




Listening Test

A  **3.2 Richard Brown is the managing partner of Cognosis, a management consultancy in London which advises companies on organisation and change. Listen to the first part of the interview and answer these questions.**

- 1 What four approaches does Cognosis use to analyse a business?
- 2 How many different business 'character types' does Cognosis recognise?
- 3 What three things do companies deal with differently, according to Richard?

B  **3.3 Listen to the second part of the interview. Tick the sentences below which are true, according to Richard, and correct those which are false.**

- 1 The hardest way to change the character of a business is to merge it with another company.
- 2 When Guinness and Grand Metropolitan merged, they wanted to create a business culture which was different from the two companies.
- 3 The senior managers spent a lot of money training staff in the new business methods.
- 4 The new culture was only partly successful.

C  **3.4 In the third part of the interview, Richard Brown describes three ways in which successful companies are similar. Complete the description below.**

First, they're¹: they have a very clear sense of
.....². Second, they're -³: they invest much time and energy in understanding and⁴. And third, they are -⁵. By that I mean that people inside the organisation are very clear about the values that should⁶ and behaviours.