

2016 年硕士学位研究生入学考试试题

科目代码: 623 科目名称: 基础英语 满分: 150 分

注意: ①认真阅读答题纸上的注意事项; ②所有答案必须写在答题纸上, 写在本题纸或草稿纸上均无效; ③本试题纸须随答题纸一起装入试题袋中交回!

Part I Vocabulary (每题 1.5 分, 共 30 分)

There are 20 questions in this section. Each question is a sentence with something missing. Below each sentence are four words or phrases marked A, B, C and D. Choose one word or phrase that best completes the sentence.

- The talks have become _____ with both sides refusing to compromise any further.
A. irrational B. irreconcilable C. irreparable D. irreplaceable
- To fund the _____ event and also promote the marketing value of the National Games, the organizing committee set up the Marketing Development Department (MDD).
 A. beneficent B. expensive C. costly D. luxurious
- We believe that the _____ push for economic growth is deeply damaging to the environment.
A. compromising B. inconsistent C. relentless D. reminiscent
- The elements of nature must be reckoned with in any military campaign. Napoleon and Hitler both underestimated the _____ of the Russian winter.
A. severity B. consequence C. influence D. threat
- The company, EDS, is smart enough to _____ its 90,000-person workforce into independent micro-teams that work directly with individual clients on creative business solutions.
 A. break out B. break off C. break from D. break down
- Most environmental _____ ---from climate changes to freshwater and forest habitat loss --- have become markedly worse.
A. symptoms B. highlights C. indicators D. symbols
- What we call nature is, _____, the sum of the changes made by all the various creatures and natural forces in their intricate actions and influences upon each other and upon their places.
A. in common senses B. from a sense C. by the sense D. in a sense
- The alternative plan suggested by Dr. Nelson will be more expensive and thus less _____.
 A. profitable B. practicable C. impractical D. original
- Some people seem to _____ on the pressure of working under a deadline.
 A. render B. evolve C. prevail D. thrive
- Then driver's account of the accident was _____ by three men who had seen it happen.
A. verified B. justified C. demonstrated D. discharged
- Psychologists believe that children are easily influenced by their _____.
A. conditions B. combinations C. peers D. granaries

- Very high taxes have recently been _____ on cigarettes.
A. forced B. impacted C. imposed D. decided
- Japanese workers still put in an impressive 42 hours each week, but they are _____ by the South Koreans and Singaporeans who spend an average 46 hours at the grindstone.
A. outdone B. outweighed C. outrun D. outrivald
- Several _____ for global warning have been suggested by climate researchers.
A. systems B. sentences C. fallacies D. hypotheses
- Why be _____ about that old coat? There's no point in keeping it just because you were wearing it when you first met me.
A. sensitive B. sensible C. sentimental D. sensational
- _____ and hard work are the cornerstones of this company.
A. Mutilation B. innovation C. Empire D. Strength
- The protests were part of their _____ against the proposed building development in the area.
A. commission B. commitment C. convention D. campaign
- You can always _____ Michael in a crisis. He is simply the most helpful person I've ever known.
A. regard as B. count on C. cope with D. run into
- The two governments have agreed to _____ a comprehensive dialogue to resolve the problem.
 A. engage in B. put up C. sort out D. come to
- They want to stimulate economic growth in the region by offering _____ to foreign investors.
 A. incentives B. abundances C. warriors D. tools

Part II General Knowledge (每题 1 分, 共 20 分)

Directions: There are altogether 20 multiple-choice questions in this section. Choose the best one for each question.

- The Head of State of Canada is represented by _____.
A. the Monarch B. the President C. the Prime Minister D. the Governer-General
- The original inhabitants of Australia were _____.
A. the Red Indians B. the Eskimos C. the Aborigines D. the Maoris
- The President during the American Civil War was _____.
 A. Andrew Jackson B. Abraham Lincoln C. Thomas Jefferson D. George Washington
- The capital of New Zealand is _____.
A. Christchurch B. Auckland C. Wellington D. Hamilton
- Who were the natives of Australia before the arrival of the British settlers?
A. the Aborigines B. the Maoris C. the Indians D. the Eskimos
- The Prime Minister in Britain is head of _____.
A. the Shadow Cabinet B. the Parliament C. the Opposition D. the Cabinet
- Which of the following writers is a poet of the 20th century?
A. T. S. Eliot B. D. H. Lawrence C. Theodore Dreiser D. James Joyce
- The novel *For Whom the Bell Tolls* is written by _____.

- A. Scott Fitzgerald B. William Faulkner C. Eugene O'Neill D. Ernest Hemingway
9. Which of the following novels was written by Emily Bronte?
A. *Oliver Twist* B. *Middlemarch* C. *Jane Eyre* D. *Wuthering Heights*
10. William Butler Yeats was a(n) _____ poet and playwright.
 A. American B. Canadian C. Irish D. Australian
11. *Death of a Salesman* was written by _____.
 A. Arthur Miller B. Ernest Hemingway C. Ralph Ellison D. James Baldwin
12. _____ is defined as an expression of human emotion which is condensed into fourteen lines.
A. Free verse B. Sonnet C. Ode D. Epigram
13. What essentially distinguishes semantic and pragmatics is the notion of _____.
A. reference B. meaning C. antonym D. context
14. The words "kid, child, offspring" are examples of _____.
A. dialectal synonyms B. stylistic synonyms
C. emotive synonyms D. collocational synonyms
15. The distinction between parole and langue was made by _____.
A. Halliday B. Chomsky C. Bloomfield D. Saussure
16. The majority of the current population in the UK are descendents of all the following tribes respectively EXCEPT _____.
A. the Anglos B. the Celts C. the Jutes D. the Saxons
17. _____ refers to the study of the internal structure of words and the rules of word formation.
 A. Phonology B. Morphology C. Semantics D. Sociolinguistics
18. The distinctive features of a speech variety may be all the following EXCEPT _____.
A. lexical B. syntactic C. phonological D. psycholinguistic
19. The word tail once referred to "the tail of a horse", but now it is used to mean "the tail of any animal". This is an example of _____.
 A. widening of meaning B. narrowing of meaning
C. meaning shift D. loss of meaning
20. The words "toys, walks, John's" can be example of _____.
A. free morphemes B. compounds C. inflectional affixes D. derivations

Part III Proofreading and Error-correction (每题 2 分, 共 20 分)

The passage contains TEN errors. Each indicated line contains a maximum of ONE error. In each case, only ONE word is involved. You should proofread the passage and correct it in the following way.

- For a wrong word, underline the wrong word and write the correct one in the blank provided at the end of the line.
- For a missing word, mark the position of the missing word with a "Λ" sign and write the word you believe to be missing in the blank provided at the end of the line.
- For an unnecessary word, cross the unnecessary word with a slash "/" and put the word in the blank provided at the end of the line.

We use language every day and we live in a world of words. Hardly any moment passes with someone talking, writing or reading. Indeed, 1 _____

languages is most essential to mankind. Our lives increasingly depend on fast and successful use of language. Strangely enough, we know more about things around us than on ourselves. For example, language is species specific, that is, it is language that differs human from animals. However, we do not know yet how exactly we inquire language and how it is possible for us to perceive through language; nor we understand precise the relationships between language and thought, language and logic, or language and culture; still less, how and when language started. One reason for this inadequate knowledge of language is that we, like language users, take too many things for granted. Languages comes to every normal person so naturally that a few of us stop to question what language is, much less do we feel the necessity to study it. Language is far more complex than most people have probably imagined and the necessity to study it is far greater than some people may have assured.

- 2 _____
3 _____
4 _____
5 _____
6 _____
7 _____
8 _____
9 _____
10 _____

Part IV Reading Comprehension (每题2分, 共50分)

Text A

For centuries, people have searched for a way to replace dead and decaying teeth with comfortable false teeth. Many materials have been used to make a set of false teeth. The teeth themselves should be made from a hard and durable material. They should be secured to a soft material, making them easy to wear. In the last two decades, dentists succeeded in making durable false teeth that are comfortable, too.

Two thousand years ago, the Etruscans made teeth out of animal bone and gold. These materials were used with varying degrees of success up to the 1700's. When George Washington was president, ivory from animals such as elephants became a popular material for false teeth. Doctors and inventors also tried silver, pearl, and agate, but teeth made from these materials were very expensive. Perhaps the most successful material was porcelain, invented by a Frenchman about two hundred years ago. White, strong, and resistant to decay, porcelain is still used today for making single teeth.

Besides finding a material for the teeth, inventors also had to find a way to secure them in a person's mouth. People tried wire, springs, and many kinds of glue to accomplish this. In most cases, however, discomfort and a likelihood of the teeth falling out plagued the person who wore them.

Around 1844, an American dentist named Horace Wells used laughing gas to put people to sleep before working on their teeth. This innovation made dental work a lot less painful. Soon after, an inventor created the first form of rubber. This was important to dentistry because teeth could be attached to the rubber, and the rubber could be molded to fit the shape of the mouth. With these two developments, dentist could work without causing pain and could fit teeth more carefully. False teeth have become more available and comfortable since then, and dentists have continued to improve the making and use of false teeth.

1. What is the main topic of this passage?
A. Horace Wells B. False teeth C. Gold and bone D. The Etruscans

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2. The word "resistant" in the second paragraph could best be replaced by the word:

- A. Prone B. Insusceptible C. Hearty D. Sassy

3. Porcelain was invented after the first use of:

- A. Rubber for holding for holding teeth in place
B. Laughing gas
 C. Ivory for making teeth
D. Electric drills

4. When was rubber found to be a useful material for false teeth?

- A. After laughing gas was used to put patients to sleep
B. While George Washington was president
C. Before a Frenchman invented porcelain
D. While the Etruscans were making teeth of bone and gold

5. The following sentence would best complete which paragraph? "It is unimaginable what will come next."

- A. Paragraph 1 B. Paragraph 2 C. Paragraph 3 D. Paragraph 4

Text B

The decrease in responsiveness that follows continuous stimulation (adaptation) is common to all sensory systems, including olfaction. With continued exposure to chronically present ambient odors, individuals' perception of odor intensity is greatly reduced. Moreover, these perceptual changes can be profound and durable. It is commonly reported that following extended absences from the odorous environment, reexposure may still fail to elicit perception at the original intensity.

Most research on olfactory adaptation examines relatively transient changes in stimulus detection or perceived intensity—rarely exceeding several hours and often less—but because olfactory adaptation can be produced with relatively short exposures, these durations are sufficient for investigating many parameters of the phenomenon. However, exposures to odors in natural environments often occur over far longer periods, and the resulting adaptations may differ qualitatively from short-term olfactory adaptation. For example, studies show that even brief periods of odorant stimulation produce transient reductions in receptors in the olfactory epithelium, a process termed "receptor fatigue." Prolonged odor stimulation, however, could produce more long-lasting reductions in response, possibly involving structures higher in the central nervous system pathway.

6. According to the passage, the phenomenon of olfactory adaptation may cause individuals who are reexposed to an odorous environment after an extended absence to

- A. experience a heightened perception of the odor
 B. perceive the odor as being less intense than it was upon first exposure
C. return to their original level of perception of the odor
D. exhibit a decreased tolerance for the odorous environment

7. The passage asserts which of the following about the exposures involved in the "research on olfactory adaptation"?

- A. The exposures are of long enough duration for researchers to investigate many aspects of olfactory adaptation.
 B. The exposures have rarely consisted of reexposures following extended absences from the odorous environment.
 C. The exposures are intended to reproduce the relatively transient olfactory changes typical of exposures to odors in natural environments.
 D. Those exposures of relatively short duration are often insufficient to produce the phenomenon of receptor fatigue in study subjects.

8. The author of the passage discusses "receptor fatigue" primarily in order to

- A. explain the physiological process through which long-lasting reductions in response are thought to be produced
 B. provide an example of a process that subjects would probably not experience during a prolonged period of odorant stimulation
C. help illustrate how the information gathered from most olfactory research may not be sufficient to describe the effects of extended exposures to odors
D. show how studies of short-term olfactory adaptation have only accounted for the reductions in response that follow relatively brief absences from an odorous environment

Text C

In the two decades between 1910 and 1930, over ten percent of the Black population of the United States left the South, where the preponderance of the Black population had been located, and migrated to northern states, with the largest number moving, it is claimed, between 1916 and 1918. It has been frequently assumed, but not proved, that the majority of the migrants in what has come to be called the Great Migration came from rural areas and were motivated by two concurrent factors: the collapse of the cotton industry following the boll weevil infestation, which began in 1898, and increased demand in the North for labor following the cessation of European immigration caused by the outbreak of the First World War in 1914. This assumption has led to the conclusion that the migrants' subsequent lack of economic mobility in the North is tied to rural background, a background that implies unfamiliarity with urban living and a lack of industrial skills.

But the question of who actually left the South has never been rigorously investigated. Although numerous investigations document an exodus from rural southern areas to southern cities prior to the Great Migration, no one has considered whether the same migrants then moved on to northern cities. In 1910 over 600,000 Black workers, or ten percent of the Black work force, reported themselves to be engaged in "manufacturing and mechanical pursuits," the federal census category roughly encompassing the entire industrial sector. The Great Migration could easily have been made up entirely of this group and their families. It is perhaps surprising to argue that an employed population could be enticed to move, but an explanation lies in the labor conditions then prevalent in the South.

About thirty-five percent of the urban Black population in the South was engaged in skilled

trades. Some were from the old artisan class of slavery—blacksmiths, masons, carpenters—which had had a monopoly of certain trades, but they were gradually being pushed out by competition, mechanization, and obsolescence. The remaining sixty-five percent, more recently urbanized, worked in newly developed industries—tobacco, lumber, coal and iron manufacture, and railroads. Wages in the South, however, were low, and Black workers were aware, through labor recruiters and the Black press, that they could earn more even as unskilled workers in the North than they could as artisans in the South. After the boll weevil infestation, urban Black workers faced competition from the continuing influx of both Black and White rural workers, who were driven to undercut the wages formerly paid for industrial jobs. Thus, a move north would be seen as advantageous to a group that was already urbanized and steadily employed, and the easy conclusion tying their subsequent economic problems in the North to their rural background comes into question.

9. The author indicates explicitly that which of the following records has been a source of information in her investigation?

- A. United States Immigration Service reports from 1914 to 1930
- B. Payrolls of southern manufacturing firms between 1910 and 1930
- C. The volume of cotton exports between 1898 and 1910
- D. The federal census of 1910

10. In the passage, the author anticipates which of the following as a possible objection to her argument?

- A. It is uncertain how many people actually migrated during the Great Migration.
- B. The eventual economic status of the Great Migration migrants has not been adequately traced.
- C. It is not likely that people with steady jobs would have reason to move to another area of the country.
- D. It is not true that the term “manufacturing and mechanical pursuits” actually encompasses the entire industrial sector.

11. According to the passage, which of the following is true of wages in southern cities in 1910?

- A. They were being pushed lower as a result of increased competition.
- B. They had begun to rise so that southern industry could attract rural workers.
- C. They had increased for skilled workers but decreased for unskilled workers.
- D. They had increased in large southern cities but decreased in small southern cities.

12. The author cites each of the following as possible influences in a Black worker's decision to migrate north in the Great Migration EXCEPT

- A. wage levels in northern cities
- B. labor recruiters
- C. competition from rural workers
- D. voting rights in northern states

13. The primary purpose of the passage is to

- A. support an alternative to an accepted methodology

- B. present evidence that resolves a contradiction
- C. introduce a recently discovered source of information
- D. challenge a widely accepted explanation

14. According to information in the passage, which of the following is a correct sequence of groups of workers, from highest paid to lowest paid, in the period between 1910 and 1930?

- A. Artisans in the North; artisans in the South; unskilled workers in the North; unskilled workers in the South
- B. Artisans in the North and South; unskilled workers in the North; unskilled workers in the South
- C. Artisans in the North; unskilled workers in the North; artisans in the South
- D. Artisans in the North and South; unskilled urban workers in the North; unskilled rural workers in the South

15. The material in the passage would be most relevant to a long discussion of which of the following topics?

- A. The reasons for the subsequent economic difficulties of those who participated in the Great Migration
- B. The effect of migration on the regional economies of the United States following the First World War
- C. The transition from a rural to an urban existence for those who migrated in the Great Migration
- D. The transformation of the agricultural South following the boll weevil infestation

Text D

The work of English writer Aphra Behn (1640–1689) changed markedly during the 1680s, as she turned from writing plays to writing prose narratives. According to literary critic Rachel Carnell, most scholars view this change as primarily motivated by financial considerations: earning a living by writing for the theatre became more difficult in the 1680s, so Behn tried various other types of prose genres in the hope of finding another lucrative medium. In fact, a long epistolary scandal novel that she wrote in the mid-1680s sold quite well. Yet, as Carnell notes, Behn did not repeat this approach in her other prose works; instead, she turned to writing shorter, more serious novels, even though only about half of these were published during her lifetime. Carnell argues that Behn, whose stage productions are primarily comedies, may have turned to an emerging literary form, the novel, in a conscious attempt to criticize, and subvert for her own ends, the conventions and ideology of a well-established form of her day, the dramatic tragedy.

Carnell acknowledges that Behn admired the skill of such contemporary writers of dramatic tragedy as John Dryden, and that Behn's own comic stage productions displayed the same partisanship for the reigning Stuart monarchy that characterized most of the politically oriented dramatic tragedies of her day. However, Carnell argues that Behn took issue with the way in which these writers and plays defined the nature of tragedy. As prescribed by Dryden, tragedy was supposed to concern a heroic man who is a public figure and who undergoes a fall that evokes pity from the audience. Carnell points out that Behn's tragic novels focus instead on the plight of little-known women and the private world of the household; even in her few novels featuring male protagonists, Behn insists on the importance of the crimes these otherwise heroic figures commit in the domestic sphere. Moreover, according to Carnell, Behn questioned the view promulgated by

monarchist dramatic tragedies such as Dryden's: that the envisioned "public" political ideal—passive obedience to the nation's king—ought to be mirrored patriarchal and hierarchical family order, but also as warning that insisting on such a parallel can result in real tragedy befalling the members of the domestic sphere. According to Carnell, Behn's choice of literary form underscores the differences between her own approach to crafting a tragic story and that taken in the dramatic tragedies, with their artificial distinction between the public and private spheres. Behn's novels engage in the political dialogue of her era by demonstrating that the good of the nation ultimately encompasses more than the good of the public figures who rule it.

16. The passage is primarily concerned with
- A. tracing how Behn's view of the nature of tragedy changed over time
 - B. explaining one author's view of Behn's contribution to the development of an emerging literary form
 - C. differentiating between the early and the late literary works of Behn
 - D. presenting one scholar's explanation for a major development in Behn's literary career
17. The passage suggests that Carnell sees Behn's novels featuring male protagonists as differing from dramatic tragedies such as Dryden's featuring male protagonists in that the former
- A. depict these characters as less than heroic in their public actions
 - B. emphasize the consequences of these characters' actions in the private sphere
 - C. insist on a parallel between the public and the private spheres
 - D. are aimed at a predominantly female audience
18. The passage suggests that Carnell believes Behn held which of the following attitudes about the relationship between the private and public spheres?
- A. The private sphere is more appropriate than is the public sphere as the setting for plays about political events.
 - B. The structure of the private sphere should not replicate the hierarchical order of the public sphere.
 - C. Actions in the private sphere are more fundamental to ensuring the good of the nation than are actions in the public sphere.
 - D. Crimes committed in the private sphere are likely to cause tragedy in the public sphere rather than vice versa.
19. It can be inferred from the passage that the "artificial distinction" (the last but one sentence) refers to the
- A. practice utilized in dramatic tragedies of providing different structural models for the public and the private spheres
 - B. ideology of many dramatic tragedies that advocate passive obedience only in the private sphere and not in the public sphere
 - C. convention that drama ought to concern events in the public sphere and that novels ought to concern events in the private sphere
 - D. assumption made by the authors of conventional dramatic tragedies that legitimate tragic action occurs only in the public sphere

Text E

Studies of the Weddell seal in the laboratory have described the physiological mechanisms that allow the seal to cope with the extreme oxygen deprivation that occurs during its longest dives, which can extend 500 meters below the ocean's surface and last for over 70 minutes. Recent field studies, however, suggest that during more typical dives in the wild, this seal's physiological behavior is different.

In the laboratory, when the seal dives below the surface of the water and stops breathing, its heart beats more slowly, requiring less oxygen, and its arteries become constricted, ensuring that the seal's blood remains concentrated near those organs most crucial to its ability to navigate underwater. The seal essentially shuts off the flow of blood to other organs, which either stop functioning until the seal surfaces or switch to an anaerobic (oxygen-independent) metabolism. The latter results in the production of large amounts of lactic acid which can adversely affect the pH of the seal's blood, but since the anaerobic metabolism occurs only in those tissues which have been isolated from the seal's blood supply, the lactic acid is released into the seal's blood only after the seal surfaces, when the lungs, liver, and other organs quickly clear the acid from the seal's bloodstream.

Recent field studies, however, reveal that on dives in the wild, the seal usually heads directly for its prey and returns to the surface in less than twenty minutes. The absence of high levels of lactic acid in the seal's blood after such dives suggests that during them, the seal's organs do not resort to the anaerobic metabolism observed in the laboratory, but are supplied with oxygen from the blood. The seal's longer excursions underwater, during which it appears to be either exploring distant routes or evading a predator, do evoke the diving response seen in the laboratory. But why do the seal's laboratory dives always evoke this response, regardless of their length or depth? Some biologists speculate that because in laboratory dives the seal is forcibly submerged, it does not know how long it will remain underwater and so prepares for the worst.

20. The passage provides information to support which of the following generalizations?
- A. Observations of animals' physiological behavior in the wild are not reliable unless verified by laboratory studies.
 - B. The physiological behavior of animals in a laboratory setting is not always consistent with their physiological behavior in the wild.
 - C. The level of lactic acid in an animal's blood is likely to be higher when it is searching for prey than when it is evading predators.
 - D. The level of lactic acid in an animal's blood is likely to be lowest during those periods in which it experiences oxygen deprivation.
21. It can be inferred from the passage that by describing the Weddell seal as preparing "for the worst" (the last line), biologists mean that it
- A. prepares to remain underwater for no longer than twenty minutes
 - B. exhibits physiological behavior similar to that which characterizes dives in which it heads directly for its prey
 - C. exhibits physiological behavior similar to that which characterizes its longest dives in the wild
 - D. begins to exhibit predatory behavior

22. The passage suggests that during laboratory dives, the pH of the Weddell seal's blood is not adversely affected by the production of lactic acid because

- A. only those organs that are essential to the seal's ability to navigate underwater revert to an anaerobic mechanism
- B. the seal typically reverts to an anaerobic metabolism only at the very end of the dive
- C. organs that revert to an anaerobic metabolism are temporarily isolated from the seal's bloodstream
- D. oxygen continues to be supplied to organs that clear lactic acid from the seal's bloodstream

23. Which of the following best summarizes the main point of the passage?

- A. Recent field studies have indicated that descriptions of the physiological behavior of the Weddell seal during laboratory dives are not applicable to its most typical dives in the wild.
- B. The Weddell seal has developed a number of unique mechanisms that enable it to remain submerged at depths of up to 500 meters for up to 70 minutes.
- C. The results of recent field studies have made it necessary for biologists to revise previous perceptions of how the Weddell seal behaves physiologically during its longest dives in the wild.
- D. Biologists speculate that laboratory studies of the physiological behavior of seals during dives lasting more than twenty minutes would be more accurate if the seals were not forcibly submerged.

24. The author cites which of the following as characteristic of the Weddell seal's physiological behavior during dives observed in the laboratory?

- I. A decrease in the rate at which the seal's heart beats
 - II. A constriction of the seal's arteries
 - III. A decrease in the levels of lactic acid in the seal's blood
 - IV. A temporary halt in the functioning of certain organs
- A. I and III only B. II and IV only C. II and III only D. I, II, and IV only

25. The passage suggests that because Weddell seals are forcibly submerged during laboratory dives, they do which of the following?

- A. Exhibit the physiological responses that are characteristic of dives in the wild that last less than twenty minutes.
- B. Exhibit the physiological responses that are characteristic of the longer dives they undertake in the wild.
- C. Cope with oxygen deprivation less effectively than they do on typical dives in the wild.
- D. Produce smaller amounts of lactic acid than they do on typical dives in the wild.

Part V Essay questions (每题10分, 共30分)

In many ways, working on a team can be a lot like high school sports. Is the team fraught with internal competition and distrust or is it tight-knit with a common objective? Internal competition undermines good work and taints collaboration that could lead to amazing work.

Even if you've never played sports, you've probably experienced some displaced competitiveness (whether from a sibling, coworker, friend, etc.). Just like a coach of a sports team,

leaders and managers are responsible for keeping that competition in check and making sure the goals of team members are aligned to the "bigger picture." Here's why good leaders promote teamwork (rather than competition) in the workplace.

Top-down company culture

As a leader, you have a lot of responsibilities (whether it's making clients or bosses happy, closing a deal, managing expectations, etc.). With so many moving parts, it's easy to lose track of how your own team is doing—but the cost of doing so is steep.

Without a good leader to reinforce the value of working together and achieving a common goal, the group can splinter off, compromising productivity, quality of the work, and overall loyalty. So how can leaders create a work environment that encourages internal cooperation with an edge for external competition? The key is practicing good communication and building trust—this requires listening. Really listening.

- 1) *Be open, be honest.* Rumors have a funny way of driving a wedge between coworkers and curbing productivity. Earn your team's respect and trust with honesty. In the midst of a transition, be as transparent as you can and update the team as soon as possible. Check in and make sure you're aware of their concerns.
- 2) *Encourage free speech.* Be open to dissent. Working together means welcoming conflict and knowing that there's always the potential for compromise. Only when people feel they can speak freely and actually be heard will they willingly stretch in new directions. This creates a trusting, productive, and creative atmosphere.
- 3) ...

Leading by example

Finally, be the example of cooperation and collaboration you wish to see. Companyculture.com, an informational website for managers, summarizes this point: "Competitive behavior at the top of any organization sets the stage for aggressive, protective and defensive behavior below—such as mistrust and rigid, rule bound, and 'siloed' communication. While these cultural patterns are understandable they are bad for morale, productivity, customer service and corporate success."

Good leaders manage competition by creating an environment that encourages cooperation, collaboration, and cohesion.

1. "How can leaders create a work environment that encourages internal cooperation with an edge for external competition?" In addition to the two points mentioned in Paragraph 5, give more points as you can suggest.
2. Based on the last two paragraphs, how can you be an example of effective teamwork? In what ways do you promote workplace cooperation?
3. According to this passage, how do you understand the following sentence? "The best way for a society to prepare its young people for leadership in government, industry, or other fields is by instilling in them a sense of cooperation, not competition."