Innovation English Integrated Course Book 4

**Unit Four**

**The leader in Me**

**Objectives**

Students will be able to:

1. Grasp the main idea and structure of the text
2. Acquire the key language points and grammatical structures in the text;
3. Participate in a series of reading, listening, speaking and writing activities related to the theme of the unit.

**Suggested Teaching Steps**

Lead-in

Text A

* Word Study
* Sentence Study
* Structure Study

After-reading

Additional Materials

**Lead-in**

**Directions: Please watch the video clip and answer the questions.**

1. When you think of leadership, what comes into your mind?

2. What qualities of leadership have been mentioned in the video?

**Tips:**

1. (Omitted)

2. Responsibility, integrity, vision, being inspiring, coming from energy that pushes you up, being willing to fight, working more than talking, power, influence, making a difference, changing people's life for the better, etc.

**Text A: Lessons in Leadership: Decision Making, a Must for Success**

Leaders who make correct decisions without time wasting delays are seen as decisive, courageous, insightful, brilliant, and successful. Leaders who stall, who seem unable to make up their mind, who waffle, who procrastinate, and are obsessed with the fear of making mistakes are not seen as leaders who can make believers of their employees, but as someone about to lead the business into a disaster or difficult times at best.

How do your employees see you? Are you the executive or entrepreneur who has a track record of making wrong decisions? Do you have a tough time making up your mind, or are you impulsive? If you are about to cash out the equity in your home and launch a new business or expand your business, the wrong choice can ruin you. Look inward, how do you see your skills? Are you afraid of making the wrong move? Fear immobilizes. If you are fearful of making a mistake, the natural tendency is to put off making a choice — hiding your fear behind the excuse of analysis or thoughtful leadership. Fear can lead to losing opportunities. And your disguised fear of failure will drive your employees nuts. I am sure you know such people that can be maddening.

Yet, there are times when you should put off any action, as whatever you choose is likely to be the wrong choice. If you are over tired, not feeling well, emotionally upset, or feeling impatient when you are not up to snuff, you are prone to error, so wait a day or two until you are your normal self. To put the odds in your favor, you need to be healthy and have a clear head: strong emotions will color your decision making — not good!

Equally disastrous is acting on impulse, falsely thinking that great leaders bark commands, make decisions as the commercials show the busy executive briskly walking with his entourage tossing off major decisions as if he or she were ordering lunch. Screenwriters are super at portraying execs as Captain Marvel. Such impulsive or premature choices are rash and can lead to the wrong choice. Unfortunately, some inexperienced entrepreneurs, so anxious to impress others as leaders, will dash off a decision — thinking they are courageous.

As a leader you are required to make decisions like it or not. Here is a technique you may find helpful. Do you understand the downside of your decision? What is the worst that can happen if you are wrong? Can you live with it? If not, the gamble may not be worth the risk. Successful stock market traders have a cardinal rule that they will not risk more than 5 to 10 percent of their capital on any one trade. They know bad trades happen and they know they will make mistakes. They understand that risk management is crucial to their success. So don’t be eager to bet your business on a single decision.

A year or so ago I wrote a column on a system of decision making. The system would list the advantages of yes, and advantages of no; the system of risk management works and has been often cited by management instructors. The greater the impact on your business, your lifestyle, your finances, and your future, the more difficult it is to make a decision. Somehow, you must find a balance between the rewards of risk and the probability of success. Ben The system does so, by asking you to look at the advantages and disadvantages of your choices. It is a valuable tool to help you make such decisions as opening your own business, expanding your operation, investing in a new product, or taking in a partner.

As you struggle with your choices, be careful about soliciting opinions. If you do so, remember those giving you such advice are looking at your situation with their own frame of reference and emotions. And how you present your possible plans will affect what you hear. Getting opinions from family and friends is not the same as getting a medical second opinion, and you don’t ask a neighbor if you should have a knee operation.

Decisions are part of life, and a daily part of being in business. If you hate to choose or live in fear of making a mistake, sharpening your decision skills is just one more hurdle you must overcome as you work to become a successful entrepreneur.

**Word Study**

**decisive *adj.***

(1) good at making decisions quickly and with confidence 果断坚决的

e.g. Decisive measures must be adopted to prevent serious water pollution from happening again in the Huai River drainage area.

A decisive person is needed to deal with the situation.

(2) very important for the final result of a particular situation 决定性的

e.g. The injury to their key player could be a decisive factor in the game.

To me that is the decisive move we must make now.

**courageous *adj.*** brave 勇敢的

e.g. He seemed to be the most resolute and courageous figure in the Bush Administration.

I hope people will be courageous enough to speak out against this injustice.

**insightful *adj.***

(1) able to understand, or showing that you understand, what a situation or person is really like 富有洞察力的，有深刻见解的

e.g. I feel honored to have this opportunity to gain your insightful views on the issues of national security and international relations.

They have a reputation for being intuitive and insightful.

**insight *n.***

( ~ into sth.) the ability to understand and realize what people or situations are really like

洞察力，深刻见解

e.g. The article gives us a real insight into the causes of the present economic crisis.

The author has a remarkably keen insight into human nature.

**brilliant *adj.***

(1) extremely clever or skillful 极聪明的

e.g. The most brilliant person may be mired in detail and confusion.

However brilliant you are, you cant know everything.

(2) excellent 卓越的，杰出的

e.g. He has made brilliant achievements in the field of physics.

He made a brilliant speech, but it was not at all liked by his audience.

(3) very bright and strong 明亮的

e.g. Set against a brilliant background of blue sky, the summit of the mountain is grey.

The weather was cold but clear, and the moon was brilliant.

**stall *v.***

to deliberately delay because you are not ready to do sth. or answer questions 有意拖延

e.g. If they stall for time on this contract, they may get a better price.

The player kicked the ball out deliberately to stall for time.

***n.***

a table or a small shop with an open front, especially outdoors, where goods are sold 摊位 e.g. There are traders stalls on both sides of the street.

His mother set up a little stall to sell fruit.

**be obsessed with:** suffer from 受到…… 的困扰

e.g. The hostages were obsessed with the fear of death.

Due to unhealthy lifestyle, many teenagers are obsessed with obesity.

**track record**

all the past achievements, successes, or failures of a person or an organization工作业绩，业绩记录

e.g. Here’s a job applicant with an excellent track record.

The UN’s track record in promoting development is second to none.

**impulsive *adj.***

acting suddenly without considering the possible dangers or problems first 冲动的

e.g. Rosa was impulsive and sometimes regretted things shed done.

She is so impulsive — she saw the house for the first time and said straight away that shed buy it.

**be about to do:** be going to do sth. soon **计划做某事**

e.g. A new book is about to be brought out.

He is about to embark on a new business venture.

**cash out 换成现金，套现**

e.g. Hard-pressed farmers are tempted to cash out by selling their valuable land.

**immobilize *v.***

(1) to prevent sb. or sth. from moving 使固定不动

e.g. The broken limb must be immobilized immediately.

She was immobilized with a broken leg.

1. to stop sth. from working 使不能运转

e.g. The cars security device will immobilize the ignition system.

Severe weather immobilized the rescue team.

**disguise *v.***

1. to hide a fact or feeling so that people will not notice it 伪装，掩饰

e.g. Try as he might: Dan couldn’t disguise his feelings for Katie.

(2) to change sb.s appearance so that people cannot recognize them 假(装)扮

e.g. Disguised as a priest: he escaped across the border.

***n.*** (in ~ ) sth. that you wear to change your appearance and hide who you are, or the act of wearing this 假扮，伪装

e.g. His disguise didn’t fool anyone.

The woman in the park turned out to be a police officer in disguise.

**nuts *adj.***

(1) crazy 发疯的

e.g. I’ll go nuts if I don’t find a new job soon.

The neighbors thought he was nuts: but he didn’t mind.

1. ( ~ about/on sth.) very much in love with sb.: very enthusiastic about sth. 热恋某人，迷恋某事物

e.g. Both of them are nuts about chamber music.

She’s beautiful, and I’m nuts about her.

**drive sb. nuts:** to make sb. very angry 让人恼怒

e.g. Turn that radio off. Its driving me nuts.

**prone *adj.*** ( be ~ to sth. / to do sth.) be likely to do sth. 有……的倾向，易于……

e.g. Children in poor general health are very prone to colds in winter.

Kids are all prone to eat junk food.

He is always prone to jump to hasty conclusions.

**odds *n****.* probability or chance (that a certain thing will or will not happen)可能性，机会

e.g. The odds are that she will get the nomination on the first ballot.

His odds were very poor after he sprained his wrist.

**odd *adj.*** strange,: unusual, peculiar 奇(古)怪的

e.g. Its very odd that she didnt reply to our letter.

**in sb.’s favor:** to the advantage of sb. 对某人有利

e.g. The court decided in his favor.

They are hoping to swing the voters in their favor.

The appreciation of the dollar against the yen is in your favor.

**color *v.***

(l) to affect (sth.), especially in a negative way 影响

e.g. Don’t let your judgment be colored by personal feelings.

The interpretation of facts is often colored by prejudices.

(2) to change the color of sth., especially by using dye 改色，上色

e.g. Cut out the square and color it red.

She has no idea how to color a picture — she just scribbles all over it.

**briskly  *adv.***quickly or energetically 轻快地，有活力地

e.g. We walked briskly along the seashore as part of our morning’s exercise.

**downside *n.*** the negative part or disadvantage of sth. 不利方面

e.g. The downside of the book is that it is written in a rather boring style.

But there is a downside in Japan to this otherwise rosy picture of health.

One such potential downside is that patients’ night vision can be adversely affected.

**hurdle *n.*** difficulty, obstacle 障碍

e.g. There are lots of bureaucratic hurdles to deal with when adopting a child.

**overcome *vt.*** to successfully control a feeling or problem that prevents you from achieving sth. 战胜，克服

e.g. He struggled to overcome his shyness.

There will be no difficulty in the world that they cannot overcome.

**Sentence Study**

**1) (Para: l) Leaders who make correct decisions without time wasting delays are seen as decisive, courageous, insightful, brilliant, and successful:** Leaders who can make right decisions without unnecessary delay are considered to be firm, brave, perceptive, intelligent and successful.

【译文】人们认为果断、勇敢、有洞察力、英明、成功的领导人能快速作出正确的决策。

**2) (Para. l) Leaders who stall, who seem unable to make up their mind, who waffle, who procrastinate, and are obsessed with the fear of making mistakes are not seen as leaders who can make believers of their employees, but as someone about to lead the business into a disaster or difficult times at best:** Leaders who are undecided, talking aimlessly, hesitant, and fearful of making decisions will not win the trust of employees, and are seen as people who are likely to bring crisis to the business.

【译文】而那些拖泥带水、犹豫不决、动作迟缓、废话连篇、忧心忡忡的领导不能获得员工的信任，即使不将企业领向失败，也会将其领向困境。

“…are obsessed with the fear of making mistakes are not seen as leaders who can make believers of their employees…” here means that people who suffer from the fear of making mistakes are not seen as leaders who can win their employees trust. “make believers of their employees” here means “make their employees trust them”.

**3) (Para. 2) Are you the executive or entrepreneur who has a track record of making wrong decisions:** Are you the executive or entrepreneur who has a history of making the wrong decision?

【译文】你是一个有错误决策记录的主管或企业家吗？

**4) (Para. 2) Do you have a tough time making up your mind, or are you impulsive:** Do you have trouble in making decisions, or do you make decisions without considering the possible dangers or problems first?

【译文】作决策时，你是难以决断还是冲动行事呢？

**5) (Para. 2) If you are about to cash out the equity in your home and launch a new business or expand your business…:** If you are planning to raise cash against the value of your house to invest in a new business or expanding your business …

【译文】如果你打算兑现家中资产以创办新企业或拓展业务… …

**6) (Para. 2) Fear immobilizes. If you are fearful of making a mistake, the natural tendency is to put off making a choice…:** Fear prevents you from taking action. If you are afraid of making a mistake: its natural to delay making a choice...

【译文】顾虑会让人停滞不前。如果你害怕出错，你自然迟迟不肯抉择……

“Fear immobilizes”means“the fear of making a mistake prevents you from moving forward”. “The natural tendency is to put off making a choice”means“naturally you are likely to make a decision later”.

**7) (Para. 2) …your disguised fear of failure will drive your employees nuts:** ...our attempt to hideyour fear of failure will make your employees very angry …

【译文】掩饰对失败的恐惧会激怒员工。

**8) (Para. 3) …when you are not up to snuff, you are prone to error…:** …when you are not well enough, you are likely to make a mistake…

【译文】……你不在状态时，就容易出错……

**up to snuff:** good enough for a particular purpose, as good as it/they should be (身体) 状况良好的，正常的

e.g. I’m not feeling up to snuff today.

1. **(Para. 3) To put the odds in your favor, you need to be healthy and have a clear head; strong emotions will color your decision making — not good:** To increase your chances of success, you should be healthy and clear-minded, for strong emotions will affect your decision making and lead you to poor judgment.

【译文】为了更有把握成功，你需要身体健康、头脑清醒；情绪化会影响你作出正确决策。

**10) (Para. 4) …the busy executive briskly walking with his entourage tossing off major decisions as if he or she were ordering lunch:** …the busy administrator energetically walking with his staff making significant decisions with such an easy effort as if he or she were ordering lunch.

【译文】……繁忙的主管精神抖擞地走在随从当中，叫午餐似地随意作出重大决定。

“as if”引导方式状语从句或表语从句，从句所表示的内容若不是事实或不可能为事实时用虚拟语气，从句所表示的内容若为事实或可能为事实，用陈述语气。

e.g. He talks as if he had been abroad. (虚拟)

It isn’t as if you were going away for good. (虚拟)

It looks as if we’ll be late. (真实)

**11) (Para. 5) Do you understand the downside of your decision:** Do you understand the negative part or disadvantage of your decision?

【译文】你知晓如此决策的弊端吗？

**12) (Para. 5) Can you live with it? If not, the gamble may not be worth the risk:** Can you bear all the consequences? If not, the risk would not be worth taking.

【译文】你能承受这个后果吗？如果不能，那就不值得冒险下这场赌注。

**13) (Para. 5) They understand that risk management is crucial to their success. so don’t be eager to bet your business on a single decision:** They are quite aware that risk management is vital to their success. so don’t be anxious as to gamble your business on one decision.

【译文】他们明白风险管理是他们走向成功的关键。因此，别急于将自己的生意赌在一次决策上。

**risk management:** the practice of managing investment in ways that produce as much profit as possible while limiting the danger of losses 风险管理

**be crucial to:** be vital to 对……很关键

e.g. These negotiations are crucial to the future of our firm.

**be eager to:** be very keen and excited about sth. that is going to happen or about sth. you want to do 迫切希望做……，渴望做……

e.g. I was eager to get back to work as soon as possible.

**bet (sth.) on sth.:** 打赌，在……上下赌注

e.g. George began borrowing small sums of money to bet on horses, and before he knew it he was deep in debt.

**14) (Para. 7) If you do so, remember those giving you such advice are looking at your situation with their own frame of reference and emotions:** If you do so, bear it in mind that those who offer such suggestion are viewing the matter with their own perspective and emotions.

【译文】如果你这么做，记住那些给你建议的人是从他们自己的参照标准和情感角度来审视你所处的境况。

**frame of reference:** a persons perspective on what they see, how they form an opinion, etc.; a set of standards or principles governing behaviour, thought, etc. 观点，衡量标准

e.g. She used her work experience as a frame of reference for her teaching.

**15) (Para. 8) …sharpening your decision skills is just one more curdle you must overcome as you work to become a successful entrepreneur:** …enhancing your decision skills is just one more difficulty you must conquer in the process of becoming a successful entrepreneur.

【译文】……提高决策技能就是你跻身成功企业家必须克服的又一障碍。

**Structure**

**Structure**

**Directions: The text can be divided into four parts.Fill in the blanks with appropriate words from the text complete the main idea of each part.**

|  |  |  |
| --- | --- | --- |
| Parts | Paragraphs | Main Ideas |
| Part One | Para. l | There are two kinds of leader: those who can make l) **correct** decisions without any time wasting delay, and those who are obsessed with the fear of making  2) **mistakes**. |
| Part Two | Paras. 2 — 4 | In decision making, there are times when you are 3) **fearful** of making mistakes,  when you should 4) **put off** making a decision and when you 5) **act on** impulse. |
| Part Three | Paras. 5 — 7 | To make a correct decision, the useful techniques suggested are to understand the 6) **downside** of the decision, find a balance between the rewards of 7) **risk** and the  probability of 8) **success**, and be careful about 9) **soliciting** opinions. |
| Part Four | Para. 8 | In conclusion, leaders should sharpen their l0) **decision making skills** to be successful entrepreneurs. |

**Structure**

**Directions: Answer the following questions according to the text.**

l) What might be the results if a leader is fearful of making a decision?

**They would not make believers of the employees, and may lead the business into a disaster, or difficult times at best. Besides, they may lose opportunities.**

1. When should you put off taking an action? Why?

**If you are over tired, not feeling well, emotionally upset, or feeling impatient; when you are not up to snuff, you should put off taking an action. Because strong emotions would color your decision making and you are prone to error.**

3) Why is acting on impulsive thinking disastrous?

**The choices made on impulsive thinking would be rash and may lead to wrong choices.**

4) What is the system of decision making mainly about?

**The system is mainly about listing the advantages and disadvantages of both options; and, finding a balance between the rewards of risk and the probability of success.**

5) When making decisions, why should you be careful about soliciting opinions from others?

**Others may look at your situation with their own frame of reference and emotions.**

**Key to Exercises—Vocabulary**

l) courageous 2) analysis 3) disguised. 4) thoughtful 5) downside

6) disastrous 7) sharpen 8) decisive 9) odds 10)overcome

**2.**

1. Most of us have struggled with the question of what makes life meaningful.

2) Turn that radio off. It’s driving me nuts.

3) He couldn’t make up his mind about what to do with the money.

4) But for the actions of a few courageous individuals, we might all have died.

5) In order to overcome the difficulty together, we should promote mutual understanding.

6) She used her work experience as a frame of reference for her teaching.

7) Some plants are (very) prone to diseases.

**Key to Exercises—Structure**

**1.**

1) With the old hunter leading the way, the rescue team started towards the forest.

2) With all the problems solved, they closed the meeting.

3) Tian’anmen square looks even more beautiful with all the lights turned on.

4) With many things to deal with, I have to stop listening to music.

5) I won’t be able to go on holiday with my mother being ill.

1) There are times when I feel my present job is too much for me.

2) There are times when I have gone to Internet for no other reason than to see what people are saying about me online.

3) There are times when windows 10 becomes so corrupted that it wont run correctly or wont start at all.

4) Without the support of brothers and sisters, an only child may have a tough time leaving home.

5) Vegetarians who eat neither eggs nor dairy products may have a tough time consuming enough Vitamin B-12.

**Key to Exercises — Comprehension**

1) L 2) G 3) B 4) I 5) M

6) A 7) D 8) J 9) H 10) E

**Key to Exercises — Translation**

大公司的领导人肩负着巨大的责任。自然，他迫切渴望做正确的事情。但这是否意味着，他绝不能冒险，没有获取所有事实前绝不能采取任何行动？这在理论上是对的，但在现实生活中却行不通。显然，他有责任尽可能多地搜集相关事实，但有时他却不得不赌上一把。首先，即使是正确的决定，若作得太晚也可能成为极坏的决定。其次，不管你喜欢不喜欢，多数情况下并没有十拿九稳的事。

**After-reading Activities**

**Activity One: Discussion**

Directions: Throughout history great leaders have influenced time. Who, in your opinion, can be regarded as great leaders? Share what you know about them with your classmates and explain what makes you think they are great leaders.

**Activity Two: Pair Work**

Directions: All individuals are born with specific traits, and it has been shown via research that some of these traits are closely linked to leadership. These traits included are listed in the table below. Rank them according to their importance in making a good leader, and explain your reasons. Be free to add other traits you think important.

|  |  |  |
| --- | --- | --- |
| Character Traits | Rank | Reasons |
| Intelligence |  |  |
| Energy |  |  |
| Self-confidence |  |  |
| Dominance |  |  |
| Motivation to lead |  |  |
| Emotional stability |  |  |
| Honesty and integrity |  |  |
| Need for achievements |  |  |

**Activity Three: Group Discussion**

Directions: Leadership is commonly regarded as the ability to see what does not exist and then gather, mold and shape the resources needed to make it happen. But it is often difficult to determine whether leaders are born or made, and whether leadership qualities are inborn or made. Share your opinions with your group members and be prepared to present your group's position on the issue in class.

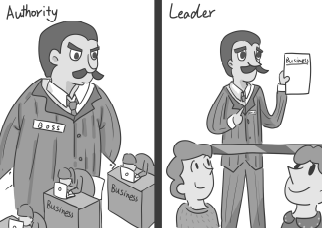
**Additional Materials**

**Activity One**

Directions: Have you ever worked in a team environment? How did you feel? Did the leader in your team fulfill his/her role? Share any impressive memories you have about team work in your class.

**Activity Two**

Directions: Generally, a leader assumes a position of authority, but what is the difference between a boss and a leader? Discuss in groups and share your opinions in class. The cartoon below may give you some hint.



**Activity Three**

Directions: It may seem like some people are gifted with leadership skills, but the truth is most leadership traits can be learned. The table below lists 5 qualities of great leadership. Please match the qualities with their definitions and give suggestions how to cultivate such qualities. One example is given for each quality for your reference.

|  |  |  |
| --- | --- | --- |
| Definition | Qualities of  Great Leaders | How to cultivate? |
| Be able to turn big ideas into executable plans while keeping your team on track. | Vision | l . Analyze the problem faced.  2 . Map out the journey.  3 . Clearly describe your vision to team members.  4 . Always stay one step ahead by anticipating possible changes. |
| Act with humility by seeking out feedback and focusing on the needs of others. | Humility | l . Be open to everyones opinions.  2 . Find time for personal reflection.  3 . Admit mistakes and admit what you need to improve.  4 . Be open to criticism. |
| Understand and manage your emotions. as well as the  emotions of other people. | self awareness | l . Avoid prejudice.  2 . Better self control.  3 . Understand how your emotions can affect others. |
| Having strong values. beliefs. ethics and character allows others to clearly identify with  you. | Integrity | l . Being sincere. you can build lasting trust and loyalty.  2 . Honesty will positively assure people of your intentions.  3 . Be a person who adheres to strong moral principles. |
| Learn to appreciate the journey more than the destination and know how to face adversity  with confidence. | Commitment | l . Be bold and stand by your idea.  2 . work hard.  3 . Be confident and passionate. |

Background Information

**l. Leadership**

Definition: Leadership has been described as the“process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task”.

Theories of Leadership: The popular theories about leadership are Trait Theory (特质理论) , Behavioral and style Theories (行为风格理论), situational and Contingency Theories (情景权变理论), Functional Theory (职能理论), and Transactional and Transformational Theories (交易型与变革型领导理论).

Leadership and Management: Some commentators link leadership closely with the idea of management: Some regard the two as synonymous, and others consider management as a subset of leadership. A clear distinction between management and leadership may nevertheless prove useful. This would allow for a reciprocal relationship between leadership and management, implying that an effective manager should possess leadership skills, and an effective leader should demonstrate management skills. One clear distinction could provide the following definition: Management involves power by position. Leadership involves power by influence.

**2. Risk Management**

Risk management is the identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events. Risks can come from uncertainty in financial markets, project failures, legal liabilities, credit risks, accidents, natural causes and disasters as well as deliberate attacks from an adversary.

**3. Captain Marvel**

Captain Marvel is the name of several fictional superheroes appearing in comic books published by Marvel Comics. Most of these versions exist in Marvel’s main shared universe, known as the Marvel Universe.