

1 Powerful techniques

Introduction

A Read this extract from a presentation. The presenter works in the human resources department of a multinational manufacturer. The audience are potential graduate recruits.

Summit Programme Presentation Transcript

Thursday, June 28

So, what is our second graduate programme?

This is our high potential Summit Programme that will take the best among you to the top, the very top. This is a very exciting option for those of you who are truly looking for variety, opportunity and challenge. The programme enables you to take on three different assignments in three countries in three years and at the same time study for postgraduate management and language qualifications.

It's a challenge, a real challenge. Your first assignment takes place in your home country, the second at our headquarters in San Diego and the third in another country where we expect you to learn a new language. Of course, we pay for all your relocation and study expenses. In fact, our support is very generous, very generous, indeed more generous than anything else you'll find on the job market. But, in return you have to be flexible, hard-working and self-motivated because this programme is not a holiday but a boot camp. You will work, work, work and study, study, study. We test you and you test us. If you successfully finish the three assignments, you are not simply at the end of your training, but at the beginning of a fast, interesting and rewarding career path on your way to the top, the very top.

Let me give you an example of a Summit success story. This is Milena Gawczynski. She had the best degree of her year from Warsaw University and a MBA that she completed during her year with us in San Diego. Her third year on the Summit Programme was spent in Barcelona where she initiated a project to improve communications between our southern European manufacturing plants. She speaks fluent Polish, Russian, English and Spanish and is currently head of our Central European Services office in Prague.

As you can see, our standards are much higher than other companies. Our assessment centre is far more rigorous than all the others presented to you today. That's because we only want the best and of course you'll get the best from us. Our 'summitteers' earn above average salaries and performance bonuses. Our mentoring scheme, international networks and development programme are second to none. If it's variety, opportunity and challenge you're looking for and you know you are the best, then, our Summit Programme is the one for you. It's the only one that will take you to the top, the very top.

HR Department

B Now read the presentation extract aloud. Which sections are more effective in speaking than in writing?

C Read what six presenters said about some of their favourite techniques they learnt on a presentations seminar. Then answer the questions below.

“

- 1 When we're presenting, it can feel unnatural to say the same words over and over again. But, I've noticed that **repetition** really works when I listen to a presentation. It really helps to clarify and consolidate the key points. So, I try to use repetition myself. I think if you can get over the 'unnatural' feeling, it's a really easy technique and it actually makes presenting in English less difficult as you don't have to find different words for the same things.
- 2 You can repeat a phrase or a slogan like a **mantra**. Sometimes it's this mantra that everyone remembers long after the presentation is over. I learnt that classical orators used this technique and I think one of the most famous modern examples is the Martin Luther King speech where he used the 'I have a dream' mantra. People even call it the 'I have a dream' speech. Mantra has to be precise, to the point and memorable. When you get the mantra right, everyone remembers it.
- 3 I quite like using **rhetorical questions** as they create expectation and a feeling of dialogue. They're also a useful tool for outlining or signposting the structure. You should use grammatically correct questions though if you're presenting in another language. It's no good asking a question if the audience don't understand it or because you asked something too complex.
- 4 I really remember the **Rule of Three**. It's so easy. Good presentations often have lists with three different words, three identical words, three phrases or three sentences. Most experts attribute the Rule of Three to Aristotle's Art of Rhetoric in which he referred to 'three types of speeches' and 'three forms of proof'. Pythagoras said three was the 'perfect number'. Lists of three have a sense of completeness and research shows that listeners wait for and expect a third item in a list. As a presenter, I think it's a fairly simple but highly effective technique.
- 5 One of the things I like to do is give real life **examples** or examples that everybody knows. I think this really 'speaks' to the audience as they remember things when they relate them to themselves, events or people. Examples bring things to life. It's all about creating associations.
- 6 A number of effective techniques we use today go right back to the classical writers on rhetoric. Take **contrast**, for example – if you compare one thing to another, you are making a contrast. 'We are bigger than our competitors' is an example. Another contrast technique is to use words that are opposites. Kennedy did it in that famous speech, 'symbolizing an end not a beginning' and 'United, there is little we cannot do ... Divided, there is little we can do'. He used 'not ... but' in the same speech too, 'We observe today not a victory of party but a celebration of freedom'. From a language point of view, these are really not complicated techniques for non-native speakers to use.

”

- 1 Can you find examples of techniques 1–6 in the presentation transcript in A on page 50?
- 2 Do you already use any of techniques 1–6 in your presentations?
- 3 Which new techniques would you be able to incorporate in your presentations?
- 4 Would you find any of the techniques difficult to use?

First, watch this video-clip:

Frank Underwood 'You are entitled to nothing'

<https://www.youtube.com/watch?v=O28zRWR5QT4>

Good evening. For too long, we in Washington have been lying to you. We say we're here to serve you, when in fact, we're serving ourselves. And why? We are driven by our own desire to get reelected. Our need to stay in power eclipses our duty to govern. That ends tonight. Tonight, I give you the truth. And the truth is this: The American dream has failed you. Work hard? Play by the rules? You aren't guaranteed success. Your children will not have a better life than you did. Ten million of you can't even get a job, even though you desperately want one. We've been crippled by Social Security, Medicare, Medicaid, by welfare, by entitlements. And that is the root of the problem: entitlements. Let me be clear. You are entitled to nothing. You are entitled to nothing. America was built on the spirit of industry. You build your future. It isn't handed to you. And the problem with Washington is that we haven't given you the tools to build it. The only way for us to serve you is to give you the means to serve yourselves. Well, that's exactly what I intend to do. Not handouts. Jobs. Real paying jobs. In the next few weeks, the Democratic leadership will introduce a program called 'America Works'. Its goal is simple: to put the ten million Americans who are unemployed to work. All of them. If you want a job, you get one. The cost is five hundred billion dollars. Now, that's a lot of money. To pay for it, we'll need to rethink Social Security, healthcare and benefits from the ground up. We can't maintain the welfare state as we know it. Now, that's not a popular thing to say. Anyone running for office wouldn't dare utter those words. Every advisor and consultant and staff member would beg a presidential candidate not to say them. But I can say them. Because I will not be seeking the Democratic nomination in 2016. Candidates are cautious. They must equivocate, they dodge and tiptoe. But I'd rather leave this office having accomplished something of value than secure another four years having done nothing at all. Franklin Delano Roosevelt ushered in an era of hope and progress when he proposed the New Deal. And at the time, his reforms were considered radical. But he once said, "This country demands bold, persistent experimentation. It is common sense to take a method and try it. And if it fails, admit it frankly and try another. But above all, try something". Roosevelt would have understood better than anyone the necessity for trying something different. The New Deal succeeded for many years, but we must now try something newer before it fails us. If 'America Works' succeeds, we will reinvent the American dream. If we fail in our attempt, we will admit it frankly and try another. But above all, we must try something. Thank you, and God Bless the United States of America.

Good evening.

For too long, **we** in **Washington** have been lying to you. (*STARTLING STATEMENT*)

We say we're here to **serve you**, **when in fact**, **we're serving ourselves**.

And why? We are **driven** by our own **desire** to get re-elected.

Our need to stay in power eclipses our duty to govern.

That ends *tonight*.

Tonight, I give you the *truth*.

And the *truth* is this: The American dream has failed you. (*STARTLING STATEMENT*)

Work hard? Play by the rules? You aren't guaranteed success. (*STARTLING STATEMENT*)

Your children will not have a better life than you did. (*STARTLING STATEMENT*)

Ten million of you can't even get a job, even though you desperately **want one**.

We've been crippled by Social Security, Medicare, Medicaid, by welfare, by *entitlements*.

And that is the root of the problem: *entitlements*.

Let me be clear.

You are entitled to nothing.

You are entitled to nothing.

America was built on the spirit of industry.

You **build** your future.

It isn't **handed** to you.

And the problem **with Washington** is that **we** haven't given you the tools to build it.

The only way for us to **serve** you is to give you the means to **serve yourselves**.

Well, that's exactly **what** I intend to do.

Not **handouts**.

Jobs.

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In the next few weeks, the Democratic leadership will introduce a program called 'America Works'.

Its goal is simple: to put the ten million Americans who are **unemployed** to **work**.

All of them.

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The cost is five hundred billion dollars.

Now, that's a lot of money.

To pay for it, we'll need to rethink Social Security, healthcare and benefits from the ground up.

We can't maintain the **welfare** state as **we** know it.

Now, that's not a popular thing to say.

Anyone running for office wouldn't dare utter those words.

Every advisor and consultant and staff member would beg a presidential candidate *not to say* them.

But I can say them.

Because I will not be seeking the Democratic nomination in 2016.

Candidates are **cautious**.

They must equivocate, they dodge and tiptoe.

But I'd rather leave this office having *accomplished something of value* than secure another four years *having done nothing at all*.

Franklin Delano Roosevelt ushered in an era of hope and progress when he proposed the New Deal.

And at the time, his reforms were considered radical.

But he once said, "This country demands bold, persistent experimentation. (QUOTATION)

It is common sense to take a method and try it.

And if it fails, admit it frankly and try another.

But above all, try something".

Roosevelt would have understood better than anyone the necessity for *trying* something different.

The New Deal succeeded for many years, but we must now *try* something *newer* before it fails us.

If 'America Works' succeeds, **we will** reinvent the American dream.

If we fail in our attempt, we will admit it frankly and try another. (QUOTATION)

But above all, we must try something.

Thank you, and God Bless the United States of America.

Notice how the President uses the following rhetorical devices:

QUOTATION

CONTRAST

ALLITERATION

REPETITION

THE RULE OF THREE

RHETORICAL QUESTION

Election Night Victory Speech, Grant Park, Illinois, November 4, 2008

If there is anyone out there **who still doubts** that America is a place where all things are possible; **who still wonders** if the dream of our founders is alive in our time; **who still questions** the power of our democracy, tonight is your **answer**. **It's the answer** told by lines that stretched around schools and churches in numbers this nation has never seen; by people who waited three hours and four hours, many for the very first time in their lives, because they believed that this time must be different; that their voice could be that difference.

It's the answer spoken by young and old, rich and poor, Democrat and Republican, black, white, Latino, Asian, Native American, gay, straight, disabled and not disabled – Americans who sent a message to the world that we have never been a collection of Red States and Blue States: we are, and always will be, the United States of America.

It's the answer that led those who have been told for so long by so many to be **cynical, and fearful, and doubtful of what we can achieve** to put their hands on the arc of history and bend it once more toward the hope of a better day. It's been a long time coming, but tonight, because of what we did on **this** day, in **this** election, at **this** defining moment, change has come to America.

I was never the likeliest candidate for this office. We didn't start with much money or many endorsements. Our campaign was not hatched in the halls of Washington – it began in **the backyards of Des Moines and the living rooms of Concord and the front porches of Charleston**. It was built by working men and women who dug into what little savings they had to give **five dollars and ten dollars and twenty dollars** to this cause. It grew strength from the young people who rejected the myth of their generation's apathy; who left their homes and their families for jobs that offered little pay and less sleep; from the not-so-young people who braved the bitter cold and scorching heat to knock on the doors of perfect strangers; from the millions of Americans who **volunteered, and organized, and proved** that more than two centuries later, a government of **the people**, by **the people** and for **the people** has not perished from this Earth.

This is your victory. **I know you didn't do this** just to win an election and **I know you didn't do it** for me. You did it because you understand the enormity of the task that lies ahead. For even as we celebrate tonight, we know the challenges that tomorrow will bring are the greatest of our lifetime – **two wars, a planet in peril, the worst financial crisis in a century**. Even as we stand here tonight, we know there are brave Americans waking up in the deserts of Iraq and the mountains of Afghanistan to risk their lives for us. There are mothers and fathers who will lie awake after their children fall asleep and wonder **how they'll make the mortgage, or pay their doctor's bills, or save enough for college**. There is **new energy to harness** and **new jobs to be created; new schools to build** and threats to meet and alliances to repair.

The road ahead will be long. Our climb will be steep. We may not get there in one year or even one term, but America – I have never been more hopeful than I am tonight that **we will get there**. I promise you – **we** as a people **will get there**.

There will be setbacks and false starts. There are many who won't agree with **every** decision or policy I make as President, and we know that government can't solve **every** problem. But **I will always be honest with you** about the challenges we face. **I will listen to you**, especially when we disagree. And above all, **I will ask you join in the work of remaking this nation** the only way it's been done in America for two-hundred and twenty-one years – **block by block, brick by brick, calloused hand by calloused hand**.

What began twenty-one months ago in the depths of winter must not end on this autumn night. This victory alone is not the change we seek – it is only the chance for us to make that change. And that cannot happen if we go back to the way things were. It cannot happen without you.

So let us summon a new spirit of patriotism; of service and responsibility where each of us resolves to pitch in and work harder and look after not only ourselves, but each other. Let us remember that if this financial crisis taught us anything, it's that we cannot have a thriving Wall Street while Main Street suffers – in this country, we rise or fall as one nation; as one people. As Lincoln said to a nation far more divided than ours, “We are not enemies, but friends...though passion may have strained them, it must not break our bonds of affection.” And to those Americans whose support I have yet to earn – I may not have won your vote, but I hear your voices, I need your help, and I will be your President too.

And to all those watching tonight from beyond our shores, from parliaments and palaces to those who are huddled around radios in the forgotten corners of our world – our stories are singular, but our destiny is shared, and a new dawn of American leadership is at hand. To those who would tear this world down – we will defeat you. To those who seek peace and security – we support you. And to all those who have wondered if America's beacon still burns as bright – tonight we proved once more that the true strength of our nation comes not from our the might of our arms or the scale of our wealth, but from the enduring power of our ideals: democracy, liberty, opportunity, and unyielding hope. For that is the true genius of America – that America can change. Our union can be perfected. And what we have already achieved gives us hope for what we can and must achieve tomorrow.

This election had many firsts and many stories that will be told for generations. But one that's on my mind tonight is about a woman who cast her ballot in Atlanta. She's a lot like the millions of others who stood in line to make their voice heard in this election except for one thing – Ann Nixon Cooper is 106 years old. She was born just a generation past slavery; a time when there were no cars on the road or planes in the sky; when someone like her couldn't vote for two reasons – because she was a woman and because of the colour of her skin. And tonight, I think about all that she's seen throughout her century in America – the heartache and the hope; the struggle and the progress; the times we were told that we can't, and the people who pressed on with that American creed: Yes we can.

At a time when women's voices were silenced and their hopes dismissed, she lived to see them stand up and speak out and reach for the ballot. Yes we can. When there was despair in the dust bowl and depression across the land, she saw a nation conquer fear itself with a New Deal, new jobs and a new sense of common purpose. Yes we can. When the bombs fell on our harbour and tyranny threatened the world, she was there to witness a generation rise to greatness and a democracy was saved. Yes we can. She was there for the buses in Montgomery, the hoses in Birmingham, a bridge in Selma, and a preacher from Atlanta who told a people that “We Shall Overcome.” Yes we can. A man touched down on the moon, a wall came down in Berlin, a world was connected by our own science and imagination. And this year, in this election, she touched her finger to a screen, and cast her vote, because after 106 years in America, through the best of times and the darkest of hours, she knows how America can change. Yes we can.

This is our moment. This is our time - to put our people back to work and open doors of opportunity for our kids; to restore prosperity and promote the cause of peace; to reclaim the American Dream and reaffirm that fundamental truth – that out of many, we are one; that while we breathe, we hope, and where we are met with cynicism, and doubt, and those who tell us that we can't, we will respond with that timeless creed that sums up the spirit of a people: Yes We Can. Thank you, God bless you, and may God Bless the United States of America.

Look at the text of this short speech and notice Barack Obama's use of

(i) **repetition**

(ii) **the mantra**

(iii) rhetorical questions (there are none)

(iv) **the Rule of Three**

(v) *real life examples*

(vi) contrast

(vii) alliteration (lots)

NB. The key words, here, are 'we', 'our', 'one', 'people', 'nation', 'America'.

The overall message is one of unity, solidarity and common purpose, and the need for change.

‘What’s in Your Backpack ?’

How much does your life weigh ? Imagine for a second that you’re carrying a backpack. I want you to feel the straps on your shoulders. Feel them ? Now, I want you to pack it with all the stuff that you have in your life. You start with the little things: the shelves, the drawers, the knickknacks, collectibles. Feel the weight as that adds up. Then, start adding larger stuff. Clothes, tabletop appliances, lamps, linens, your TV. The backpack should be getting pretty heavy now and you go bigger. Your couch, bed, your kitchen-table; stuff it all in there! Your car, get it in there. Your home, whether it’s a studio apartment or a two-bedroom house. I want you to stuff it all into that backpack. Now, try to walk. It’s kind of hard, isn’t it ? This is what we do to ourselves on a daily basis. We weigh ourselves down until we can’t even move and, make no mistake, moving is living. Now, I’m going to set that backpack on fire, what do you want to take out of it ? Photos ? Photos are for people who can’t remember. Drink some Ginkgo and let the photos burn. In fact, let everything burn. And imagine waking up tomorrow, with nothing ! It’s kind of exhilarating, isn’t it ? This is how I start every day of my life. Now, this is going to be a little difficult, so stay with me. You have a new backpack. Only this time, I want you to fill it with people. Start with casual acquaintances, friends of friends, folks around the office. And then you move into the people you trust with your most intimate secrets. Your cousins, your aunts, your uncles; brothers, your sisters, your parents. And finally, your husband, your wife; boyfriend, your girlfriend. Get them into that backpack. Don’t worry, I’m not going to ask you to light it on fire. Feel the weight of that bag. Make no mistake, your relationships are the heaviest components in your life. You feel the straps cutting into your shoulders ? All those negotiations and arguments and secrets and compromises. You don’t need to carry all that weight. Why don’t you set that bag down ? Some animals were meant to carry each other, to live symbiotically for a lifetime: star-crossed lovers, monogamous swans. We are not those animals. The slower we move, the faster we die. We are not swans. We are sharks.

Ryan Bingham, as played by George Clooney in the film ‘Up In The Air’ (2009).

How much does your life weigh ?

Imagine for a second that you're carrying a backpack. I want you to feel the straps on your shoulders.

Feel them ?

Now, I want you to pack it with all the stuff that you have in your life.

You start with the little things: the shelves, the drawers, the knickknacks, collectibles.

Feel the weight as that adds up.

Then, start adding larger stuff: clothes, tabletop appliances, lamps, linens, your TV.

The backpack should be getting pretty heavy now, and you go bigger.

Your couch, bed, your kitchen-table; stuff it all in there ! Your car, get it in there. Your home, whether it's a studio apartment or a two-bedroom house. I want you to stuff it all into that backpack.

Now, try to walk.

It's kind of hard, isn't it ?

This is what we do to ourselves on a daily basis. We weigh ourselves down until we can't even move and, make no mistake, moving is living.

Now, I'm going to set that backpack on fire. What do you want to take out of it ?

Photos ? Photos are for people who can't remember.

Drink some Ginkgo and let the photos burn.

In fact, let everything burn and imagine waking up tomorrow with nothing.

It's kind of exhilarating, isn't it ?

This is how I start every day of my life.

Now, this is going to be a little difficult, so stay with me.

You have a new backpack. Only this time, I want you to fill it with people.

Start with casual acquaintances: friends of friends, folks around the office.

And then, you move into the people that you trust with your most intimate secrets: your cousins, your aunts, your uncles; brothers, your sisters, your parents. And finally, your husband, your wife; boyfriend, your girlfriend.

Get them into that backpack.

Don't worry, I'm not going to ask you to light it on fire.

Feel the weight of that bag.

Make no mistake, your relationships are the heaviest components in your life.

You feel the straps cutting into your shoulders ?

All those negotiations and arguments and secrets and compromises.

You don't need to carry all that weight.

Why don't you set that bag down ?

Some animals were meant to carry each other, to live symbiotically for a lifetime: star-crossed lovers, monogamous swans.

We are not those animals.

The slower we move, the faster we die.

We are not swans.

We are sharks.

Watch the following video-clip:

‘How much does your life weigh?’

<https://www.youtube.com/watch?v=nKbJzGMZyil>

How **much** does your **life** weigh?

Imagine for a **second** that you're **carrying** a **backpack**. I **want** you to **feel** the **straps** on your **shoulders**.

Feel them?

Now, I **want** you to **pack** it with all the **stuff** that you **have** in your **life**.

You **start** with the **little** things: the **shelves**, the **drawers**, the **knickknacks**, collectibles.

Feel the **weight** as that **adds** up.

Then, start adding **larger** stuff: **clothes**, **tabletop appliances**, **lamps**, **linens**, your **TV**.

The **backpack** should be getting **pretty heavy** now, and you **go bigger**.

Your **couch**, **bed**, your **kitchen-table**; **stuff** it all **in** there! Your **car**, get it **in** there. Your **home**, whether it's a **studio apartment** or a **two-bedroom house**. I **want** you to **stuff** it **all** into that **backpack**.

Now, try to **walk**.

It's kind of **hard**, **isn't** it?

This is what we **do** to ourselves on a **daily** basis. We **weigh** ourselves **down** until we **can't** even **move** and, **make** no **mistake**, **moving** is **living**.

Now, I'm **going** to **set** that **backpack** on **fire**. **What** do you **want** to take **out** of it?

Photos? Photos are for **people** who **can't** remember.

Drink some **Ginkgo** and **let** the **photos** burn.

In **fact**, let **everything** burn and **imagine** **waking up** tomorrow with **nothing**.

It's **kind** of **exhilarating**, **isn't** it?

This is how I **start every day** of my **life**.

Now, **this** is **going** to be a **little** bit **difficult**, so **stay** with me.

You **have** a **new** backpack. Only **this** time, I **want** you to **fill** it with **people**.

Start with **casual** acquaintances: **friends** of **friends**, **folks** around the **office**.

And **then**, you **move** into the **people** that you **trust** with your most **intimate secrets**: your **cousins**, your **aunts**, your **uncles**; **brothers**, your **sisters**, your **parents**. And **finally**, your **husband**, your **wife**; **boyfriend**, your **girlfriend**.

Get them into that **backpack**.

Don't **worry**, I'm **not** going to **ask** you to **light** it on **fire**.

Feel the **weight** of that **bag**.

Make no **mistake**, your **relationships** are the **heaviest** **components** in your **life**.

You feel the **straps cutting** into your **shoulders**?

All those **negotiations** and **arguments** and **secrets** and **compromises**.

You don't **need** to **carry** all that **weight**.

Why don't you **set** that bag **down**?

Some animals were **meant** to **carry** each other, to live **symbiotically** for a **lifetime**: **star-crossed lovers**, **monogamous swans**...

We are **not** those **animals**.

The **slower** we **move**, the **faster** we **die**.

We are not **swans**.

We are **sharks**.

What kinds of words are stressed in this speech?

Content words i.e. nouns, verbs, adjectives and adverbs.

Headwords of the Academic Word List

with primary stress indicated in bold

abandon	area	code
abstract	aspect	coherent
academy	assemble	coincide
access	assess	collapse
accommodate	assign	colleague
accompany	assist	commence
accumulate	assume	comment
accurate	assure	commission
achieve	attach	commit
acknowledge	attain	commodity
acquire	attitude	communicate
adapt	attribute	community
adequate	author	compatible
adjacent	authority	compensate
adjust	automate	compile
administration	available	complement
adult	aware	complex
advocate	behalf	component
affect	benefit	compound
aggregate	bias	comprehensive
aid	bond	comprise
albeit	brief	compute
allocate	bulk	conceive
alter	capable	concentrate
alternative	capacity	concept
ambiguous	category	conclude
amend	cease	concrete
analogy	challenge	concurrent
analyze	channel	conduct (n.)
annual	chapter	conduct (v.)
anticipate	chart	confer
apparent	chemical	confine
append	circumstance	confirm (v.)
appreciate	cite	confirmation (n.)
approach	civil	conflict
appropriate	clarify	conform
approximate	classic	consent
arbitrary	clause	consequent

considerable
consist
constant
constitute
constrain
construct (n.)
construct (v.)
consult
consume
contact
contemporary
context
contract
contradict
contrary
contrast (n.)
contrast (v.)
contribute
controvery
convene
converse (adj.)
converse (v.)
convert (n.)
convert (v.)
convince
cooperate
coordinate
core
corporate
correspond
couple
create
credit
criteria
crucial
culture

currency
cycle
data
debate
decade
decline
deduce
define
definite
demonstrate
denote
deny
depress
derive
design
despite
detect
deviate
device
devote
differentiate
dimension
diminish
discrete
discriminate
displace
display
dispose
distinct
distort
distribute
diverse
document
domain
domestic
dominate

draft
drama
duration
dynamic
economy
effectiveness
element
eliminate
emerge
emphasis
empirical
enable
encounter
energy
enforce
enhance
enormous
ensure
entity
environment
equate
equip
equivalent
erode
error
establish
estate
estimate
ethic
ethnic
evaluate
eventual
evident
evolve
exceed
exclude

exhibit
expand
expert
explicit
exploit
export
expose
external
extract
facilitate
factor
feature
federal
fee
file
final
finance
finite
flexible
fluctuate
focus
format
formula
forthcoming
foundation
government
grant
guarantee
guideline
hence
hierarchy
highlight
hypothesis
identical
identify
ideology
ignorance
illustrate
image
immigration
impact
implement

implicate
implicit
imply
impose
incentive
incidence
incline (n.)
incline (v.)
income
incorporate
index
indicate
individual
induce
inevitable
infer
infrastructure
inherent
inhibit
initial
initiate
injure
innovate
input
insert
insight
inspect
instance
institute
instruct
integral
integrate
integrity
intelligence
intense
interact
intermediate
internal
interpret
interval
intervene
intrinsic

invest
investigate
invoke
involve
isolate
issue
item
job
journal
justify
label
labour
layer
lecture
legal
legislate
levy
liberal
licence
likewise
link
locate
logic
maintain
major
management
manipulate
manual
margin
mature
maximize
mechanism
media
mediate
medical
medium
mental
method
migrate
military
minimal
minimize

minimum
ministry
minor
mobile
mode
modify
monitor
motive
mutual
necessary
negate
network
neutral
nevertheless
nonetheless
norm
normal
notion
notwithstanding
nuclear
objective
obtain
obvious
occupy
occur
odd
offset
ongoing
option
orient
outcome
output
overall
overlap
overseas
panel
paradigm
paragraph
parallel
parameter
participate
partner

passive
perceive
percent
performance
period
persist
perspective
phase
phenomenon
philosophy
physical
plus
policy
portion
pose
positive
potential
practitioner
precede
precise
predict
predominant
preliminary
presume
previous
primary
principal
principle
prior
priority
procedure
proceed
process
professional
prohibit
project
promote
proportion
prospect
protocol
psychology
publication

publish
purchase
pursue
qualitative
quote
radical
random
range
ratio
rational
react
recover
refine
regime
region
register
regulate
reinforce
reject
relax
release
relevant
reluctance
rely
remove
report
require
research
resolve
resource
respond
restore
restrain
restrict
retain
reveal
revenue
reverse
revise
revolution
rigid
role

route
scenario
schedule
scheme
scope
section
sector
secure
seek
select
sequence
series
sex
shift
significant
similar
simulate
site
so-called
sole
somewhat
source
specific
specify
sphere
stable
statistic
status
straightforward
strategy
stress
structure
style
submit
subordinate
subsequent
successor
sufficient
sum
summary
supplement
survey

survive
suspend
sustain
symbol
tape
target
task
team
technical
technique
technology
temporary
tense
terminate
text
theme
theory
thereby
thesis
topic
trace
tradition
transfer
transform
transit
transmit
transport
trend
trigger
ultimate
undergo
underlie
undermine
understand
undertake
uniform
unify
unique
utilize
valid
vary
vehicle

version
via
violate
virtual
visible
vision
visual
volume
voluntary
welfare
whereas
whereby
widespread

SOME BASIC GUIDELINES REGARDING STRESS IN ENGLISH

1) Some suffixes don't normally change the stress pattern of the root word:

-able	con ceive / conceivable
-age	per cent / percentage
-ance	dominant / dominance
-ancy	con sult / consultancy
-ant	con sult / consultant
-acy	im mediate / immediacy
-hood	child / childhood
-ize	en ergy / energize
-less	job / job less
-ly	flexible / flexibly
-ment	govern / government
-ness	aware / awareness
-ous	vary / various

2) Other suffixes do change the stress pattern of the root word:

a) In these cases, the suffix takes the stress:

-cratic	bureaucrat / bureaucratic
-ee	employ er / employ ee

b) In these cases, the stress is usually on the syllable before the suffix:

-cracy	bureaucrat / bureau cracy
-ety	social / soci ety
-ian	politics / politi cian
-ical	analyze / analy tical
-ion	compute / comput ation
-ic	strategy / strategi c
-ive	direct / direct ive
-ity	product / producti ty

3) In the following cases, the stress falls on the first syllable when the word is used as a noun or an adjective. The stress moves to the last syllable when it is used as a verb.

- 'record'

As a noun: "The group made a **record**."

As a verb: "Remember to **record** the show."

- 'absent'

As an adjective: "We drank a toast to **absent** friends."

As a verb: "Please, don't **absent** yourself during the meeting."

absent · accent · ally · annex · combat · combine · commune · compact · compound · compress · concert · conduct · confine(s) · conflict · conscript · console · consort · construct · content · contest · contract · contrast · converse · convert · convict · decrease · default · defect · desert · digest · discard · discharge · discount · discourse · escort · exploit · export · extract · finance · frequent · impact · implant · import · incline · increase · insert · insult · intern · intrigue · mandate · misprint · object · perfect · perfume · permit · present · proceed(s) · process · produce · progress · project · protest · rebel · recall · recoil · record · recount · refill · refund · refuse · reject · relapse · relay · remake · reprint · research · reset · rewrite · segment · subject · survey · suspect · torment · transplant · transport · underscore · update · upgrade · upset



9

Word stress 1

Read the following two-syllable words and decide if the stress is on the first or last syllable. Then listen to the recording to see if you are right.


Example: table ☐ ☐ elect ☐ ☐ cancel ☐ ☐

repeat	edit	teacher	surprise
manage	bottle	listen	below
above	under	royal	postpone
allow	collect	limit	vanish
picture	forgive	funny	believe
village	sweeten	prefer	cover
after	lucky	former	local

surprise!



Most two-syllable **nouns** have front stress (= stress on the first syllable, ☐ ☐). Most two-syllable **verbs**, by contrast, have end stress (= stress on the last syllable, ☐ ☐) except if the second syllable **must** be weak. (See the Answers for exceptions.)



10 Word stress 2

Test 9 showed that most two-syllable nouns have front stress, and most two-syllable verbs have end stress. Some words, with identical spelling, have **front** stress if used as a **noun**, and **end** stress if used as a **verb**. Listen to these two examples.

The group has just reCORded a new REcord. (record)

IMports have gone up recently. In fact we are imPORting twice as much as last year. (import)

Now place the following words (which can be either noun or verb) in the box below.

repeat	subject	varnish	contrast	rebel	rewrite
damage	escape	answer	increase	present	credit
debate	object	export	regret	suspect	fiddle
treasure	reply	replay	produce	account	pervert

Always <input type="checkbox"/> <input type="radio"/>	Always <input type="radio"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="radio"/> when it is a noun <input type="radio"/> <input type="checkbox"/> when it is a verb
<i>varnish</i>	<i>repeat</i>	<i>subject</i>



29

Word stress 3

Primary and secondary stress

- A** Look at the grid below while you listen to the words on the recording. Then listen again and say the words at the same time as you hear them, giving special emphasis to the stressed syllables.

weak stress ○	SECONDARY STRESS □	weak stress ○	PRIMARY STRESS □	weak stress ○	weak stress ○
1		de	CI	sion	
2			MU	sic	al
3	UN	der	STAND		
4	CON	dem	NA	tion	
5		com	MU	ni	cate
6	CRE	di	BI	li	ty
7	pro	ci	A	tion	

- B** Now look at the words below and see if you can place each word in the grid opposite, according to its stress pattern. Use the recording to check.

editor / refugee / hallucination / ultimatum / departure /
 journalistic / interfere / afterwards / survivable / determination /
 oceanographer / mistranslate / musician / overpaid /
 conductivity / investigation / existential / seasickness / banana /
 congratulations / potato / customer / commemorate /
 inexcusable / computer / productivity / luckily / California /
 indecision / exhibitionist / expandable / survival / productive /
 chemistry / activate / avocado / executive

1	○ □ ○	decision
2	□ ○ ○	musical <i>editor</i>
3	□ ○ □	understand
4	□ ○ □ ○	condemnation
5	○ □ ○ ○	communicate
6	□ ○ □ ○ ○	credibility
7	○ □ ○ □ ○	pronunciation



In two-syllable words, a syllable is either strong or weak (see Tests 9 and 10). But in some three-syllable words, and in most words of four syllables or more, there are two stressed syllables: one carries **primary** (or **main**) stress, the other **secondary** stress.

40 Word stress 4

Words and phrases

A single word may have the same stress pattern as a phrase or group of words.

Example: ☐ ☐ ☐ introduce rock and roll
☐ ☐ ☐ ☐ ☐ amplification go to the station

Match the stress pattern of the numbered words with that of the phrases below. Write the matching number above each phrase.

- | | |
|-----------------------|----------------------------|
| 1 after | 8 modification |
| 2 supply | 9 disability |
| 3 afterwards | 10 pronunciation |
| 4 introduce | 11 confusability |
| 5 departure | 12 parapsychology |
| 6 introduction | 13 legitimization |
| 7 biologist | 14 inconceivability |

6

on the table / a bird / an editor / half a pound /

sometimes I dream of it / above it / try to prevent it /

look around you / I hope they'll be coming / try some /

a lot of them / Jane's the type to manage it / help me /

far from the exit / all of them / the earth / buy an envelope /

the plane for London / under it / a bag of artichokes /

fish and chips / after the accident / a picture / the last of the apples /

the road to Manchester / a load of nonsense /

down the road to Manchester / come on Saturday

41 Word stress 5

Look at the following pairs of words and decide:

- a) where the main stress is in the first word;
- b) if it stays on the same syllable in the second word, or moves.

Example: The verb *support* has stress on the last syllable: ○ ☐

The noun *supporter* keeps the stress in the same place: ○ ☐ ○

The verb *concentrate* has stress on the first syllable: ☐ ○ ○

But in *concentration* the main stress moves forward: ☐ ○ ☐ ○

1 photograph → photography

2 estimate → estimation

3 consult → consultant

4 refer → referral

5 physic → physician

6 refuge → refugee

7 capable → capability

8 nation → national

9 consult → consultancy

10 ideal → idealist

11 compute → computer

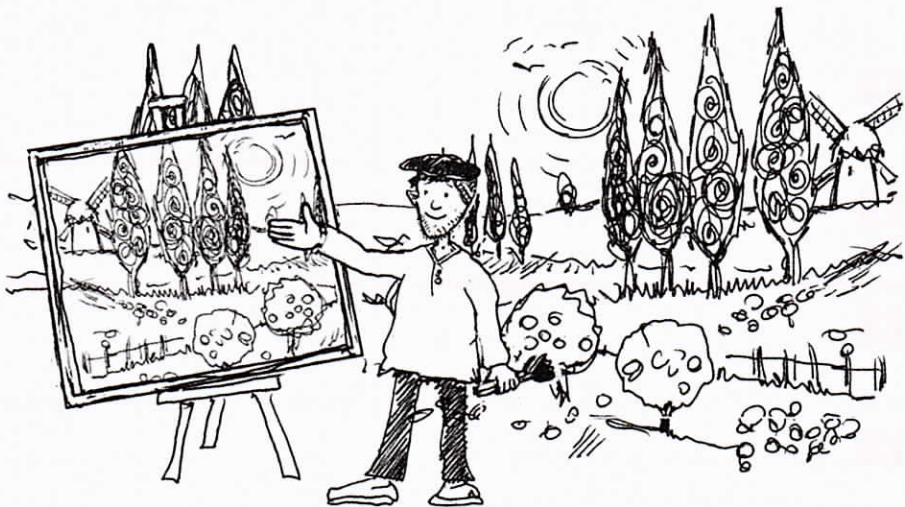
12 astronomy → astronomical

13 photography → photographer

14 sentiment → sentimental

15 approve → approval

16	forget	→	forgettable
17	telephone	→	telephonic
18	geriatrics	→	geriatrician
19	edit	→	editor
20	picture	→	picturesque



picture

picturesque



When you add an extra syllable to **two-syllable verbs** (to turn them into nouns or adjectives), the stress stays on the same syllable:

arrive arrival credit creditor depart departure
manage manager conform conformist

Sebastião Salgado was born on February 8, 1944 in Brazil. After an itinerant childhood, Salgado initially trained as an economist, earning a Master's degree in Economics from the University of São Paulo in Brazil. He began work as an economist for the International Coffee Organization, often traveling to Africa on missions for the World Bank, when he first started seriously taking photographs. He chose to abandon a career as an economist and switched to photography in 1973, working initially on news assignments before moving towards documentary-type work.

Salgado initially worked with the photographic agency Sygma and the Paris-based Gamma, but in 1979, he joined the international cooperative of photographers Magnum Photos. He left Magnum in 1994 and, with his wife Lélia Wanick, Salgado formed his own agency, Amazonas Images, in Paris, to represent his work. He is particularly noted for his social documentary photography of workers in less developed nations.

Salgado works on long term, self-assigned projects many of which have been published as books: *The Other Americas*, *Sahel*, *Workers*, *Migrations*, and *Genesis*. The latter three are mammoth collections with hundreds of images from all around the world. His most famous pictures are of a gold mine in Brazil called Serra Pelada.

Between 2004 and 2011, Salgado worked on *Genesis*, aiming at the presentation of the unblemished faces of nature and humanity. It consists of a series of photographs of landscapes and wildlife, as well as of human communities that continue to live in accordance with their ancestral traditions and cultures. This body of work is conceived as a potential path to humanity's rediscovery of itself in nature.

In September and October 2007, Salgado displayed his photographs of coffee workers from India, Guatemala, Ethiopia and Brazil at the Brazilian Embassy in London. The aim of the project was to raise public awareness of the origins of the popular drink.

Together, Lélia and Sebastião have worked since the 1990s on the restoration of a small part of the Atlantic Forest in Brazil. In 1998, they succeeded in turning this land into a nature reserve and created the Instituto Terra. The institute is dedicated to a mission of reforestation, conservation and environmental education.

Salgado and his work are the focus of the film *The Salt of the Earth* (2014), directed by Wim Wenders and Salgado's son, Juliano Ribeiro Salgado, and produced by Lélia Wanick Salgado. The film won a special award at Cannes Film Festival and was nominated for the best Documentary Feature at the 2015 Academy Awards. It won the 2014 Audience Award at the San Sebastián International Film Festival and the 2015 Audience Award at the Tromsø International Film Festival. It also won the César Award for Best Documentary Film at the 40th César Awards.

Sebastião Salgado has been a UNICEF Goodwill Ambassador since 2001.

8

Summary:

Weapons of Mass Destruction

Enduring question:

How have modern technologies for the use of force changed the practice of international relations?

- Technology has shaped warfare over the centuries, though change in the past was generally slow. The telegraph, the machine gun, and the blitzkrieg all represent new tactics or technologies that shifted the way war was fought.
- Nuclear weapons, first developed by the United States during the Second World War in a secret project codenamed the Manhattan Project, reshaped both warfare and international relations to an enormous degree. Two bombs were dropped on the Japanese cities of Nagasaki and Hiroshima at the end of the war, killing tens of thousands of people.
- A more sophisticated and deadly weapon, the thermonuclear or fusion bomb, was developed in 1953.
- Modern nuclear weapons like SLBMs, ICBMs, and cruise missiles emphasize compact and versatile firepower rather than pure power.
- Nine states have nuclear weapons: the United States, Russia, the United Kingdom, France, China, India, Pakistan, Israel, and North Korea. These states form the nuclear club. The most recent addition to the club is North Korea. Israel has never publicly acknowledged that it possesses nuclear weapons.
- Nuclear weapons are not useful in a normal military context: states with nuclear weapons try to ensure that they can each destroy the other and the other can destroy them to reach a point of strategic stability, or nuclear deterrence. This logic is called Mutually Assured Destruction (MAD).
 - Second Strike capability: Ability to inflict unacceptable damage on an adversary even after a nuclear first strike.
 - First Strike capability: Ability to nullify a state's second strike capability.
- Because most people believe that no state would win a nuclear war, steps have been taken to limit the number of nuclear weapons like the Test Ban Treaty.
- Obtaining nuclear weapons is difficult, but it is not impossible, and many states have sought nuclear weapons for security and prestige.

- States may seek to gain security or not due to extended deterrence, though other states have either voluntarily or been convinced to give up nuclear weapons/weapons development for the hope of material benefit.
 - After seeing what happened to Libya, autocratic leaders may be more skeptical to give up nuclear weapons in the future; this seems to be the case with North Korea.
- Efforts have been made towards halting nuclear proliferation, most notably in the Non-Proliferation Treaty.
 - Scholars debate whether nuclear proliferation is a stabilizing or destabilizing force for international politics.
- Chemical weapons use manufactured chemicals to kill people and biological weapons spread bacteria or viruses to kill people. Both are outlawed under international law.
- While both chemical and biological weapons are dangerous, neither is nearly as dangerous or difficult to defend against as nuclear weapons. However, developing chemical weapons is easier than developing nuclear weapons.
- Non-state actors pose particular challenges for the logic of deterrence, since it is impossible to have second-strike capability against an organization with no territory.
- It is difficult, but not impossible, for non-state actors like terrorist groups to develop or steal weapons of mass destruction.
 - Aum Shinrikyo and ISIS are terrorist groups that successfully used chemical or biological weapons in terror attacks.
- The development of UAVs (drones) has led to several questions about the legality of their use under international law as well as concerns that their use could make it easier for terrorist groups to recruit members.
- Cyber-warfare represents a new technology of war, the full implications of which won't be apparent for some time.
- Hybrid warfare combines conventional and informational warfare and has been used by Russia against Ukraine in the 2010s.

Chapter 8: Technology, the Use of Force and Weapons of Mass Destruction

Summary

Imagine you are US President John F. Kennedy during the 1962 Cuban Missile Crisis. You are informed by your advisors that a US Air Force U-2 spy plane obtained photographic evidence of Soviet medium and intermediate-range missile sites being built in Cuba. Located some ninety miles from the tip of Florida, this is by far the closest to the United States that the USSR has risked bringing nuclear weapons. Once complete, the sites will provide a Soviet nuclear presence just south of the United States, directly threatening national security. This is the most pressing threat the United States has faced in the Cold War thus far.

Important background information

- Since a revolution in Cuba replaced the US-friendly government with a pro-Soviet Communist regime, the United States has attempted to overthrow the Cuban government. Cuba requested Soviet missile sites to deter US aggression.
- The United States has missile sites aimed at the Soviet Union in Italy and Turkey.
- In addition to missile sites, between 16 and 32 missiles have been sighted by US aircraft.
- These missiles could be fired within 18 hours of a decision to fire being made, and are aimed roughly at the center of the United States.
- The United States and Soviet Union have been in the midst of the Cold War for over a decade now. Each side has a massive nuclear arsenal, more than sufficient to utterly destroy its adversary. Both sides have been following the peculiar logic of Mutually Assured Destruction.
- The countries of Latin America are generally allied with the United States, and this build up is the first major incursion of Soviet missiles into that region. Retaining the support of these countries is a major priority for the United States.
- The United States is largely responsible for the protection of West Berlin, which is surrounded by Soviet-controlled East Germany. The Soviets have agreed not to blockade West Berlin but if they change their minds, the United States would likely be forced to engage in war to protect West Berlin.

What do you do?

1) LAUNCH AIRSTRIKES AGAINST CUBA

Aim to dismantle the missile sites and put a prompt end to the program.

2) SET UP A NAVAL BLOCKADE OF CUBA

Ensure nothing can enter (or leave) the country without US knowledge and acquiescence. Any Soviet craft trying to bring missiles or any other weapons, material, or supplies to Cuba will have to cross your blockade. Demand that the Soviet Union dismantle all missile sites in Cuba.

3) LAUNCH A NUCLEAR STRIKE ON THE MISSILE SITES IN CUBA

This will serve to entirely destroy the new sites and to send a message that the US will not accept nuclear weapons so near its own territory.

4) LAUNCH NUCLEAR STRIKES AGAINST THE SOVIET UNION

Aim primarily at key military and government installations. If the Soviet Union is willing to put weapons so close to the United States, it seems they must be preparing for a nuclear attack. It is absolutely essential that you strike first, to gain the upper hand before Moscow does.

5) DO NOTHING

The Soviet Union is likely just providing defensive assistance to Cuba, and no harm will come of it.

6) REQUEST A DIPLOMATIC MEETING WITH THE SOVIET UNION

Request that the missiles be removed from Cuba. Make it clear that any missiles in Cuba will be treated as Soviet missiles, and an attack from Cuba will be responded to with an attack on the Soviet Union.

MICROSOFT 365 — POWERPOINT PRESENTATIONS



1) Microsoft PowerPoint - Presentation Tutorial in 13 MINS

<https://www.youtube.com/watch?v=DzPhjLPLLeg>

2) Ten Powerful PowerPoint Tips

<https://www.youtube.com/watch?v=jgvIzAbcJ6A>

3) Color Theory Basics for Presentation Color Schemes

<https://www.youtube.com/watch?v=Z79FVaCDqK8>

