

the big decisions and are not often challenged. Her Swedish team, however, were used to working in a low power distance culture where subordinates often work together with their bosses to find solutions and make decisions. Here, leaders act as coaches or mentors who encourage independent thought and expect to be challenged.

When Gabriela became aware of the cultural differences between her and her team, she took the initiative to have an open conversation with them about their feelings about her leadership. Pleased to be asked for their thoughts, Gabriela's team openly expressed that they were not used to being told what to do. They enjoyed having more room for initiative and creative freedom. When she told her team exactly what she needed them to do, they felt that she didn't trust them to do their job well. They realised that Gabriela was taking it personally when they tried to challenge or make changes to her decisions, and were able to explain that it was how they'd always worked.

With a better understanding of the underlying reasons behind each other's behaviour, Gabriela and her team were able to adapt their way of working. Gabriela was then able to make adjustments to her management style so as to better fit the expectations of her team and more effectively motivate her team to achieve their goals.

8. Low power distance

- A) involves open collaboration between the boss and their staff. B) is typical of all Scandinavian countries. C) makes decision making more effective.

9. The underlined word aware means.

- A) questioning B) understanding C) knowing

10. In the end, Gabriela

- A) altered the way she led the team. B) managed to control how the team completed tasks. C) could follow her Brazilian way of working because the staff understood it.

Klíč k ukázkovému testu z anglického jazyka B2 – Přijímací řízení

1. A
2. A
3. D
4. B
5. C
6. C
7. B
8. A
9. C
10. A