
Two reasons companies fail and how to avoid them

[listening test questions]

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Time: (10:38)

Level: *** ** [B2/C1]

TED TALKS Link:

https://www.ted.com/talks/knut_haanaes_two_reasons_companies_fail_and_how_to_avoid_them

Check these words before listening:

Key vocabulary

1. Exploration
2. Exploitation
3. The irony
4. To diagnose
5. Practicality.
6. A Mantra
7. Obsolete.
8. Famous people: Madame Curie, Picasso, Neil Armstrong, Sir Edmund Hillary
(google these people)
9. Pathetic.
10. Competent.
11. Companies: Nestlé / Lego / Toyota / Unilever (google)
12. Persistence
13. Perpetual
14. Vicious circle
15. The public sector
16. Effective reform
17. Lousy
18. Crisis
19. Sceptical
20. To be conscious.

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Student

TED Talks Test Questions

Time: *Approximately 1- 1:30 hours*

1. Read the title

- Try to predict the content of lecture
- Write down key terms / ideas
- Check key vocabulary using a dictionary

Try to listen ONLY two times

Three types of lesson

Lesson#1: [hard]

1. Listen once – take notes
2. Give 5 minutes to tidy notes
3. Listen again and add to notes (use a different **colour** pen).
4. Answer questions – set 20-25 minutes to answer.
5. Check answers
6. Listen again to check answers

Lesson #2: [medium]

1. Listen once – take notes.
2. Answer questions: 10-15 minutes
3. Listen again – answer the questions as they listen
4. Give yourself 10 minutes to tidy answers. Then check answers
5. Listen again to check answers

Lesson #3: [easier]

1. Read questions – highlight key terms
2. listen once and answer questions
3. 5 minutes to tidy notes
4. Listen again answer missed question
5. 5-10 minutes to tidy answers. Then check answers
6. Listen again to check answers

Teacher

TED Talks comprehension questions

Lesson Plan

Aim: to develop the students' ability to listen to a 10 min+ lecture, to take notes and then use those notes to answer a range of test type questions.

Lesson Time: Approximately 1:30-2:00 hours

Lesson Plan

1. Lead in

- Ask Students to discuss the 'title' and predict the content of lecture
- Ask students to write down key terms / language from discussion
- Feed in / check key vocabulary

Three types of lesson

Lesson#1: [hard]

1. Students listen once – take notes
2. Give 5 minutes to tidy notes
3. Listen again and add to notes (use a different **colour** pen).
4. Give out questions – set 20-25 minutes to answer.
5. Feedback answers (give out answers or go through on board)

Lesson #2: [medium]

1. Students listen once – take notes.
2. Give out questions: Set 15 minutes for students to answer questions from notes
3. Listen again – students answer the questions as they listen
4. Give extra 10 minutes to consolidate answers
5. Feedback answers (give out answers or go through on board)

Lesson #3: [easy]

1. Give out questions - students have 10 minutes to look at questions
2. Students listen and answer questions
3. Give 5 minutes to tidy notes
4. Students listen again – check answers and answer questions missed
5. 5-10 minutes to tidy answers
6. Feedback answers (give out answers or go through on board)

Two reasons companies fail and how to avoid them

TED TALK: knut Haanaes [Jun 2015. 10:38]

1. Short answers

What are the two reasons why companies fail?

i.	
ii.	

___ / 2

2. Key terms

What is the balance between the two activities?

i. _____ and _____

___ / 1

3. Case study Examples

Two companies that got it wrong.

Case study 1:

Name of company:	i. Facil
Product of company:	ii.
What went wrong?	iii.

___ / 2

Case study 2.

Name of the company:	i.
Product of company:	ii. a European biotech company
Promises:	iii.
iv. The company's Mantra: <i>"When we only get it right," or even, "We want it p_____."</i>	
What went wrong?	v.

___ / 4

4. People

Who coined the idea of 'exploration' and 'exploitation'?

Name:	Jim _____
Place:	_____ University
Time:	about _____ years ago

___ / 3

5. Defining terms

Define 'exploration'? And exploitation?

What is exploration?	i.
What is exploitation?	ii.
What happens to companies as they become more competent?	iii. They become less _____
What is the worry for CEOs?	iv.

___ / 4

6. One word answers

Companies that have innovated - what is the product?

Company	Innovation
Nestlé	i. Nespresso
Lego	ii.
Toyota	iii.
Unilever	iv.

___ / 3

7. Summary Skills - [put a suitable word in the gap – first letter of word is provided]

Business Traps

Trap1:

The first trap is called the i) **P**_____ **S**_____ trap. This is when we discover something but don't have the patience or the ii) **p**_____ to make it work. This is evident in lots of companies and a famous example is the company called iii) **x**_____. It also happens in the public sector where reform can take up to iv) _____ [number] years but we change more often and as a result it isn't given a chance.

___ / 4

Trap2:

The second trap is called the i) **S**_____ trap. This is when your product is very successful that we fail to ii) **i**_____ and change. When we know or do something well, it's difficult to change. Bill Gates has said: "Success is a iii) **I**_____ teacher. It seduces us into thinking we cannot fail." That's the iv) **c**_____ with success.

___ / 4

8. Multiple choice

Four lessons to apply to companies.

Lesson 1 – choose only one

a. get ahead of the crisis
b. keep pushing for the next battle
c. win the next innovation cycle
d. all the above

___ / 1

Lesson 2 – choose only one

a. think in multiple time scales
b. think in one-year perspectives
c. innovate more from 30% to 70%
d. all the above

___ / 1

Lesson 3 – choose only one

a. don't allow constructive challenging on the corporate board
b. it's not a team sport.
c. invite talent.
d. all the above.

___ / 1

Lesson 4 – choose only one

a. be sceptical of success.,
b. "remember, you're only human."
c. use Roman history to guide you.
d. all the above

___ / 1

9. Short answers

Looking at your own company:

What is the first question you should ask?	i.
What is the second question?	ii.
What is beauty in.....	iii. the beauty is in the b _____.

___ / 3

Overall Score ___ / 34

Two reasons companies fail and how to avoid them ANSWERS

1. Short answers

What are the two reasons why companies fail?

i. they only do more of the same

ii. they only do what's new

___ / 2

2. Key terms

What is the balance between the two activities?

i. **exploration** and **exploitation**

___ / 1

3. Case study Examples

Two companies that got it wrong.

Case study 1.

Name Company:	i. Facit
Product:	ii. Calculators
What went wrong?	iii. continued doing exactly the same. / exploitation

___ / 3

Case study 2.

Company:	i. OncoSearch
Product:	ii. a European biotech company
Promises:	iii. diagnose, even cure, certain forms of blood cancer.
iv. Mantra: "When we only get it right," or even, "We want it perfect ."	
What went wrong?	v. Become obsolete before perfect / OncoSearch did too much exploration .

___ / 5

4. People

Who coined the idea of 'exploration' and 'exploitation'?

Name:	Jim March
Place:	Stanford University
Time:	about 15 years ago

___ / 3

5. Defining terms

Define 'exploration'? And exploitation?

What is exploration?	i. Coming up with what's new. It's about search, it's about discovery, it's about new products, it's about new innovations. It's about changing our frontiers. Risks are high
What is exploitation?	ii. taking the knowledge we have and making good, better. Making good products faster and cheaper. Exploitation is not risky -- in the short term.
What happens to companies as they become more competent?	iii. They become less <u>innovative</u> .
What is the worry for CEOs?	Doing one well is difficult but Doing both well at the same time is art.

___ / 4

6. One word answers

Companies that have innovated - what is the product?

Company	Innovation
Nestlé	i. Nespresso
Lego	ii. animated films
Toyota	iii. hybrids
Unilever	iv. sustainability

___ / 3

7. Summary Skills

Business Traps

Trap1:

The first trap is called the i) **Perpetual Search** trap. This is when we discover something but don't have the patience or the ii) **persistence** to make it work. This is evident in lots of companies and a famous example is the company called iii) **Xerox**. It also happens in the public sector where reform can take up to iv) **20** years but we change more often and as a result it isn't given a chance.

___ / 4

Trap2:

The second trap is called the i) **success** trap. This is when your product is very successful that we fail to ii) **innovate** and change. When we know or do something well, it's difficult to change. Bill Gates has said: "Success is a iii) **lousy** teacher. It seduces us into thinking we cannot fail." That's the iv) **challenge** with success.

___ / 4

8. Multiple choice

4 lessons to apply to companies.

Lesson 1 – choose only one

a. get ahead of the crisis
b. keep pushing for the next battle
c. win the next innovation cycle
d. all the above

___ / 1

Lesson 2 – choose only one

a. think in multiple time scales.
b. think in one-year perspectives
c. innovate more from 30% to 70%
d. all the above

___ / 1

Lesson 3 – choose only one

a. Don't allow constructive challenging on the corporate board
b. it's not a team sport.
c. invite talent.
d. All the above.

___ / 1

Lesson 4 – choose only one

a. be skeptical of success.,
b. "Remember, you're only human."
c. Use Roman history to guide you.
d. All the above

___ / 1

9. Short answers

Looking at your own company:

What is the first question you should ask?	<ul style="list-style-type: none"> In which areas do you see that the company is at the risk of falling into success traps, or just going on autopilot? And what can you do to challenge? [any of these]
What is the second question?	<ul style="list-style-type: none"> When did I explore something new last, and what kind of effect did it have on me? Is that something I should do more of? [any of these]
What is beauty in.....	the beauty is in the balance .

___ / 3

Overall Score ___ /