative feedback always appear to go hand in hand, the positives can become devalued and less effective. Ensure there are times when positive feedback is given for its own sake and resist the temptation to offer constructive criticism.

2. Cultivate a 'growth mindset'

Psychologist and 'growth mindset' proponent Carol Dweck spoke of the plasticity of the brain and our ability to develop skills and talents that we might not have been good at to start with. Many of us tend to focus our praise on the end result and seemingly innate talents, e.g. 'You really have an eye for details' or 'You have a real talent for organising events'. However, research suggests that by focusing on the process of how things are done – praising effort, experimentation and problem-solving strategies – we can encourage the development of new skills and the continued honing of talents.

3. Create a culture of offering positive feedback

Make giving positive feedback part of your team/department/company culture. Don't just wait for special moments like appraisals to give feedback. Offer informal positive feedback when making small talk or when walking down a corridor. Feedback doesn't have to only come from the higher ranks either. Encourage peer feedback among team members and colleagues and actively ask them for positive comments on each other's performances on tasks.

It might take time to counter the effects of an environment where there is a cynical view of positive feedback, but in the long run, by embracing positive feedback, you can not only enhance working performance but also enrich the quality of life in the workplace.

Answer the questions:

1. What does the 'feedback sandwich' involve?

a. Giving positive feedback before accompanying it with negative feedback

b. Giving negative feedback by accompanying it with positive feedback ☒

c. Creating a feedback culture in an organisation

d. Devaluing positive feedback

2. The writer believes that the 'feedback sandwich' ...

a. can encourage good performance.

b. makes negative feedback more painful.

c. makes employees fearful of feedback.

d. is too predictable to be effective. ☒

3. The 'growth mindset' idea is that ...

a. we can become good at things that we might initially not seem to have a talent for. ☒

b. we should focus on honing the talents that we are born with.

- c. the end result is more important than the process.
- d. we must not tell people that they are good at certain things.
4. How can we create a culture of positive feedback?
- a. By offering feedback only during informal occasions such as when walking down a corridor
- b. By making sure that only positive and not negative feedback is given
- c. By asking your employees to offer positive feedback to their colleagues** ☒
- d. By not conducting appraisals for employees
5. A cynical view of positive feedback ...
- a. is irreversible.
- b. can make the quality of working life richer.
- c. can be healthy.
- d. can be changed greatly** ☒
6. What might be a good title for this article?
- a. The power of a growth mindset
- b. The power of positive feedback** ☒
- c. The power of positive thinking
- d. The power of the feedback sandwich

Listening (15pts total)

1. This podcast focuses on some of the downsides of innovation. **F** ☒
2. If they do not innovate, businesses will not survive. **T** ☒
3. There are three main types of innovation. **F** ☒
4. Incremental innovation involves a series of small changes. **T** ☒
5. Disruptive innovation involves introducing a change that has an impact on the existing market. **T** ☒

6. Architectural innovation relates to the complete restructuring of the market. **F** ☒
7. Dyson's move from vacuum cleaners to hairdryers is an example of radical innovation. **F** ☒
8. Radical innovation can lead to the death of existing markets. **T** ☒
9. The speaker suggests that you test your idea before you try to get support for it. **F** ☒
10. The evaluation stage is when you think about exactly how to implement your ideas. **F** ☒

Writing (20pts total) 15/20

The company you work for is considering introducing a training programme focused on improving employees' digital skills. Your line manager has asked you to write a report evaluating how this initiative could affect your department.

Write a report for your manager. Discuss the potential advantages and disadvantages of introducing a digital workers training programme, and make recommendations.

Here are some points you may wish to consider for your report:

- the possible benefits for efficiency and overall performance
- how employees with different levels of digital competence might react
- the time and resources required to implement the programme

You can also include your own ideas.

The aim of this report is to evaluate the new training programme focused on the idea of transforming our staff into digital workers.

Firstly, this initiative represents a great opportunity to embrace new ways of working, which are beneficial to boost the operational and strategic goals of our department. By setting the foundations of digital skills among our employees, we can achieve a higher level of performance and adaptability to new technologies. As a result, we can engage our clients into cutting edge projects and redefine future operations from the forefront. In addition, this digital approach could

our clients will be engaged to

solve our issues with mistake and re-work metrics. If our workers improve their digital skills, our struggles with new systems and mistakes will be reduced significantly. If we ^{consider our} ~~think about~~ strategy, having data-driven decisions could position us in markets where technology is a key player. This means that we could accelerate our ambition of competitiveness through our talents.

The second topic to highlight is how employees would react to the trainings. We cannot pretend a uniform scenario. Instead, there will be a group of workers who will be engaged from the beginning to this initiative, as they will recognize this opportunity as a growth-path. However, there might be some employees who might express resistance as a result of the fear of failure. For this reason, we have to consider different training paths to create an atmosphere of inclusion and guided support.

Last but not least, ^{it is necessary to discuss the time and effort invested} ~~there should be~~ ^{by} ~~considerations~~ to discuss. We could face a period where our daily tasks suffer delays as a result of learning focus hours. However, no matter how ^{much} ~~many~~ rework we'll have to handle, the future outcomes will be considerably higher in terms of effectiveness and efficiency. ^{we will} ~~As for the~~ resources involved, we have to consider that our budget will be impacted by the learning material, the tools and the trainers.

In conclusion, adopting a digital skills training programme ^{could} can enable us to improve our offerings and processes as a result of having a more techy staff, capable of adapt in a changing market landscape. Leveraging our skills will not only position us as key enablers but ^{also} as leaders of new ways of working and delivering. I deeply recommend ^{ing} ~~introduce~~ our department in such a massive journey, without leaving behind that this initiative must be designed in a tailored and inclusive way.

some small improvements could be made to vocab, overall well structured

Speaking (20pts total)

What do you think constitutes good marketing? Can you think of any brands that capture you with their marketing strategy? Why?

