

READING

EXERCISE 1A

Read the tweet. Do you think all great leaders need to be self-aware? In your opinion, what other qualities does a person need to have to be successful?

 Pinned Tweet

 **Zaid Rahman** @zaidrmn · 20.12.2020

Self-belief and self-awareness go hand-in-hand. You need both to succeed.

 1   42 

✓

Self-awareness — objective understanding of your own character, emotions, strengths and weaknesses.

Go hand-in-hand — be closely connected, accompany one another.

EXERCISE 1B

Discuss.

1. What do you associate with the following:
 - a) Space travel
 - b) Linux
 - c) Bitcoin
2. Look at the three images. Can you guess/identify the people in them? What relation do you think they have to the topics in question 1 (a-c)?





EXERCISE 1C

Read the three stories and do the matching below.

Elon Musk

Linus Torvalds

Satoshi Nakamoto

- a) Might me a made-up name
- b) Is competing with other billionaires
- c) Came up with a viral merch idea
- d) Took a sabbatical
- e) Doesn't write much code for his projects anymore
- f) Is credited as the inventor of one of the hottest financial trends

ELON MUSK

A man who needs no introduction, Elon Musk has inspired and amazed people for years with his ambitious and innovative projects. Musk founded numerous businesses providing cutting-edge solutions to problems most people wouldn't know how to tackle.

He earned his first billion after his first notable venture PayPal was acquired by eBay for \$1.5 billion in stock. Musk used that money to establish SpaceX which landed a contract with NASA to handle cargo transport for the International Space Station. However, Musk's vision for SpaceX has always been much greater than doing space deliveries. The company's ultimate goal is to prevent human extinction by setting up a colony on Mars.

Following Elon Musk's lead, a few other billions started their own commercial space ventures, namely Jeff Bezos and Richard Branson.

Musk co-founded a number of other companies including Tesla where he oversees product development, the Boring Company whose mission is to reduce street traffic, OpenAI which is

aimed at researching and regulating Artificial Intelligence and the list goes on.

His business and technological accomplishments aside, Musk is also famous for selling flamethrowers as merchandise, hosting a meme review and smoking weed on a podcast.

LINUS TORVALDS

In 1991, Linus Torvalds created Linux, the free and open source operating system. Approximately two percent of the Linux kernel was written by Torvalds himself. Because thousands have contributed to the Linux kernel, this percentage is one of the largest contributions to it. However, he stated in 2012 that his own personal contribution is now mostly merging code written by others, with little programming by keeping up with the commits and rejecting the bad ones.

Torvalds' next project Git had an even bigger impact. Git changed the way programmers were collaborating, modifying, merging and sharing their code.

In 2018 Torvalds announced he was **stepping away** from the Linux project temporarily in order to “change some of his behaviour” and learn to better understand people’s emotions and respond appropriately.


SATOSHI NAKAMOTO

The true identity of the creator of Bitcoin is one of the biggest **mysteries** in the modern world.

The name Satoshi Nakamoto is a pseudonym used by the person or entity who created Bitcoin to hide their true identity. He claims to be Japanese, born on April 5, 1975 and reside in Japan but people **doubt** this due to his native-level command of the English language as well as his preference of working hours more consistent with the U.K. time zone than Asia. As part of the implementation, Nakamoto also **devised** the first blockchain database.

Dorian Nakamoto is the man with the friendly face most people now associate

with the creator of Bitcoin. He was outed as Satoshi in March 2014 by Newsweek Magazine, which created a media frenzy around him and greatly disrupted his life. Dorian has denied having any connection to the development of cryptocurrency but eventually **embraced** the role of a **mascot** for the community.

 Listen to the recording of the text (**track 9.1**) and check your pronunciation.



[Open in Google Drive](#)

EXERCISE 1D

Complete the sentences with the words below (you may have to change their form to fit the sentence).

acquire • set up • doubt • aim at • contribute • land • embrace • oversee

1. We _____ a new office in San Francisco right now.
2. I have no _____ that he will regret his decision.
3. Our efforts are _____ achieving maximum efficiency.
4. Can you tell me how you _____ your job at Google?
5. I didn’t want to be a CTO at first but I soon learned to _____ that role.
6. Our company has just _____ a startup for 5 million dollars.
7. Who’s _____ the team’s progress on that project?
8. Jack _____ a lot to our last project and I’m very grateful to him for that.


EXERCISE 1E

Match the words from the text to their definitions.


- | | |
|----------------------|--|
| 1. Numerous | a) Invent |
| 2. Follow one's lead | b) Secrecy |
| 3. Venture | c) About |
| 4. Approximately | d) Core of an operating system |
| 5. Kernel | e) Stay informed about |
| 6. Keep up with | f) Many |
| 7. Step away | g) Do as someone else does |
| 8. Mystery | h) Business enterprise |
| 9. Devise | i) Stop being involved in something |
| 10. Mascot | j) Someone or something that is believed to bring good luck, or represents an organization |

EXERCISE 1F

Read the tweet. Do you agree with the statement? What other qualities do great leaders have in common?



Clement Mihailescu
@clemmihai

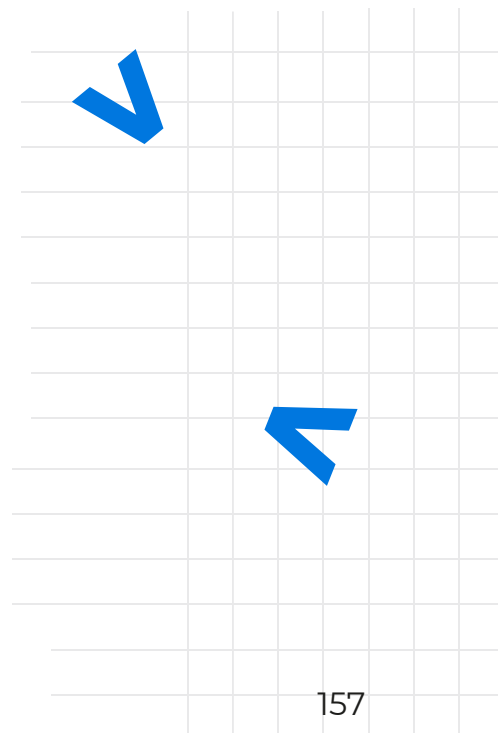


"Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable [...]. They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly."

Amazing leadership principle from Amazon. 🙌

✓

Challenge (decisions) — dispute the truth of (decisions).
For the sake of — for the purpose of.
Commit wholly — give your full commitment to something.



EXERCISE 2

Answer the questions.

1. Have you ever considered investing in Bitcoin? Why / why not?
2. Which of Elon Musk's ventures is the most interesting in your opinion?
3. Can you think of a company or an event that has a cool mascot?
4. Is there anything you have learned to embrace recently that you didn't like before?

GRAMMAR

Modal verbs of possibility

EXERCISE 1A

Read the text. When do we use the highlighted verbs?

Are you an entrepreneur? Do you have an app idea? Are you looking to use the newest mobile technologies in your mobile app? The good news is that you can, but you **might** want to think twice. If you have a great deal of experience with mobile technology, you **could** already know how to do exactly what you want, and that's cool. However, if you don't, you **may** want to talk with a knowledgeable developer first.

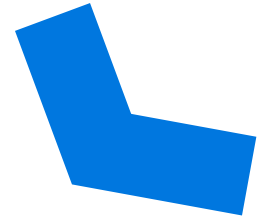
It's not just the technical expertise that matters though. Make sure that the people you bring on board are really interested in working with you and see the value in your product. There **must** be people out there who believe in your idea. It's up to you to find them. As long as you're serious about it, it **can't** be that hard.



EXERCISE 1B

Complete with **may, might, could, must, can't**.

1. When we are sure that something is true, we use: _____
2. When we are not sure about something, we use: _____
3. When we are sure that something is not true, we use: _____



EXERCISE 1C

Choose the right option.

1. Modal verbs are followed by
 - a) an infinitive with to (to do)
 - b) an infinitive without to (do)
2. To form questions with modal verbs we:
 - a) use auxiliary verbs: do/does
 - b) change the word order (put the modal verb in the beginning of the sentence)
3. To form negative forms we use
 - a) don't/doesn't
 - b) "Not" after the modal verb



EXERCISE 2A

Choose the right option.

1. I don't think the new HR manager likes his job. He **may/must** not stay very long.
2. If you leave right now you **might/-can't** be on time.
3. I'm not sure if John is coming to the office today. He **mustn't/might** be still on holiday.
4. If you don't sleep for several nights you **could/must** begin to lose your sense of reality.
5. John has already left the office, so he **might not/cannot** remember about the meeting tomorrow morning.
6. Tim isn't answering his phone. He **must/can't** be busy.
7. Do you know anyone I can talk to who **might/must** be able to help?
8. It cannot be true. You **must/may** be joking.
9. Could you check the calculations again? This **can't/mustn't** be right.

EXERCISE 2B

Choose the right modal verb to express the same meaning.

For example: I'm sure the CEO is really interested in our idea. – The CEO must be really interested in our idea.

1. I'm sure everyone is at the meeting now.
2. I'm sure Tom doesn't like the idea of going on a business trip to India.
3. Perhaps he's from Denmark or Norway.
4. It is possible that he doesn't know you have problems with it.
5. I'm sure this bug is fixable.
6. It is possible that I need your help with this.
7. The company was happy with our product, so I'm sure we'll get the contract next time.

EXERCISE 3

Think about your next Monday.

What things will you definitely do?

e.g. I will definitely have a meeting at 10 a.m.

Think of two things that may/might/could happen

e.g. I might be a little late.

Think of two things that might not/may not happen

e.g. I might not remember to pay the Internet bill.



PRONUNCIATION

Commonly mispronounced verbs

EXERCISE 1A

Listen to the recording (track 9.2) and pronounce the following verbs:



[Open in Google Drive](#)

- Merge
- Confirm
- Schedule
- Forward
- Automate
- Model
- Purchase
- Generate

EXERCISE 1B

Listen (track 9.3) and repeat.



[Open in
Google Drive](#)

1. Can I go ahead and merge this PR?
2. Please, confirm your email following this link.
3. Can we schedule a meeting?
4. Could you forward that email to me?
5. We need to automate the boring stuff with Python.
6. The users should be able to model business processes.
7. Once you have purchased the ticket, go ahead and activate it.
8. You can generate a stronger password using our software.

SPEAKING & SOFT SKILLS

How to motivate your team

EXERCISE 1A

Listen to the recordings (tracks 9.4, 9.5 and 9.6) and match them to their topics (a-d).

- a) Hearing people out
- b) Letting people know they are appreciated
- c) Showing the outcome of making a certain decision

RECORDING 1 (tracks 9.4.)



[Open in
Google Drive](#)

It's time to recap the results of the past sprint. I want _____ Josh for stepping up and showing initiative. Also, _____ Janice for keeping the team aligned and focused. I also have _____ Lucas for taking on extra challenges and excelling at all of them. Finally, _____ all of you who pitched their ideas and contributed to achieving this important milestone.

RECORDING 2 (tracks 9.5.)



[Open in
Google Drive](#)

Let me quickly outline why we should make redesigning our UX a priority for this month. _____ on making the UX experience better, it will help us get new clients quicker and _____ our sales.

I believe we should also focus on reviewing the code of the UI update. _____ refactor our code now, _____ having to deal with major performance issues soon in the future.

RECORDING 3 (tracks 9.6.)



[Open in Google Drive](#)

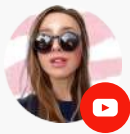
Thanks for _____, Chris. It's true that our app lacks consistency which results in an unclear brand message.

I want to _____ what Chris just said because that's a _____. I think we need to put a design team together to rethink our visual brand identity.

Maybe we can _____ later this week and discuss this issue in greater detail. Let's see what we can do about that.

EXERCISE 1B

Listen again and fill in the blanks with the missing phrases.

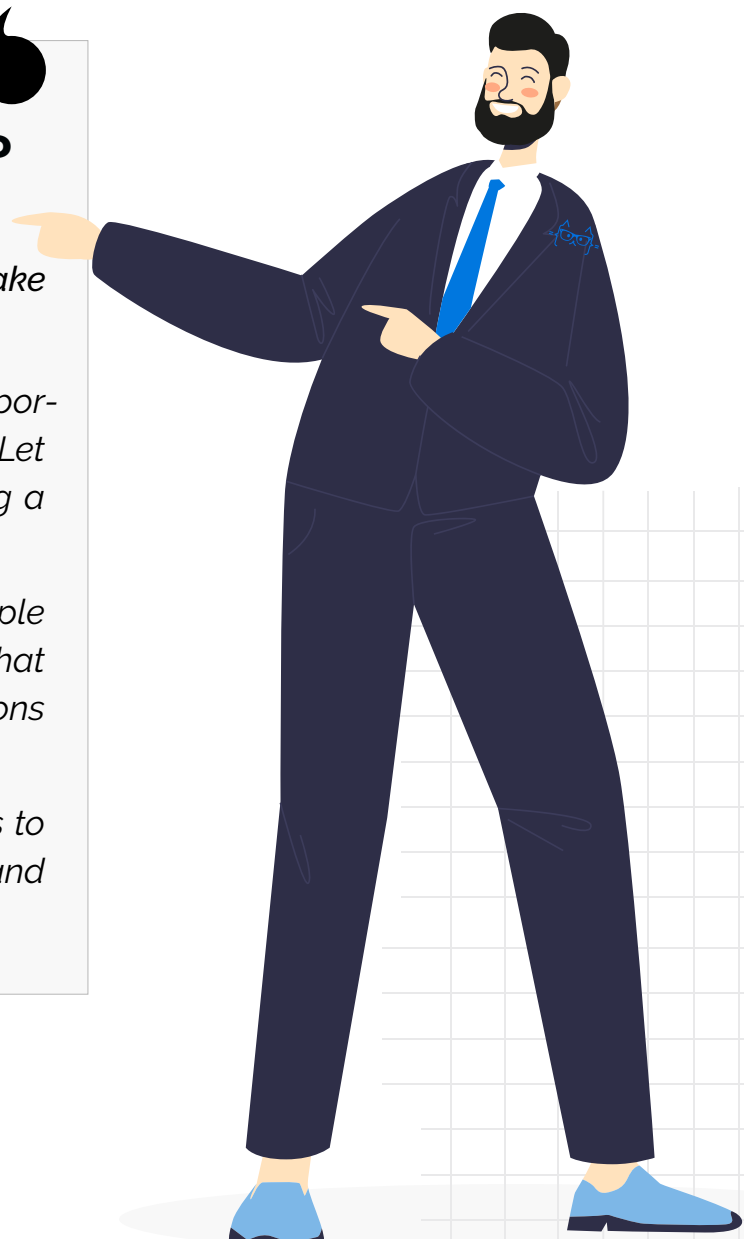


AN ENGLISH TIP

English For IT

A few key points on how to make teamwork effective:

- 1. Don't underestimate the importance of positive feedback. Let people know they are doing a great job!*
- 2. Convince and motivate people by helping them visualize what concrete results their actions will have.*
- 3. Encourage your teammates to share their feedback and concerns.*



WRITING & SOFT SKILLS

EXERCISE 1A

James is writing peer feedback for Madeleine. Read the message and mark the statements true and false.

1. James points out that Madeleine's job has been pretty easy up until this point.
2. James compliments Madeleine on her accomplishments.
3. James shares one thing that Madeleine should take into account.

EXERCISE 1B

Now, write your own peer review based on the example in Exercise 1A.



Head over to medium and learn 7 Useful Idioms for motivating your team.

[READ ARTICLE >>](#)

Hi Madeleine,

First off, I want to let you know that it's been a pleasure working with you for the past 3 months. Despite the fast-paced nature of the project, you successfully managed to not only catch up on the project's documentation but also look at our strategy from a new perspective and make valuable suggestions.

I appreciate your openness to feedback, creativity and involvement. You brought a fresh approach and a keen eye for detail that our team needed. If it weren't for you, we would never decide to try out unconventional ways of user engagement. Most of those experiments yielded great results and we have you to thank for that!

If there's one suggestion that I can give you, it's this: consider making greater use of asynchronous communication. As you know, most of our team members are based in different time zones and real-time video calls are not always the most productive option. How about creating a separate slack channel where you could write to get the team's input on something?

You've done a great job in the past 3 months and I'm looking forward to working with you in the future!

GLOSSARY OF TECHNICAL TERMS

Bitcoin — a decentralized digital currency, without a central bank or single administrator, that can be sent from user to user on the peer-to-peer bitcoin network without the need for intermediaries.

Commit (noun) — an operation which sends the latest changes of the source code to the repository

Kernel — the most basic level or core of an operating system, responsible for resource allocation, file management, and security.

Asynchronous communication — any communication that doesn't happen "in real time".

If you want a little extra practice:

Reading

Check out the list of the 16 most influential and inspiring leaders in tech put together by Forbes. Do you know everyone in the top 5?

[READ ARTICLE >>](#)

Fun stuff

What type of leader are you? Take this quiz to find out.

[TAKE QUIZ >>](#)