

**UNIVERSIDAD DEL VALLE**  
**FACULTAD DE HUMANIDADES**  
**ESCUELA DE CIENCIAS DEL LENGUAJE**  
**LECTURA DE TEXTOS ACADÉMICOS EN INGLÉS**

**Name:** \_\_\_\_\_

**Code:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**CONTESTAR EN ESPAÑOL DE ACUERDO CON EL TEXTO**

*“What makes a leader?”*

**I. NOUN PHRASES**

Identify the noun phrases on pages 1 and 2, and give their Spanish equivalents. Each one must be composed by at least five words.

**II. CONNECTIVES**

Identify them in the reading and tell the two linked ideas.

**III. REFERENTS**

Identify them in the reading and tell what each expression refers to.

**IV. RHETORICAL FUNCTIONS**

From the reading give a sample of each one and tell the page and line where it begins:

A. ARGUMENTATION (page \_\_, line \_\_)

B. CAUSE-AND-EFFECT RELATIONSHIPS (page \_\_, line \_\_)

C. CLASSIFICATION (page \_\_, line \_\_)

D. COMPARISON (page \_\_, line \_\_). Suggestion: draw a comparative table.

E. DEFINITION (page \_\_, line \_\_)

F. DESCRIPTION (page \_\_, line \_\_)

G. GENERALIZATIONS (page \_\_, line \_\_)

H. INSTRUCTIONS (page \_\_, line \_\_)

I. ILLUSTRATION (page \_\_, line \_\_). This text has no illustrations but you can draw two or three in order to illustrate something.

J. METAPHOR (page \_\_, line \_\_)

**V. READING COMPREHENSION**

Explain the following expressions in the text:

A. “Likely stars in the leadership firmament.” (page 1, lines 16-17)

B. “To be sure, intellect was a driver of outstanding performance” (page 1, lines 32-33).

C. “Cognitive skills such as big-picture thinking and long-term vision” (page 1, line 33).

D. “A person considered to be a star performer” (page 1, line 39).

E. “McClelland's findings held as true in the company's U.S. divisions as in its divisions in Asia and Europe” (page 1, lines 49-50).

F. “The numbers are beginning to tell us a persuasive story” (page 2, line 1)

- G. "Neither overly critical nor unrealistically hopeful" (page 2, line 6).
- H. "The client's impact on her moods" (page 2, line 10).
- I. "Their trivial demands take us away from the real work that needs to be done" (page 2, line 11).
- J. "Decisions that bring on inner turmoil by treading on buffed values" (page 2, lines 16-17).
- K. "The decisions of self-aware people mesh with their values" (page 2, lines 18-19).
- L. "To describe a time he got carried away by his feelings and did something he later regretted" (page 2, lines 29-30).
- M. "They often demonstrate a thirst for constructive criticism" (page 2, lines 33-34).
- N. "They'll play to their strengths" (page 2, lines 39-40).
- O. "They are less likely to set themselves up to fail by, for example, overstretching on assignments" (page 2, lines 37-38).
- P. "In the gloom that follows" (page 3, line 8).
- Q. "Talented people flock to the organization" (page 3, line 20).
- R. "Technology transforms work at a dizzying pace" (page 3, lines 24-25).
- S. "The manager mulled over the reasons for the new program" (page 3, lines 34-35).
- T. "Self-regulation often does not get its due" (page 4, line 4).
- U. "When such people make it to the top" (page 4, line 7).
- V. "The key word here is achieve" (page 4, line 12).
- W. "People with such energy often seem restless with the status quo" (page 4, lines 19-20).
- X. "They are always raising the performance bar" (page 4, lines 22-23).
- Y. "She won't settle for objectives that seem too easy to fulfill" (page 4, line 26).
- Z. "Gauging the performance of his stock fund against four industry-set benchmarks" (page 4, lines 31-32).

## VI. SCANNING

- A. How can you get commitment from your employees?
- B. Why does the author say that the word **empathy** seems *unbusinesslike*?
- C. Is it possible for a leader to make hard decisions in a crisis situation if he feels empathy for the people who will be affected? How?
- D. Personal question: Do you have a knack for building rapport?
- E. How could you recognize socially skilled employees?
- F. What makes social skill really important in business?
- G. Compare socially skilled people with happy people. Do you find any difference?
- H. Personal question: What can you tell about your own emotional intelligence? Is it high or low? Is there anything that you can do about it?

**Please help to save a tree. For your answers use the back side of this worksheet!**  
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