

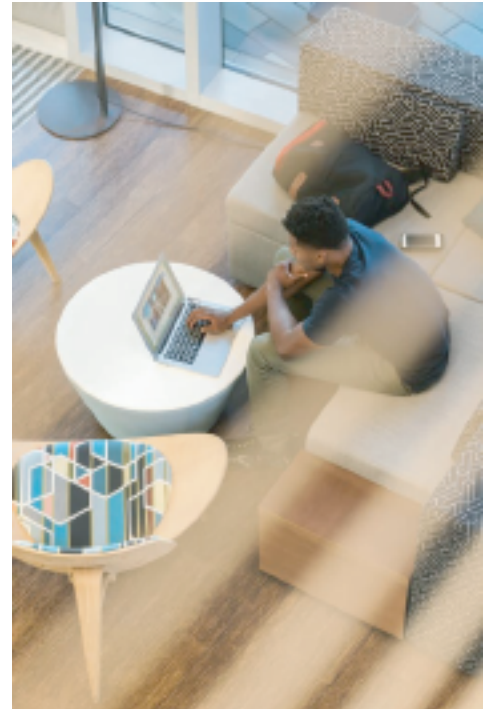
LESSON 12

CEO AFTER-HOURS

KEY POINT RELAXING TIME

What do you do after-hours?
Do you think it is important to have hobbies?
How can they affect you work?
What does your boss do for hobbies?

Relationship building is a hobby that has been around since the beginning of man. As humans we are perpetually interacting with people and how we do this can be paramount to developing a career. Read what Fortune magazine has to say about this.



Objectives To learn about After-hours.

Time 60 Minutes

Vocabulary CEO After-hours.

Key Points Relaxing Time

Grammar Conditional 3

Review Previous Chapter

VOCABULARY AND EXPRESSION BUILDERS

Vocabulary

After-hours After work

They go to the gym after-hours.

Masters of the universe The best of the best

Traders on wall street think they are masters of the universe.

Tirelessly Working without getting tired

He works tirelessly and has been rewarded for it.

Toiling working hard

They have toiled endlessly to resolve the problem.

Shareholder value Increasing stock value

To increase the value of investors in a company.

ROI Return on Investment

The investors had wanted to see ROI before the project began.

Immerging Up and coming

They will have invested in the immerging market before they start to grow.

Perched **Balanced**

The bird was perched high above the ground.

Kite surfing A sport

He likes to kite surf.

24/7 Open all day and all week

They are open 24/7. They have to be.



VOCABULARY AND EXPRESSION BUILDERS

This dates me It tells my age
My experience dated me.

Buddies Friends

I like to go out with my buddies.

Oddly enough Not normal

Oddly enough I think hobbies are important.

To be in the closet To hide something

I am a closet musician.

To log To record

I have logged many hours on line.

Perilous In danger

I think the company is in a perilous situation.

The board The executive

The board appoints the executive.



The masters of the universe toil tirelessly to obtain their objectives.

Emerging economies look equally to shareholder value for ROI.

My interests and hobbies really date me.

I have been a closet tennis player for a long time.

I have gotten a few scratches from perilous sports activities.

COMPREHENSION BUILDERS

CEO after-hours. Fortune Magazine

What do they really do in their precious time off?

By Miles Johnson Senior Fortune writer (New York).

One might be inclined to think that our great masters of the universe (the CEOs of the fortune 500 group) work tirelessly and for endless hours toiling to better shareholder value, increasing ROI, and strategizing to move into the next emerging markets. "Get a life" is how others might respond. To be fair, it would be interesting to examine just how these corporate Kings, perched high above their underlings, spend their leisure time.

Fortune talked to three CEOs who generously volunteered their time to tell us, in fact, what they do do with this time. You will be surprised to find out. Jazz, flying and kite surfing are all part of it. Read on to find out more.

Shell's CEO Jan van Os has been at the head of the massive organization for the last ten years. He does take time off and was recently seen at the Dutch resort town of Zandfort playing saxophone in the street.

Jan van Os (Shell)

First of all it is difficult to define what are after-hours. Shell works 24/7, so there really are no after-hours. It also doesn't make sense to work oneself into the ground only to burn out. I have been a jazz sax player for many years.

COMPREHENSION BUILDERS

I was actually considering a career as a jazzman. My heroes are John Coltrane, Monk, and without a doubt Bill Evans. This dates me. I am not that old but I actually have seen some of the jazz superstars live.

Miles Davis in 1987 at the North Sea Jazz festival in The Hague. Oddly enough, I actually like to play for a crowd. If I can't play inside I will go to the street. I have a few buddies from my university days that sit in.

Actually, it is more like me sitting in with them. I usually keep it pretty low key, although I have been spotted on occasion. I once got to the office only to find a picture of me on the company intranet. I always think of Bill Clinton. We are closet jazzers. We once played together when he was on vacation in Europe.

Janet Lee, CEO at MacDonald's, has been known to take time off to go flying. She says it calms her. She will also use it for business purposes.

Janet Lee (MacDonald's)

People look at me like I am crazy when I tell them how much I love flying. I have been flying since high school and it has a zen effect on me. I have logged two thousand hours. I have a twin engine Piper and fly mostly when I have time.

On occasion, I fly for business but then I take a co-pilot along. It puts me in another world and I am gone. I have never had any major incidents, but I have had to do an emergency landing. I was flying over Mexico City when we lost an engine. We were able to bring the plane in safely. Impressive? Running MacDonald's is the big challenge. I always say it is more perilous to drive to work. Do you want to go up?

Mercedes CEO, Gerhart Stroeder, loves kite surfing. He is often found on the beaches of the North Sea practicing. We caught up with him in his office to find out more.

Stroeder (Mercedes)

They actually told me that I had to have a surf coach with me at all times. By then, I mean the Mercedes board. They said it's too risky. Well I have been doing it for a long time and so far so good. It was certainly easier when I was director of production, because I felt that I didn't have so many people watching.

Now, if I can I go see competitions, I'm off. There are some fantastic world class competitions in Brittany France. I have had a few scratches now and then. A friend of mine broke two legs and his jaw. This is all a result of lack of preparation. Like Mercedes preparation and execution are paramount.

Read more next week when Miles Johnson meets up with HSBC CEO Hugh Smith.

QUESTIONS

1. Jan van Os thinks that shell works _____.
a) 24/7 b) when he is playing sax c) on weekends
2. Janet Lee thinks flying has a _____ affect on her.
a) crazy b) zen c) perilous
3. The board at Mercedes thinks _____.
a) Stroeder is a good CEO b) that it is good for Stroeder to go kite surfing c) Stroeder should always have a coach with him
4. The introduction of this article says that _____.
a) CEOs rarely take time off b) CEOs have leisure activities c) CEOs work tirelessly

PART TWO

How can you work your after-hour activities into a career?

Andy Rolston Special to Fortune

Follow these executives with their career aspirations and how they think they will be able to super charge their advancement. First, we have Peter Michaels who is interested in moving his career progress into top gear. He has decided to take up golfing. How cliché! He doesn't think so. Also, he thinks from a long term perspective it will really make a huge difference.

Peter Michaels

Located in Palm Beach Florida, Michaels couldn't be in a better place. He is in the middle of golf country. Why, is the next question? Here is his perspective.

Whenever I move, my dad calls me up and asks how my game is going. He is ironically referring to my career but is teasing me about my golf. I really don't think he is too far off the mark. He also is referring to my contacts. He has always told me that golf is the best way in. I was not too sure I understood. Now, I do. I have finally decided to take up the sport. It isn't so much the sport as the club. The major reason for the move is the local membership. There are 4 CEOs at the Palm Beach Golf and Country Club. Is it worth it? You bet.

Sandra Hughes plays bridge. She has been playing for quite a while and she is no amateur. She is ranked and plays in international tournaments worldwide. Odd that she considers contacts and connections a bridge affair, except when you realize that she plays with Bill Gates.

It is not as though I decided to play bridge and low and behold Gates is on my team and we are playing against Warren Buffet. It has just turned out that way. We are a great team and we do quite well at the nationals. Well, not too bad for amateurs. I guess it is not a coincidence that we talk a lot about other things and that in the meantime I have been able to do some consulting with them.

Also, I have been able to throw some ideas to them that genuinely interest them. I guess I have found myself in a few lucky situations. Consider it serendipity, or convergence. We work well together. It was not planned that way. Try bridge.

PART TWO

Stephen Aliorty is a member of the young democrats. He has been involved with politics although it has little correspondence with his career. He has a chance to meet with some of the senior shakers at the democratic headquarters. Here is what he has to say about it.

I work in non-profit. I do fund raising. I have had a chance to meet some of the most interesting people through both my work and my extracurricular activities. I once met Bill Clinton. I was doing fund raising for a sustainable development organization, which interested him to the point where he helped as a reference to get a major federal grant. Does it make a difference? Sure, it does. If I need to contact people it is always possible. It just seems to be easier. What is the best approach? Become involved. Volunteer. Do what you like. Being genuine and transparent is very important. People will see right through you.

Read about strategies in relationships and contacts in next month's Fortune article "It's not what you know but whom".

1. Whenever Peter Michaels gets a call from his dad he wants to know _____.
a) if he is OK b) if he is becoming good at golf c) if he is making contacts at the golf club
2. Sandra Hughes has made contacts through bridge _____.
a) on purpose b) by accident c) through a bridge strategy
3. Stephen Aliorty believes that you have to _____.
a) join the young democrats b) work in fund raising and non-profit c) be transparent in your relationships
4. This article discusses _____.
a) the necessity to have after hour activities b) how you can develop relationships with after-hour activities c) how your career depends on your hobbies

GRAMMAR

Conditional 3

Intro

Explanation There are three different case for using conditional.

Here is the third condition.

If clause = past perfect and the resolution clause is perfect conditional.

If I had seen him at the office I would have said hello.

It is also possible to use contractions (for example you'd, would've)

There are several other possibilities to replace would with could.

Examples

I could have done the project had I had the right tools.

It is possible to leave out if;

Had I seen her I would have inquired about out the project.

GRAMMAR

Exercises

Questions

1. If I _____ in the middle I would have been upset. b
a) had caught b) had been caught c) have been caught
2. Had the board decided to fire the CEO I _____ sure I was not caught in the crossfire of the debate that followed. c
a) would have been made b) would have been making c) would have made
3. If I had been on line, you _____ me. a
a) would've seen b) would have been seeing c) 'd have been seeing me
4. Had we seen the official financial transaction we _____ earlier. c
a) 'd have been reacting b) would've been c) might have reacted
5. _____ a better solution had the offer not been strengthened with the stock swap. c
a) Jack'd sought b) He would've seeked c) I'd have sought
6. Had the profound impact of the market fluctuation not been realized the traders _____ elsewhere to invest. b
a) might have been going b) might've gone c) might not go
7. If there _____ competent executive management at the helm the shareholders might have abandoned ship. C
a) might have been b) would not be c) had not been
8. If I _____ the odds of an accident, I would have modified my after-hours activities. b
a) would be analyzing b) had been analyzing c) 'd been analyzed
9. If my colleague _____ on line, I most definitely would have noticed.
a) had been shopping b) had been shopped c) would have shopped
- 10 _____ the team spirit I think it might have been obvious from the get go. a
a) Had the project weakened b) If the project should weaken c) Should the project be weakened