

1 CHARACTER

Discussion point

Discuss with a partner.

- 1 What quote do you agree with most?

I agree with the quote by ... the most.

- 2 Do you disagree with any of the quotes?

I disagree with the quote by ... because ...

- 3 Can you name any business or political leaders?

Some other leaders are ... and ...

6 Brilliant leaders

“He who cannot be a good follower cannot be a good leader.”

Aristotle

“If you command wisely, you’ll be obeyed cheerfully.”

Thomas Fuller

“A leader is a dealer in hope.”

Napoleon Bonaparte

“A leader is best when people barely know he exists.”

Lao Tzu

“I will go where there is no path and leave a trail.”

Muriel Strode

“Reason and judgment are the qualities of a leader.”

Tacitus

VIDEO



CHIMPANZEE CHARACTERS

Before you watch

- 1 Answer the questions with a partner.

- 1 Do your friends have similar or different characters to you?

My friends have ...

- 2 Do you like to work with people who have similar characters to you? Why?

I like to work with people who have ...



A mountain climber in the Austrian Alps.

While you watch

2 Watch the video. Answer the questions.

- 1 The scientists are from **Asia / Africa / Europe**.
- 2 The chimpanzees make friends with **nobody / chimps with the same characters / chimps who are different**.
- 3 Massen's team studied **38 / 83 / 48** chimpanzees.
- 4 The unhappy and stressed chimps wanted **to be alone / to be with friends / to be with family**.

After you watch

3 Answer the questions with a partner.

- 1 Are people and chimpanzees similar?
Yes, they are similar. People and chimpanzees ...
No, I don't think they are very similar. People ...
- 2 Is it important to study animals?
It is important. When we study animals we ...
It isn't very important. It is more important to study ...

Are you a natural leader?

A Vocabulary preview

1 Use the words in the box to complete the sentences.

confident honest manage organized
perfect push yourself respect succeed

- 1 No one is _____. We all make mistakes.
- 2 My desk is always neat and _____ – everything's in its place.
- 3 You were relaxed and didn't look nervous. You looked very _____.
- 4 It's important to be _____ and never lie.
- 5 He's late for everything. It's not easy for him to _____ his time.
- 6 I know the job is not easy. But if you work hard, you will _____.
- 7 I _____ our new leader. She is trying hard and doing her best.
- 8 I know you can do it. You just need to _____ and try harder.

B Before you read

1 Work with a partner. Think of a leader. Do these words describe him or her? What other words can you use?

bold calm confident friendly honest intelligent

I think Queen Rania is confident, intelligent, and friendly. She's also ...

Previewing a text

When you preview a text, you look quickly at the title, headings, pictures, captions, and design before you read it. This gives you a general idea of the text. It can help you learn about the type of text you'll read, and tell you how long you will need to read it.

2 Preview *Are you a natural leader?* Look at the title, the pictures, and the way the text is designed. Read the sentences about the text and circle the correct answer.

The text looks **short and interesting / long and serious**. I can probably find it in a **psychology book / a business magazine**.

C Global reading

Read *Are you a natural leader?* quickly. Then write the headings in the correct places in the text opposite.

Managing others Problems and ideas Working with people

Are you a natural leader?

Read our survey and find out. You get 1 point for every sentence you agree with.

A Emotions and stress

- 1 I like to try new things.
- 2 I like to push myself.
- 3 I manage stress well.
- 4 I feel it's sometimes OK to lose.
- 5 I'm not perfect but I know how to improve.



B _____

- 6 I'm a very organized person.
- 7 Clear goals and ideas are important to me.
- 8 Change doesn't bother me.
- 9 I'm able to do several things at the same time.
- 10 If there's a problem at work, I try to fix it.



C _____

- 11 I like to be in charge during a project.
- 12 People on my team try to do their best for me.
- 13 I want everyone to participate in discussions.
- 14 I want the people around me to succeed.
- 15 I'm comfortable with my decisions.



D _____

- 16 People respect my ideas.
- 17 I explain my ideas clearly.
- 18 I'm confident of my public speaking skills.
- 19 People describe me as a "people person."
- 20 It's important for me to be honest.



Results

- 11–20 points You are a natural leader. You will succeed in many things!
- 6–10 points You have some qualities of a natural leader.
- 0–5 points You are not a natural leader. But you can still develop into a strong leader.

Finding information in a text

D Close reading

- 1 Read *Are you a natural leader?* Check (✓) the sentences that are true for you. Do you agree with what it says about you?

I agree / disagree with the results. I think ...

- 2 Match these sentences with sentences from the text. Write the number.

- a "I enjoy new experiences." _____
 b "I find you don't have to win all the time." _____
 c "I can work on more than one thing at once." _____
 d "I try to fix things I'm working on if I can." _____
 e "I enjoy being around a lot of colleagues." _____
 f "I never lie." _____

- 3 Read these statements. Find statements in the text which mean the opposite. Write the number.

- a "It's important to win, win, win!" _____
 b "Sometimes I'm not very organized." _____
 c "I can't say what I think very clearly." _____
 d "I don't like it when things don't stay the same." _____
 e "I'm uncomfortable about some things I decide." _____
 f "I prefer people just to listen when we're talking in a group." _____

E Critical thinking

Discuss these questions in a group.

- 1 Do you know a natural leader? Do the sentences in the text describe them?

I think ... is a natural leader. The sentences in the text describe / don't describe him/her because ...

- 2 What are some qualities of bad leaders? Think about the sentences from the survey.

I think bad leaders sometimes ...

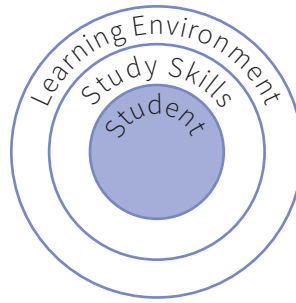
Good leaders usually ... but bad leaders ...

Study skills include a range of abilities that help you achieve success in your studies. These include the following four categories of skills. This is known as the **APT-S** model. The **S** (self-management) skill helps you develop the other three skills.

- Self-management skills
- Academic skills
- People skills
- Task management skills

When learning new study skills, think about:

- Your past experience – what you learned, how you prefer to learn, what motivated you
- Your current experience – your subjects, courses, and motivation for studying them
- Your future aims – your ambitions for study and career



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GLOSSARY

develop (v) to improve and use something

experience (n) knowledge and skill gained through work or study

environment (n) the place in which people live and work

1 Match the skill to an example.

- | | |
|-------------------------|---|
| 1 Self-management skill | a Identifying the time needed to manage things such as reading a text |
| 2 Academic skill | b Involving everyone in your study group in a discussion |
| 3 People skill | c Identifying the main ideas of an essay |
| 4 Task-management skill | d Being responsible for finishing your own work on time |

2 Think about the skills categories above. Write four skills you have. Then write where you think you developed it. Use the ideas in the box or your own ideas.

caring for and helping others family friends health hobbies home school sports travel work

Skill	Where I developed it
1	
2	
3	
4	

3 Work with a partner. Share a skill you have. Talk about where you developed it.

I work well with others. I developed that skill at school and through sports.

Great leaders and their character

A Vocabulary preview

1 Use the words in the box to complete the sentences.

arrogant boss challenge determined
employee positive responsible treat

- 1 I'm lucky that my _____ is confident and caring. No one wants to work for someone who is unkind or _____.
- 2 In our study group, a different person each week is _____ for taking notes for the group. This way we _____ everyone in the group equally.
- 3 The new sports coach is _____ to let every player play in every game. He also wants everyone's experience to be _____.
- 4 As the newest _____ in the company, I'm finding it a big _____ to work with so many people with different working styles.

B Before you read

1 Preview *Great leaders and their character*. Circle the things you can see in the text.

captions headings a map pictures quotes a title

- 2 Choose what the text is mainly about. Then underline or highlight the parts of the text that helped you answer.
 - a the world's top leaders
 - b qualities of great leaders
 - c great leaders from the past
 - d how great leaders change over time

C Global reading

To identify the main ideas in a text, first preview it. Then quickly look through the text, paying particular attention to any headings. It can be a good idea to read the first line of each section or paragraph—if the main idea isn't there, keep looking.

- 1 Look at the headings in the text. Circle the key words. Then choose the best summary sentence for the text.
 - a Great leaders are confident, excited, and helpful.
 - b There are nine qualities that every great leader has.
 - c You need just eight qualities to succeed in business.
 - d Anyone can have the qualities of a great leader.

Previewing a text

Identifying main ideas

Great leaders and their character

Great leaders come in all shapes and sizes. They can be anyone from a company CEO to a soccer coach, a small business owner to a group discussion leader. While there are some natural leaders, most great leaders are not born that way. Instead, they learned how to be great over time. So what are these qualities that all great leaders share?

A They are confident

Great leaders are confident in their abilities and actions. They are not afraid of new challenges and stay calm when things get difficult. Once they decide to do something, they do it. While great leaders are confident, they are not arrogant. Confident leaders usually give comfort to those around them; arrogant leaders rarely do.

B They are excited

No one wants to work with people who are not excited about what they are doing. Great leaders are excited about what they do and want to share that feeling with others. Think about a soccer, baseball, or tennis coach who is not excited about the sport. This kind of person hardly ever gets great results.

C They are helpful

Great leaders care about other people and want to help them. When people need help, these leaders make a difficult situation less challenging. For example, think about an employee who is having a difficult time finishing some work. A good boss always sees this, and offers support.

D They communicate well

Good communication skills are important for great leaders. They communicate their ideas clearly, and listen carefully. Many top companies have rules that encourage open communication. The tech company Hewlett-Packard, for example, has an “open-door” rule. Leaders leave their doors open so employees can stop by and speak to them anytime.

E They are determined

Great leaders have a goal in mind and do what they need to achieve it. Sony co-founder Akio Morita did not succeed the first time his company tried to sell its first product—a rice cooker. It didn’t cook the rice; it burned it. They sold less than a hundred. But this did not stop Morita as he went on to create a multi-billion-dollar company!

F They are responsible

Author John Maxwell says, “A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit.” Indeed, great leaders need to be responsible for the performance for the people around them. When something goes wrong, they look for ways to fix problems quickly.

“Great leaders have a goal in mind and do what they need to achieve it.”

staying positive

G They are honest

Great leaders are honest people. They are honest in all things—not just what they say and do, but in who they are. In fact, the Pew Research Center¹ found that being honest is the quality that matters most to people, with 84% of people saying it was “absolutely essential.”

H They are respectful

There is a rule known in many cultures—treat other people as you want to be treated—that great leaders do not follow. Instead they treat other people as *they would like* to be treated. Perhaps author Jon Wolfgang von Goethe said it best when he said, “The way you see people is the way you treat them, and the way you treat them is what they become.”

I They stay positive

Great leaders know that the people around them won’t be happy unless they themselves are positive. When things go wrong, they smile, fix the problem, and move forward. This keeps everyone feeling positive. Being positive makes everyone feel that they are working toward something good.

communicating clearly

2 Match the main ideas from the text (1–4) with the text sections (a–e). There is one section in the list which you do not need to match.

- | | |
|--|------------------------|
| 1 They do not give up easily. | a They are helpful. |
| 2 No one wants a leader who lies. | b They are excited. |
| 3 They are often quick to offer support. | c They are honest. |
| 4 It's never helpful to be negative. | d They stay positive. |
| | e They are determined. |

D Close reading

1 Complete these sentences. Use no more than two words from the text.

- Great leaders are never _____ of new challenges.
- A good _____ is quick to offer employees help when needed.
- Sony's success with the rice cooker showed how _____ Akio Morita was.
- A large number of people say honesty is a quality that's _____.
- _____ makes everybody feel they are working toward something good.

2 Match the people or company with their idea or opinion. One is extra.

- | | |
|-------------------|---|
| 1 Hewlett-Packard | a It's important to be responsible. |
| 2 John Maxwell | b Honesty is the most important quality. |
| 3 J.W. von Goethe | c Don't stop until you succeed. |
| 4 Akio Morita | d Respect others and they will respect you. |
| | e You can speak to leaders anytime. |

E Critical thinking

1 Discuss these questions in a group.

- Which quality from the text do you think is the most important?
I think ... is the most important quality because ...
- Name a leader with that quality. Can you name one without it?
I think ... is a leader who ...

2 Write short answers to these questions.

- Do you think you have the qualities of a great leader?

- What quality of a leader do you want to have? Why?

Scanning for names

Vocabulary development

Changing adjectives into nouns

We usually add a word ending (a suffix) to make an adjective into a noun. Different words take different suffixes. Common suffixes include *-y*, *-ity*, *-ness*, *-ence*, and *-ance*. Sometimes the spelling of the word changes (see below).

Adjective		Noun
honest	+ <i>y</i>	honesty
stupid	+ <i>ity</i>	stupidity
able	- <i>le</i> + <i>ity</i>	ability
kind	+ <i>ness</i>	kindness
happy	<i>i</i> + <i>ness</i>	happiness
excellent	- <i>t</i> + <i>ence</i>	excellence
important	- <i>t</i> + <i>ance</i>	importance

- 1** Work with a partner. Circle the correct suffix. Then write the noun. Check your answers in a dictionary.

- selfish -ity / -ness _____
- intelligent -ity / -ence _____
- friendly -ance / -ness _____
- reliable -ence / -ity _____
- lazy -ness / -ance _____
- relevant -ance / -ity _____

- 2** Write the adjective form of these nouns. Then read the sentences from the reading texts below. Complete them with the adjectives.

- | | | | |
|--------------|-------|------------------|-------|
| A arrogance | _____ | D happiness | _____ |
| B calmness | _____ | E honesty | _____ |
| C confidence | _____ | F responsibility | _____ |

- I'm _____ of my public speaking skills.
- Great leaders need to be _____ for the performance for the people around them.
- They are _____ in all things—not just what they say and do, but in who they are.
- While great leaders are confident, they are not _____.
- They are not afraid of new challenges and stay _____ when things get difficult.
- Great leaders know that the people around them won't be _____ unless they themselves are positive.



Academic words

1 Match the words to their definitions. Use a dictionary to help you.

- | | |
|----------------------------|---|
| 1 achieve (v) | a the writer of a book, play, etc. |
| 2 author (n) | b praise or approval for something |
| 3 communication (n) | c to succeed in doing something |
| 4 credit (n) | d the act of sharing information with others |
| 5 goal (n) | e an aim or purpose |
| 6 project (n) | f a detailed study of something |
| 7 research (v) | g worry caused by a difficult situation |
| 8 stress (n) | h work that is finished over a period of time |

2 Use the words from Exercise 1 to complete the sentences.

- Mindy's _____ in life is to work as an electrical engineer at a large company.
- The _____ that I'm working on is helping organize a job fair at my college.
- It is not surprising that levels of _____ among students rise during exam periods.
- The company's 25-year-old leader deserves _____ for his employees' happiness.
- Martin is planning to do _____ on penguins in Antarctica next year.
- Stephen Hawking is the _____ of the book *A Brief History of Time*.
- Jesse can't talk to people easily. Do you think a book on _____ would help?
- Mark Zuckerberg was able to _____ amazing things even before graduating from college.

3 Complete sentences with your own ideas.

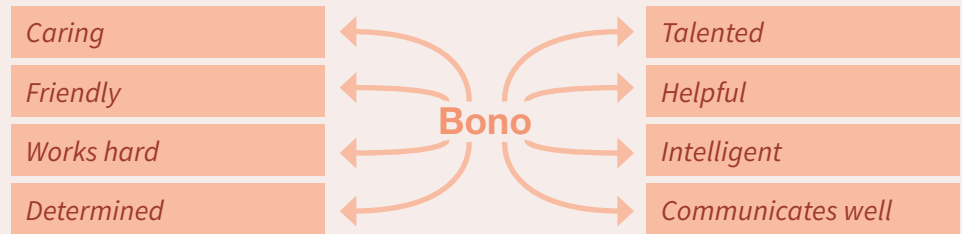
- To manage my stress, I _____.
- A goal I want to achieve is to _____.
- I like to read books by the author _____ because _____.
- Good communication between _____ is important because _____.
- A leader who deserves credit for solving a world problem is _____.
- A project that students sometimes do is _____.
- After college, an area I really want to research is _____.

Writing model

You are going to learn about using the simple present tense and using correct capitalization and punctuation in your sentences. You are then going to use these to write sentences describing the character of a leader.

A Analyze

- 1 Look at the word web. A student chose a leader and then brainstormed ideas in response to the question, "What qualities make the leader great?"



- 2 Circle the qualities from Exercise 1 that you think are important for a leader.

B Model

- 1 Read the paragraph. Underline the qualities the student mentions.

There are many great leaders in the world. Some are in politics or business, but a leader can be anyone. I think the singer Bono from the band U2 is a great leader. There are three qualities that make him great. First, he is very caring. He works to help poor people around the world. Second, he is very determined. He works to raise money and does not stop until he achieves his goal. Third, he has great communication skills. He can talk with anyone, from regular people to world leaders. This is why I believe he's a great leader.

- 2 Look at this word web. Circle the ideas you agree with.



- 3 Describe a leader of your choice. Use the idea in the word web and your own ideas.

Grammar

The simple present tense

Form

Affirmative

I/You/We/They + verb (base form) *I agree.*

He/She/It + verb (base form) + -s *She agrees.*

Negative

I/You/We/They + *do not* + verb (base form) *I do not agree.*

He/She/It + *does not* + verb (base form) *She does not agree.*

Irregular verbs: *have/has, do/does, go/goes*

Usage

The simple present tense is used to describe facts or general truths, and actions that are usual or repeated. These actions can be a hobby, a daily event, or a scheduled event.

People describe me as a “people person.”

Change doesn’t bother me.

It is commonly used for verbs that describe mental states, such as *think, know, hope, see, think, understand, and want.*

Bono hopes to end world hunger.

No one wants to work for someone who is unfriendly.

When we use an adverb of frequency (*always, usually, often, sometimes, never*) with the simple present, the adverb comes before the main verb.

Confident leaders usually give comfort to those around them.

Arrogant leaders don’t usually give comfort to people.

1 Unscramble the words to make sentences.

1 for CNN / as a journalist / Hala Gorani / works

2 appears / in fashion adverts / Cristiano Ronaldo / sometimes

3 the Liberal Party / leads / Justin Trudeau / in Canada

4 people / Turkish singer / helps / Sezen Aksu / through her music

5 works / Facebook’s / very long hours / Mark Zuckerberg / often

6 many world leaders / Sheikh Khalifa / on their tours / and / Sheikha Shamsa / meet



2 Complete these sentences. Use the simple present tense of the verbs in the box.

have know see think want

- 1 Bono _____ many important leaders.
- 2 A great leader _____ many important qualities.
- 3 I _____ help on this essay.
- 4 I _____ some leaders are born that way.
- 5 Our president _____ the positive side of things.

3 Rewrite the sentences from Exercise 2 in the negative.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

4 Choose adverbs from the box. Rewrite the sentences to show your opinion.

always usually often sometimes hardly ever rarely never

- 1 Good leaders tell the truth.

- 2 Young people admire their elders.

- 3 Sports stars make great leaders.

- 4 Politicians care about the people around them.

5 Read the sentences below. Each sentence has a mistake. Find the mistake and write correct sentences.

- 1 Good leaders say when they is wrong.

- 2 Lazy people don't helps other people.

- 3 Women they make better leaders then men.

- 4 People are choose the best leader for the job.

Writing skill

WRITING

Using correct capitalization and end punctuation

There are three main types of end punctuation:

- 1 A period (.) for statements. *Great leaders are honest people.*
- 2 A question mark (?) for direct (not indirect) questions. *What makes a great leader?*
- 3 An exclamation point (!) to express strong emotion. *You can do it!*
(An exclamation point is not very common in academic writing.)

You have to capitalize:

- the first word in a sentence: *Don't give up.*
- names: *Barack Obama*
- titles before names: *Professor Kouri*
- proper (specific) nouns: *Princeton University*
- organizations: *United Nations*
- days of the week, months, holidays (but not seasons): *Friday, June, Ramadan*
- countries, cities, nationalities, languages: *Turkey, Ankara, Turkish*
- direction words with the name of a place: *South Africa*
- main words in titles: *A Tale of Two Cities*

1 Add the end punctuation to the sentences.

- 1 a Who is the most famous leader____
b I have no idea____
- 2 a Quick____ Look over there____
b Was that the president____
- 3 a Do you know who the king of Jordan is____
b Of course____ It's King Abdullah II____

2 Add correct capitalization to the sentences.

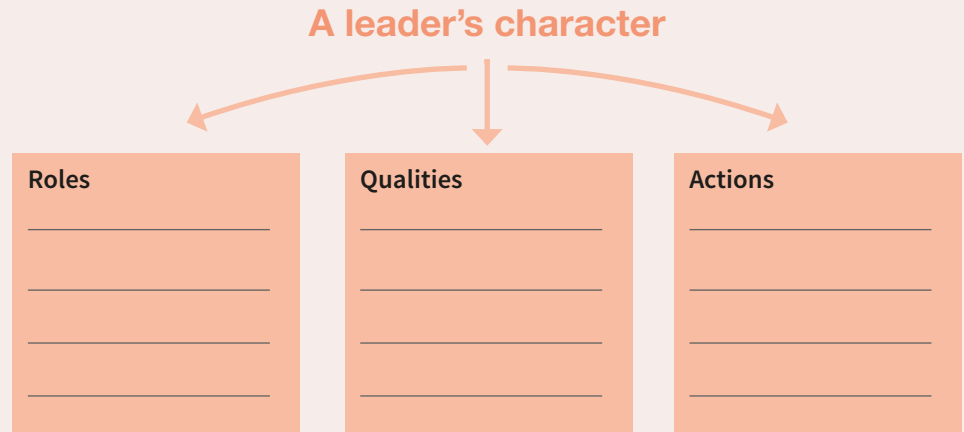
- 1 google's sergey brin and larry page met at stanford university.
- 2 on may 10, 1994 nelson mandela became president of south africa.
- 3 actress julianne moore does work for the organization save the children.
- 4 is new york city home to the united nations?
- 5 many people would like to meet professor stephen hawking.
- 6 richard branson is the leader of the virgin group, which has about 400 companies.
- 7 there are 24 official languages in the European union, including greek, polish, and dutch.
- 8 is sheryl sandberg the author of the book *lean in: women, work and the will to lead*?

Writing task

You are going to answer the question, “What makes a great leader?”

Brainstorm

Who can be a great leader? What character qualities does he or she have? What actions show these qualities?



Plan

Work with a partner. Choose the most important qualities and actions of a great leader.

Write

Write a descriptive paragraph in response to the question. Use these sentences to help you.

A leader can be anyone—

There are many great leaders in the world, such as ...

First, a great leader needs to be ...

Second, a great leader always ...

Third, it's important for a great leader to ...

Share

Exchange your writing with a partner. Look at the checklist on page 189 and provide feedback.

Rewrite and edit

Consider your partner's comments and rewrite your paragraph. Pay attention to the use of the simple present tense and correct capitalization and punctuation.

Review

Wordlist

Vocabulary preview

arrogant (adj)*	honest (adj)**	respect (v)***
boss (n)***	manage (v)***	responsible (adj)***
challenge (n)***	organized (adj)*	succeed (v)***
confident (adj)**	perfect (adj)***	treat (v)***
determined (adj)**	positive (adj)***	
employee (n)***	push yourself (v)	

Vocabulary development

arrogance (n)*	friendly (adj)***	lazy (adj)**
calmness (n)**	happiness (n)**	relevant (adj)**
capable (adj)***	honesty (n)*	responsibility (n)***
confidence (n)***	intelligent (adj)**	selfish (adj)*

Academic words

achieve (v)***	project (n)***	credit (n)***
goal (n)***	communication (n)***	stress (n)***
author (n)***	research (n)***	

Academic words review

Complete the sentences with the correct form of the words in the box.

author communication project stress

- 1 Some political figures write books and become best-selling _____.
- 2 Leaders have _____ skills and can talk to different people.
- 3 He is worried about his business and is under a lot of _____.
- 4 We need someone to manage the _____ and organize the work.

Unit review

- Reading 1 I can preview a text to get a general idea about it.
- Reading 2 I can identify main ideas in texts.
- Study skill I can understand study skills connected with myself, other people, tasks, and academic subjects.
- Vocabulary I can change adjectives into nouns using word endings (suffixes).
- Grammar I can use the simple present tense.
- Writing I can use correct capitalization and punctuation.