

Section 1: Reading

- 1) Who are Anglaw? When were they established and what do they do?

Anglaw are a legal firm, established in 1975 who specialise in EU and relationships between the UK and the EU.

- 2) What challenges have Anglaw faced in their history and what is their biggest challenge to date?

Anglaw's biggest historical challenges were Maastricht and the Lisbon Treaty, but that is nothing compared to Brexit.

- 3) Why did the original referendum only suggest a mandate and why did the mandate become clearer after the December 2019 election?

The original referendum result was quite close (52/48), but the December 2019 election returned a strong majority for Boris Johnson's Conservative Party – the only party who absolutely promised to deliver Brexit. Thus such a resounding victory gave Boris Johnson a clear mandate for Brexit.

- 4) What are the main questions being asked by clients of Anglaw?

Clients are mainly asking about the legal status of UK citizens in the EU and EU citizens in the UK. Additionally they are being asked about possible tax implications of trade.

- 5) Why have Anglaw found it difficult to answer these questions?

Anglaw have been unable to answer clients' questions effectively because there has been no clarity from the politicians as to how Brexit will look.

- 6) The divorce 'will not be amicable'. What does this mean?

The divorce will not be amicable means that it will not be pleasant or friendly – so by implication it will be hostile and nasty.

- 7) What does inundated mean?

Inundated means uncountable amounts – literally 'floods of'.

- 8) What is meant by a game of brinkmanship?

A game of brinkmanship is when two opponents push hostility to such a level that one party has to back down. In this case it means that Boris Johnson will push the EU negotiators to the point when they have to back down.

- 9) What does malleable mean and how will this benefit Boris Johnson?

Malleable means flexible and easy to shape. For Boris Johnson it means that the Parliament with a large Conservative majority will be easy to shape to his wishes and pass his Brexit Bill.

- 10) Why do Anglaw feel positive about the outcome of the 2019 election?

Anglaw feel positive about Brexit because at least now the country is on a certain path to Brexit and the paralysis that has affected Britain since the referendum will now be replaced with something more concrete.

Section 2: Listening

1. According to the speaker what four principles are important when responding to disaster?

Adaptability, flexibility, clear objectives and on scene initiative.

2. The speaker describes these four principles as a *mantra*. What does this mean?

A mantra is a statement or slogan that is repeated frequently so that it becomes a something natural and ingrained and a way to live.

3. According to the speaker organisations can build their leadership structures in five different ways. What are they?

4. Forge relationships, develop flexibility, encourage courage, support risk taking and enable empowerment

5. How did Captain Jones enact the first of these leadership structures?

6. Captain Jones made it a habit to greet pilots on their way in and on their way out as they flew missions over New Orleans so he got to know them and build relationships.

7. What should leaders build to ensure that their people shine in a crisis?

Leaders should be confidence and competence,

8. Which group of people cannot necessarily have ultimate authority in a crisis and why not?

Senior leaders cannot have ultimate authority as they are not on the scene and they are unable to make on the spot decisions.

Section 3: Speaking

Students should mention all of the following:

What advice would you give to a colleague about keeping their computer safe from external threats? Make your advice as comprehensive as possible.

- When leaving the workstation employees should log off.
- Passwords shouldn't be predictable and a sensible password policy should be followed.
- A clean desk policy should be followed, No confidential information – especially passwords should be left out and accessible, ensure that everything is locked away in cupboards and drawers.
- Do not open any unsolicited emails and definitely do not click any links or download any attachments before checking their providence.

What measures should be taken to ensure that an employee's work schedule is balanced and their workstation is ergonomically well designed?

- Regular breaks away from the screen should be taken and team leaders should ensure this is enforced. When possible employees should be able to walk around.
- The workstation should be designed to utilise best ergonomic practice. This means that screens should be at eye level, chairs should be well designed (ideally ergonomic) and supportive. Elbows should be at comfortable 90 degree angle and wrists should either be supported or held straight (without the hands being raised from the wrists). Feet should be supported on a footrest that is slightly angled towards the employee.

If a company suffers from reputational damage as a consequence of a crisis can it recover its reputation. What steps does it need to take?

(PLEASE NOTE THIS QUESTION IS MORE OPINION BASED SO THE ANSWERS ARE NOT AS CONCRETE AS PREVIOUSLY)

- In certain circumstances a company may be able to recover its reputation – but this is not always the case.
- A company may be able to take the following actions
 - Be honest and open about mistakes / glitches
 - Offer compensation
 - Demonstrate clear action to address the issues. This could include a product recall and improvement of processes to fix the problem.
 - Manage the PR effectively without it looking like 'spin'.

Section 4: Use of English

Part 1: Word Formation

A Crisis can be a Recipe for Success

The culture of a company is **written** in its DNA and **affects** every aspect of its operations. A recognised **truth** is that the character of a company really comes out when facing a **difficulty**. During business as usual activities systems are not taxed or **challenged** and only in **adversity** does a company shine or fail. How a company adapts or changes its practices to any **evolving** situation can often prove vital to its continued success. A culture of **continuous** improvement is an important factor in driving a company forwards and **conversely** systemic failure comes from a closed culture that is rooted in rigid inflexibility and an **inability** to learn from mistakes and close any gaps. Due diligence, an **overly** repeated phrase in the corporate environment is key to maintaining **vigilance** and the quality of service and products.

Part 2 Sentence formation

After the poor end of year results the committee called for an Extraordinary General Meeting.

The committee called for an Extraordinary General Meeting **in the LIGHT of** the poor end of year results.

The staff acted decisively and saved the office when fire broke out.

Only **the decisive ACTION** of the staff saved the office when fire broke out.

These are the biggest difficulties the company has ever faced

NEVER before has the company faced such difficulties.

The emergency was effectively managed by the crisis team.

The crisis team **were effective IN managing** the emergency.

Taking care of the environment is everybody's responsibility.

It is everybody's responsibility **to LOOK after** the environment.

A financial intervention was made by the government just in time to avoid a total economic meltdown.

A total economic meltdown **was just AVOIDED** when the government made a financial intervention.

Part 3: Open Cloze

IMPORTANT NOTE FOR TUTORS. It is possible there are alternatives to the given answer(s).

More than a Plan B

Contingency planning is essential because all too frequently things **go** wrong and it is vital that a company has a Plan B or alternative which can mitigate any difficulties and respond to **any** challenges. It is often said that a failure to prepare is to prepare to fail. The **nature** of planning means that as requirements change and projects evolve the original scope may well become **less**

relevant to the **final** deliverables. It is **impossible** to plan for every eventuality and just occasionally a circumstance may crop **up** that may catch you unaware. However, planning **alternative/different/alternative** strategies and approaches does more than create a Plan B; within a team it **develops/fosters** lateral thinking and an ability to think outside the box and most **importantly/significantly** an ability to be flexible in the light of when something goes wrong.

Part 4: Cloze

Crisis Management

An important element of dealing with a crisis is (1) **managing** public opinion. A failure to get the general public onside is frequently (2) **tantamount** to the death of a company which then drowns in reputational (3) **damage**. How can a negative be turned into a positive? The fact is that all too often it cannot, but what the public need is honesty, integrity and openness. (4) **Anything** less than this can be seen as deceitful, dishonest and even criminal. Sometimes senior figures in a company just need to hold their hands up in the air and (5) **admit** to failure on their part. There is however a second equally important element and that is the taking of decisive action to (6) **ensure** that no such a crisis will ever occur again. The public can be quite forgiving – after all we are all human – so long as the (7) **attitude** of the company is right and responsibility is taken, which may in certain circumstances lead to criminal charges. This does not mean making somebody a scapegoat – a lamb to the (8) **slaughter**, but genuine responsibility in a culture built on (9) **accountability**.

Part 5: Verb Forms

Seating Collapse at Festival

In 2004 the temporary tiered seating at a festival **collapsed** resulting in a number of casualties. One person **was taken** to hospital with what **was described** at the time as life changing injuries.

Eyewitnesses **talked** of the whole structure shuddering and one person was quoted as saying to his friends that he **believed** the whole thing was going to collapse. Others **described** a sudden bang **followed** by a hole **opening** up in the middle of seating area as the gaping chasm **swallowed** a number of attendees. Initial care **was provided** to the injured by attendees who had medical training and they **were soon followed** by volunteer medical personal who **arrived** on the scene very quickly. A stream of ambulances **marked** the arrival of professional medics who quickly assessed the carnage and **called** it a major incident.

In the immediate aftermath event organisers put out the following statement.

'We would like to thank everybody who **attended** what was a horrible situation and we are especially grateful to both volunteers and professionals whose actions **minimised** the consequences. We **will cooperate** fully with the Health and Safety Executive in trying **to understand** what happened and in the meantime we **will make** a decision in the next few hours whether **to continue** with the event or not. At this time we **are unable** to make any further comment. Thank you.'

In the months that **followed** the public enquiry found that the probable cause was the torrential rain that **had been falling** during the week before the event which **had resulted** in the ground becoming saturated. It was further **exacerbated** by a well-attended pop event in the afternoon which saw several hundred fans **bouncing** on the rises. The consequence of which was the compromise of the structural integrity of the stand. The evening event **had just got** underway when the inevitable happened.

After **inspecting** the site and **taking** testimony from those directly **involved** the HSE called it an unfortunate accident and no charges **were pressed**. Since then the event **has continued**, but the organiser no longer **uses** the tiered seating as they had done for countless years beforehand.

They believe that by taking decisive action it **will mean** the event **will be** a safer environment for all. Since that day there **has been** no repeat and event attendees feel happy and reassured by reaction of the event organiser.

Section 5: Writing

Think of an organisation you know. Write a short report on the plan(s) they have in place in the event of a fire, Include how this plan is communicated to staff and visitors and how then ensure the plan is followed. Finally draw some conclusions about how effective you believe the plan to be and if you feel it is necessary make some recommendations (300 words)

The essay should include the following points:

- How to raise the alarm
- Evacuation Plan include notes on following instructions about lift usage, designated personnel etc. Muster areas to gather.
- How to tackle the fire (different kinds of fires and how they can be extinguished) including notes on locations of fire extinguishers, fire blankets, etc
- How this information is passed on to staff including new joiners and external visitors.
- Some creative scope for recommendations based on what HAS NOT been covered earlier in the essay.