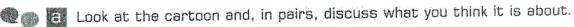


## Lesson 3

## Coordinating the members of the team



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 proble						
	(1) Though this may be true for	a handful of scientists working	g on basic researc	ch, the vast majority		
	work on R&D projects in teams. These proje	ect teams include (2)	sci	entists from various		
	disciplines representati	ves from diverse functional g	roups within a co	mpany, for example,		
	marketing, manufacturing, and human resource					
	Formerly, R&D projects were passed	to another in ser	ial fashion. The term			
	"throwing it over the wall" was often used to	in which each stag	e of the process was			
	isolated from the others. Research evidence	s showed that this method	was (3)	efficient		
	cost-effective (4)	it was very tim	ne-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)					
	companies are looking for ways to foster these attributes in training programs for their employees.					
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	In pairs, find synonyms for the following hyphenated phrases from the text.					
4	1. cost-effective 2. cross-funct	ional 3. time-con	suming	4. up-to-date		
				Manager government and a contract of the contract and a contract of the contract and a contract	**	
		None was a second secon				