Lesson 3
Coordinating the members of the team

a Look at the cartoon and, in pairs, discuss what you think it is about.

b Read and complete the text with the connecting phrases from the box. Two of the expressions are in two parts.

as a result
because
in order to
neither / nor
not only / but also
though

Laypeople often think of R&D scientists as solitary figures working in a laboratory on some abstract problem. (1) _____*Though*_____ this may be true for a handful of scientists working on basic research, the vast majority work on R&D projects in teams. These project teams include (2) _____ scientists from various disciplines _____ representatives from diverse functional groups within a company, for example, marketing, manufacturing, and human resources.

Formerly, R&D projects were passed from one group of specialists to another in serial fashion. The term "throwing it over the wall" was often used to describe this way of working, in which each stage of the process was isolated from the others. Research evidence showed that this method was (3) _____ efficient _____ cost-effective (4) _____ it was very time-consuming.

Companies now bring together representatives from each stage of the process and, in this way, they try to achieve more cross-functional communication and participation. The goal is to coordinate processes better and to identify and avoid problems that otherwise might only be discovered later. (5) _____ work effectively in cross-functional project teams, scientists must have both up-to-date knowledge of their technical fields and also skill in communication, problem-solving, and group decision-making—all necessary for successful teamwork. (6) _____, universities are now giving more importance to the development of these skills, and companies are looking for ways to foster these attributes in training programs for their employees.

c In pairs, find synonyms for the following hyphenated phrases from the text.

1. cost-effective   2. cross-functional   3. time-consuming   4. up-to-date

_____   _____   _____   _____