

Answers to Exercises

C) Key Words from Context

1. A fault or weakness in a plan/strategy/philosophy/personality which can cause it to fail: **a flaw**

*"There were several **flaws** in the strategy."*

*"He had a few **flaws** in his personality, which held him back in his career."*

2. Completely lacking in something: **devoid of**

*"I joined the company completely **devoid of** any experience."*

*"We left the meeting **devoid of** any practical ideas."*

3. To believe that something is exaggerated and not fully true: **to take something with a pinch of salt**

*"Despite the fact that the business plan has predicted significant growth over the next quarter, it's probably best to **take** those figures **with a pinch of salt**, considering the volatile market conditions we are currently facing."*

4. To be in control of a situation: **to be in the driving seat / in the driver's seat**

*"It is clear that we have an advantage in these negotiations. I believe we are **in the driving seat / in the driver's seat**."*

5. To appear suddenly (this is often used in relation to businesses): **to spring up**

*"Many new restaurants have **sprung up** in the area, which is becoming one of the most trendy parts of the city."*

6. At risk: **at stake**

*"Management are talking about downsizing due to the current economic situation, and many jobs are **at stake**."*

7. Incorrect or inaccurate: **wide of the mark**

*"Some of projections for last year were really **wide of the mark**. The company's performance fell very short of expectations."*

8. Causing you to lose a lot of energy, extremely tiring: **draining**

*"We had 6 meetings today, which was incredibly **draining**."*

9. Easily influenced, or easily trained: **malleable**

*"We like to hire young employees, because they are **malleable**, and they can grow according to our company values."*

10. To obstruct something, slow something down or prevent something from developing: **to inhibit**

*"Budget problems are really **inhibiting** progress in the project."*

11. To cause problems for you in the present or future based on something that you did in the past: **to come back to haunt you**

*"If you don't listen to your customers' feedback it might **come back to haunt you** one day."*

12. To be unwilling to let something go, unwilling to move on from something: **to cling to**

*"We cannot keep **clinging to** our old ways of doing things. We need to embrace new strategies and new technologies.."*

13. The concept or belief about something: **the notion / premise of**

*"Different board members have different ideas about the **notion / premise of** sustainability and what it means for our company moving forward."*

14. Feeling isolated or feeling as if you are not part of a particular group: **alienated**

*"After changing our brand image, some of our most loyal customers are starting to feel **alienated**."*

D) Comprehension

Can you answer the questions below about the text?

- Can you list 6 potential reasons the author gives as to why personality tests are popular today?
 - We have a desire to learn more about ourselves, and we still feel as if our true selves are a mystery despite the sophistication of today's society
 - The tests are the perfect way to find out more about ourselves in a society where we have less and less face-to-face interaction
 - People like confirmation of their qualities
 - People like the notion that there is a perfect partner, a perfect job and a perfect you, and they feel as if they can unlock it through personality testing
- What did the author think about the results when she took a personality test for herself? She thought that the results were inaccurate, because the results claimed that she was motivated by peace, whereas she had just had a big argument with her partner just before taking the test.
- What are 2 potential flaws of personality tests?

- People rate themselves according to what they want themselves to be rather than what they really are
 - People can cheat on personality tests, especially when they are taking them for employment
4. What could happen if you decide to cheat on a personality test?
It could come back to haunt you, because you will have to pretend that you are someone you are not when you start in a new job position, which could be extremely exhausting and short-lived.
 5. What mistakes do recruiters make when using personality tests with job candidates?
They might look for the wrong traits in the personality test.
 6. What conclusion does the author draw about the validity of personality tests?
The author says that the results are fairly balanced, but we should not take the results of such tests too seriously, and certainly don't make any big decisions based on the result of the test.

E) Key Words in a New Context

The “New Coke” Failure of the 1980s

In the mid-1980s, the world witnessed one of the most dramatic and unexpected shifts in the drinks industry – the introduction of New Coke by Coca-Cola.

Coca Cola was starting to lose significant market share to Pepsi, and the brand was starting to worry about the future. Their market leader position in the carbonated drinks industry was **at stake**, and something had to change because they didn't want to lose to Pepsi. The assumption from the board was that the Coca Cola had to stop **clinging to** the traditional recipe that the company had had for so many decades. The branding team believed that the strong, rich tradition of Coca Cola's branding and taste was actually starting to **inhibit** company growth, as profits were falling.

It was at this point where Coca Cola made their biggest mistake. They failed to consult customers on what changes they would like to see with the brand, and they went ahead with a complete recipe change, driven by the **premise/notion** that a new recipe would revitalise the brand and solidify its position at the top of the carbonated drinks market.



When Coca Cola launched “New Coke” in 1985, loyal customers were left in shock. The recipe tasted unrecognisably different, and many felt that the new recipe was completely **devoid of** any taste at all. Coca Cola's biggest fans felt totally **alienated** by the rebrand, and

were left angry that they had been left out of any consultations on potential recipe changes. Furious consumers expressed their discontent through petitions, boycotts, and even protests.

Coca Cola's failure to recognize the emotional attachment people had to the original product **came back to haunt them** spectacularly.

Realizing that their assumptions about their recipe and their modernizing rebrand had been completely **wide of the mark**, Coca-Cola had to act swiftly to rectify the situation. The company decided to bring back the original formula under the name "Coca-Cola Classic" in 1985. Since then, new Coca Cola recipes have **sprung up**, but only as side-lines, and the traditional recipe has always remained the flagship product.