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ONE Questions 1-7
1 Sometimes it is necessary to insist on further explanation.
2 You shouldn't focus on your response while others are still speaking.
3 People are reluctant to admit that they don't listen well.
4 There are benefits in seeing things from the speaker's perspective.
5 Keen observation of the speaker can support our listening skills.
6 It is risky to think about a different issue while someone is speaking.
7 People do not mind hearing their own views summarised.
Good listener, better manager
A Too often we accuse others of not listening, pretending that we ourselves are faultless, yet in our hearts we know that many of the mistakes we make come about because we haven't listened carefully enough. We get things wrong because we haven't quite understood what someone meant when they were talking to us. Anyone who has ever taken the minutes of a long meeting will know how hard it is to remember - despite the benefit of notes - exactly what everyone said. But success depends on getting things right - and that means listening.
B Listening is not the same thing as hearing. It is not an effortless activity. It demands attention and concentration. It may mean quizzing the speaker for additional information or for clarification - it is always better to ask than to continue regardless and get things wrong. However, if you allow your mind to wander onto something else, even for a few minutes, you'll miss what the speaker is saying -

probably at the very moment when he or she is saying something critical. And not having heard, you won't know you've missed anything until it's too late. C The most common bad habit we have is to start thinking of what we are going to say about the subject long before the other speaker has finished. We then stop listening. Even worse, this often adds rudeness to inattentiveness, as once you have decided what to say there is a fair chance you will interrupt to say it. Good listeners don't interrupt. In fact it is often worth explaining the main idea of what you have just been told before going on to make your own points. Nobody is offended by this and it shows that you have listened well. D Above all be patient and accept that many people are not very good communicators. It's helpful to remember that the ways people move and position themselves while they are speaking can reveal a great deal about what they are saying. Equally importantly you should put yourself in the other person's place, both intellectually and emotionally. It will help you to understand what they are getting at and form a response. But don't be too clever. Faced with a know-all, many people keep quiet because they see no point in continuing. Test 3 READING PART ONE

Questions 1-7 1 Listen to what your boss tells you about how well you are working. 2 Realise that your boss will occasionally need to be left alone. 3 Comment on your boss's work in a positive spirit. 4 Try to impress your boss with your thoroughness. 5 Do not hesitate to involve your boss if you have difficulties with your work. 6 Show your boss that you are capable of working at a higher level. 7 Speak to your boss, even about matters not directly related to your work.

MANAGE YOUR BOSS Advice from four top business people on how you should treat your boss

A The Consultant No boss likes nasty surprises. Thinking you can solve a serious problem before he or she finds out is a doomed strategy. Much better to inform your boss about the situation early on, together with your suggested solution. Also, remember that bosses like praise as much as any employee. Do this without making it obvious, if only to earn the right to criticise (constructively, of course). 'Consideration' is the key word. Treat bosses as you hope to be treated - it should help you to move up to the next level.

B The Director Of course there are all the formal things in managing your boss - ensuring that you come to meetings well prepared, that you have a good eye for detail, and so on. But you also need to distinguish effectively between things that are important and things that are merely small details. Bosses like it if you can see 'the big picture' because they want to be able to delegate. So it's all about psychology, as well as performance.

C The Chairman Bosses want people to understand their objectives, their way of working and the pressures they are under. If you can understand what sort of individual your boss is, it is easier to appreciate why certain reactions might arise, and thus avoid problems. Also, keep the lines of communication with your boss open. You need to receive ongoing feedback on whether your work is effective, asking about what you do not understand, and, if necessary, discussing personal issues from outside the workplace. When the gap between you is reduced, so are the difficulties.

D The Chief Executive Understand that a boss will want to take the glory

when things go well. After all, they take ultimate responsibility, so they deserve some of the credit. Also, find out about your boss ' s outside interests, as this can help to improve the relationship. You may find you have an interest in common. Similarly, recognise that everyone is human, and there are times when a request from you may be unwelcome. Get to know your boss ' s Personal Assistant, who can advise you when it is a good time to talk to him or her.

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