



Reading

Nelson Mandela: A Life of Resilience and Leadership (pg. 57)

Activities

2. Work in pairs.

Possible answer:

Mandela: "President de Klerk, I believe that holding free and fair elections is crucial to ensuring that all South Africans, regardless of their race, have a voice in shaping the future of our nation. We need to work together to create a system that represents everyone fairly and addresses the injustices of the past."

de Klerk: "I agree, Mr. Mandela. However, there are fears among some white South Africans about what such a transition might mean for their safety and livelihoods. We need to address these concerns and reassure them that they will have a place in the new South Africa, and that their rights will be protected."

Mandela: "Absolutely. I understand these fears, and I want to make it clear that our goal is not revenge but reconciliation. We must ensure that everyone, regardless of race, feels secure and valued in the new South Africa. We can establish transitional measures and community dialogues to build trust among all groups."

de Klerk: "That sounds reasonable. If we can guarantee representation for all racial groups in the government and work on economic policies that benefit everyone, I believe we can move forward together. Unity is our strongest tool in building a stable and prosperous nation."

Mandela: "Indeed. Let us commit to a shared vision of peace and equality, where every South African can contribute to the nation's future. Together, we can make this dream a reality."

Listening

A Speech by Martin Luther King Jr. (pg. 58)

Video

Martin Luther King's Last Speech: "I've Been To The Mountaintop"



Answer Key

1.

- a) The central message is to encourage unity, perseverance, and hope among people, despite the hardships and challenges they are facing. Dr. King highlights the importance of standing together for equality and justice, and he expresses his vision of a hopeful future.
- b) Dr. King uses metaphors to create powerful imagery. For example, he talks about having “been to the mountaintop”, which symbolizes reaching a point of vision or understanding. He also uses the metaphor of “promised land” to describe the future of freedom and justice for all people.
- c) One rhetorical device used by Dr. King is repetition. He repeats phrases like “We need all of you” and “I may not get there with you” to emphasize his point and to create a rhythmic, powerful impact on the audience.
- d) Dr. King references various moments in history, such as the civil rights struggles, and the economic injustices faced by African Americans. He also mentions the broader fight against racism and inequality, using examples from past movements and key events in history to illustrate the need for continued solidarity.

Discussion prompts. Possible answers:

- a) Dr. King’s words likely instilled a sense of courage, hope, and determination in his audience. His powerful language and vivid imagery motivated people to continue fighting for civil rights despite threats and challenges. His mention of having “been to the mountaintop” may have comforted his audience by showing them that he believed deeply in their mission, even though he acknowledged that he might not see the final outcome.
- b) In times of crisis, people often feel uncertain, fearful, and divided. A leader who can inspire hope and unity can help maintain morale and strengthen solidarity. This sense of hope empowers people to continue striving for positive change and working together rather than giving in to despair. It also reminds people of a shared vision that is bigger than their individual struggles.
- c) One example is Winston Churchill, whose speeches during World War II inspired courage and resilience, especially during times when victory seemed far off. A more recent example could be Malala Yousafzai, whose speeches about education emphasize the importance of access to education for every child, particularly girls, around the world.

Activities

1. Work in pairs.

Possible answer:

Community Leader (Speaker A): "Our community has faced difficult times, but we have always shown resilience. Today, we must come together, support one another, and take



Answer Key

action. By helping each other, we can overcome the challenges of unemployment and build a brighter future."

Local Representative (Speaker B): "I understand the worries of families who have lost their jobs. We need immediate support for those affected and long-term solutions that create opportunities for everyone. Let's work together to ensure no one is left behind."

Professional Challenge

Begin by establishing clear communication channels where team members can ask questions, express concerns, and stay informed. Conduct regular team meetings to share updates and provide transparency about the restructuring process. Recognize and celebrate small wins to maintain morale and keep the team motivated. Encourage team members to provide input and share their ideas on how to adapt to the changes. Focus on empathy and support by addressing individual concerns and showing appreciation for their continued hard work. This approach will help foster trust, resilience, and a sense of unity within the team during the transition.

Grammar I

How do I Handle Someone being Defensive? (pg. 59)

Activities

1. Read the following paragraph and answer the questions about it.

"Tasks are delegated efficiently."

Reason for passive: The focus is on the action (delegating tasks) rather than on who is performing the action. In this case, the person performing the task delegation is not specified because it's less important than the fact that tasks are being delegated.

"Progress is monitored regularly."

Reason for passive: The action of monitoring is emphasized, not the person or group doing the monitoring. The focus is on the process of monitoring progress rather than the agent carrying out the action.

"Policies are established to ensure that teams work cohesively."

Reason for passive: The focus is on the action of establishing policies and their purpose, not on who establishes them. The agent (those establishing the policies) is not mentioned because the emphasis is on the importance of having policies in place.

"Achievements are celebrated collectively."



Answer Key

Reason for passive: The focus is on the act of celebrating achievements rather than on who is celebrating them. It's implied that the group or organization as a whole is involved, but the agent is not necessary to the meaning.

"The effectiveness of any management approach is influenced by how information is communicated."

Reason for passive: The use of passive here emphasizes the effect of communication on the management approach, not on the person doing the communication. It conveys a general or impersonal idea about the effectiveness of the approach, highlighting the importance of how information is communicated.

"Transparency is valued by employees."

Reason for passive: This construction focuses on the concept of transparency and how it is valued, not on the individuals or groups who value it. It expresses an impersonal, general idea about what is valued in the workplace.

"Feedback is encouraged to ensure continuous improvement."

Reason for passive: The emphasis is on the encouragement of feedback rather than on who is encouraging it. The agent is not necessary because the focus is on the process of encouraging feedback for improvement.

"The overall success of a company is determined by how well these elements are managed."

Reason for passive: The focus is on the action (determining success) and the factors that influence it, rather than on who determines the success. The passive voice is used to express an impersonal idea, focusing on the outcome of managing elements, not on the agents involved.

Speaking

Debates on Leadership Qualities and Styles (pg. 60)

Activities

1. Work in pairs.

Possible answer:

Role: Traditional Leader (Student A)

Opening Statement: "I believe decisiveness, assertiveness, and strategic thinking are crucial for leadership. Quick decisions keep the team focused, and maintaining authority ensures respect and productivity."

Rebuttal: "Empathy can lead to delays. A leader needs to be decisive, even when it's unpopular, to avoid slowing down the process."

Conclusion: "My approach guarantees efficiency and effective decision-making for overcoming challenges."



Answer Key

Role: Modern Leader (Student B)

Opening Statement: "I value empathy, adaptability, and collaboration. Understanding team needs builds trust and motivates employees, essential for today's environment."

Rebuttal: "Decisiveness without empathy can lead to disengaged teams. Listening to employees results in better decisions and a more motivated team."

Conclusion: "Empathetic leadership creates a resilient, cohesive team. Listening and adapting are keys to inspiring success."

Grammar II

Relative Clauses (pg. 61)

Activities

1. Read the following passage about leadership and answer the following questions.

1. "Who knows how to inspire and motivate their team": Provides additional information about the noun "leader," specifying what qualities make a leader great. (Used to provide additional information about a noun.)
2. "Who leads effectively": Specifies the type of person being described, focusing on the effectiveness of leadership rather than a title. (Used to specify or identify a noun in more detail.)
3. "Who prioritize empathy and active listening": Adds more detail about the noun "leaders," explaining what makes them successful. (Used to provide additional information about a noun.)
4. "Whose leadership focuses on collaboration": Specifies Martin's leadership approach, identifying collaboration as a key aspect of his leadership. (Used to specify or identify a noun in more detail.)
5. "Who come from diverse backgrounds": Specifies more about the noun "team members," giving context to the diversity in Martin's team. (Used to specify or identify a noun in more detail.)
6. "That Martin implements": Specifies which strategies are being referred to, focusing on Martin's particular approach. (Used to specify or identify a noun in more detail.)
7. "Which, in turn, improves overall performance": Indicates the consequence of Martin's strategies, emphasizing the result of empowering individuals. (Used to indicate a relationship or consequence of something previously mentioned.)

Writing

The Role of Leadership in Crisis Situations (pg. 62)



Answer Key

Personal Leadership Experience in Crisis Situations.

Leadership in times of crisis is a true test of character. I experienced this firsthand when I had to lead a school project after our team leader unexpectedly dropped out. The project deadline was approaching, and our group was unorganized and unmotivated. At that moment, I realized that someone had to step up, so I took the initiative.

First, I reassigned tasks according to each team member's strengths, ensuring that everyone contributed effectively. Then, I set up a clear schedule to keep us on track. Additionally, I motivated my teammates by encouraging open communication and recognizing their efforts. Despite the initial chaos, we managed to submit the project on time and even received positive feedback.

This experience taught me that leadership in crises requires adaptability, decision-making, and the ability to inspire others. A strong leader does not have all the answers but knows how to organize a team and keep morale high. Whether in school, work, or daily life, crisis leadership is essential for overcoming unexpected challenges.

Professional Challenge

Project: Leadership and Management Challenge (pg. 65)

Company Profile

EcoHome Solutions is a company specializing in sustainable home products, aiming to expand into new markets. The company faces challenges related to financial constraints, increasing competition, and employee motivation.

Step 1: Team Roles and Responsibilities

- CEO (Alex): oversees the entire strategic direction and ensures alignment with company goals.
- Head of HR (Maria): focuses on employee engagement and motivation.
- Financial Director (John): manages the budget and resource allocation.
- Marketing Director (Sophie): develops strategies to promote the company's expansion into new markets.

Step 2: Challenges and Strategies

1. Financial constraints: implement cost-cutting measures by optimizing supply chain processes. Seek external funding through partnerships with environmentally conscious investors.
2. Increasing competition: differentiate by highlighting the unique eco-friendly benefits of products. Launch a targeted marketing campaign focusing on sustainability.
3. Employee motivation: introduce an employee recognition program and provide opportunities for professional development to improve morale.



Answer Key

Step 3: Leadership Approach.

- Adopt a transformational leadership style to inspire and motivate the team. Encourage open communication and innovation.

Step 4: Implementation Timeline.

- Month 1: research and establish partnerships with investors.
- Month 2: launch the employee recognition program.
- Month 3: initiate marketing campaigns in new target regions.

Step 5: Expected Outcomes.

- Increased market share: expanding into two new regions within six months.
- Employee satisfaction: improved employee satisfaction rating by 20%.
- Financial stability: achieve a 10% reduction in operational costs.

Step 6: Presentation Summary.

The team presents a well-structured plan with a clear timeline and detailed strategies. They use persuasive language to justify their decisions and engage with the audience effectively during the Q&A session.

Final Deliverables:

Presentation:

- Each group will present their strategic plan in a formal presentation format.

Written Summary:

- Submit a written summary of your strategic plan (around 500 words) highlighting key points, roles, and strategies.

Reflection:

- Each student should write a brief reflection (200 words) about their role in the project, what they learned, and how they contributed to the team's success.

Criteria	Excellent (10)	Good (8)	Satisfactory (6)	Needs Improvement (4)
Content	Comprehensive plan, clear objectives, innovative solutions.	Detailed plan, clear objectives, reasonable solutions.	Basic plan, some objectives, limited solutions.	Lacks clear objectives, vague solutions.
Leadership & Management	Demonstrates strong leadership and effective management techniques.	Shows understanding of leadership and management concepts.	Some leadership and management concepts are applied.	Minimal understanding of leadership and management.
Teamwork	Excellent collaboration,	Good collaboration,	Some collaboration,	Poor collaboration,



Answer Key

	balanced contributions from all members.	most members contribute effectively.	uneven contributions.	limited participation.
Presentation	Engaging, clear, persuasive, excellent use of visual aids.	Clear, mostly persuasive, good use of visual aids.	Basic presentation, some persuasive elements, minimal visual aids.	Disorganized, unclear, poor use of visual aids.
Q&A and Peer Interaction	Responds confidently, engages with questions effectively.	Responds well, addresses most questions clearly.	Basic responses, some difficulty addressing questions.	Struggles to respond, lacks clarity.
Language Use	Sophisticated vocabulary, accurate grammar, fluent delivery.	Good vocabulary, mostly accurate grammar, clear delivery.	Basic vocabulary, some grammar errors, delivery somewhat hesitant.	Limited vocabulary, frequent grammar errors, unclear delivery.