

Name:

1 Complete the information about Netflix from the Introduction.

Started in: 1

By: 2 and Marc Randolph

For: people in 3

To: order 4

On: a 5 and get them by 6

...../6

2 Complete this list of things that Netflix changed from the Introduction.

- From mailing DVDs to 1 old TV series and movies over the internet.
- From streaming old shows to 2 new ones made by other companies (like *House of Cards*).
- From licensing other companies' programs to 3 their own award-winning TV shows and movies (like *Stranger Things*, *La Casa De Papel*, and *The Ballad of Buster Scruggs*).
- From US-only to a 4 company in 190 countries.

...../4

3 Complete the text. Choose the correct words. There are three extra words.

management innovative controls subscribers
 failed employees hire fire talent

In May 1998, we started Netflix, the world's first online store renting DVDs. We had thirty
 1 and 925 movie titles, almost all the DVDs you could get at the time.
 By early 2001, we had 400,000 2 and 120 employees. To avoid the
 3 mistakes of Pure Software, there weren't too many rules or
 4 But Netflix still was not a great place to work.

Then, in the spring of 2001, a lot of internet companies suddenly 5 ,
 and there was no more money for tech companies. Unhappy employees were soon unhappier, because
 we had to 6 one third of them.

...../6

4 List three different groups of people who were fired from Netflix in Chapter One.

a

b

c

...../3

5 Circle the correct words to complete the notes.

¹ **Getting** / **Giving** Feedback

- Try ² **to help** / **not to help**: Feedback must be helpful and you must try ³ **to upset** / **not to upset** others.
- Achievable: Feedback must be about something someone is able to do ⁴ **differently** / **the same**.

⁵ **Getting** / **Giving** Feedback

- Say thank you: Listen carefully, think about the message with an open mind, ⁶ **get** / **do not get** angry or complain.
- Take it or leave it: You ⁷ **must** / **must not** listen to and think about all the feedback you get, but you ⁸ **don't have to** / **have to** follow it.

...../8

6 Complete the sentences about Chapter Three. Use one, two, three, or four words.

1 Reed liked the idea of telling people that for their own lives.

2 But he worried about everybody taking vacation , or about nobody taking any vacation.

3 Many of Netflix's when people took time off.

4 Vacations allow you and to see your work differently.

5 The experiment Netflix still does the same thing today.

6 Most important, it shows that Netflix responsibly.

...../6

7 Complete the text. Choose the correct words (a, b, c, or d).

“Netflix spent ¹ _____ money to make *House of Cards* for a new TV system called 4K.

- a a lot of
- b many
- c more
- d much

We worked with Samsung, who made the only 4K televisions you ² _____ buy. But these TVs

- a can
- b could
- c may
- d might

were expensive. Maybe people didn’t want to buy them.

“Geoffrey Fowler from the *Washington Post* newspaper agreed ³ _____ *House of Cards* on

- a watched
- b watching
- c watch
- d to watch

Samsung’s new TV. On Thursday, Samsung engineers came to Netflix with a 4K TV and checked it

⁴ _____ our engineers. Then, we all went home.

- a on
- b out
- c over
- d with

“Friday morning, when I arrived at the office, the TV was ⁵ _____ . Someone threw it out

- a be
- b been
- c gone
- d went

with a lot of old TVs. We needed another TV before 10 A.M. I couldn’t find one at any store in town.

“I was almost crying when Nick ran into the office and told me. ‘⁶ _____ worry, Nigel.

- a Don’t
- b Mustn’t
- c Not
- d Without

I came in last night, and I saw the TV was gone. You ⁷ _____ answering your phone, so I went

- a aren’t
- b didn’t
- c haven’t
- d weren’t

out and bought the same TV, and tried it this morning. It cost \$2,500, but I thought it was the right thing to do.’

“Fowler loved the new system and wrote about it in his newspaper. This was worth ⁸

- a far
- b so
- c to
- d too

much more than that TV, both to Netflix and Samsung.

“Nick ‘acted for the good of Netflix.’”

...../8

8 Complete the text with the missing words.

In the first ¹..... years of Netflix, we were growing fast and needed to hire more software engineers. I now understood that high talent density was important for success, so we looked for the top performers in the job market. Many of these people worked for Google, Apple, and Facebook, and they were paid a lot. We didn’t have ²..... money to attract many of them.

But, as an engineer, I knew about the “rock-star principle” in software. It’s an idea that came from research in 1968. Nine computer engineers had tasks to complete in 120 minutes. The researchers were surprised that the best engineer was very much better and faster than the ³.....

I could choose ten to twenty-five OK engineers for a project. Or I could hire one “rock star” and pay him or her a lot more ⁴..... all the other engineers, if necessary.

Then I started thinking that there are rock stars in all creative jobs.

Patty and I put all the jobs at Netflix into two groups: creative and non-creative.

If you’re hiring someone for a non-creative job, a window cleaner or driver, the best employee might be worth twice as much as an OK one. A really good driver might have 50% fewer accidents. But usually for non-creative jobs, if the pay is OK, your company ⁵..... do very well.

At Netflix, most of our jobs need employees to innovate and be creative. And “rock-star” creative employees are worth much more than OK employees.

In 2003, we decided that, for any non-creative job, pay must be middle of the job market. But for all creative jobs we could pay one great employee at the top of the market. We could have a small team, with one well-paid person doing the work of many. This is how we now hire most employees at Netflix, and we have innovated a lot more quickly and achieved a lot more ⁶..... of it.

...../6

9 For each question about Chapter Five, choose the correct answer: Situation 1 (*When you could go to prison for sharing information*), Situation 2 (*Possible organizational changes*), Situation 3 (*Information about firing*), or Situation 4 (*When you make a mistake*).

- | | | | | |
|------------------------------------------------------------------------------|---|---|---|---|
| a In which situation are people maybe going to lose their jobs? | 1 | 2 | 3 | 4 |
| b In which situation are there laws about what to do? | 1 | 2 | 3 | 4 |
| c In which situation did Reed offer to leave his job? | 1 | 2 | 3 | 4 |
| d In which situation do you need to think of a person's private life? | 1 | 2 | 3 | 4 |
| e Which situation did Reed experience at Pure Software? | 1 | 2 | 3 | 4 |
| f Which situation is about the reasons why someone loses their job? | 1 | 2 | 3 | 4 |
| g Which situation makes employees feel responsibility to the company? | 1 | 2 | 3 | 4 |

...../7

10 Put these steps in *The Netflix Innovation Cycle* in the correct order (1–4).

The Netflix Innovation Cycle

- A** If it succeeds, have a party. If it fails, sunshine it.
- B** Tell people about the idea and look for people who are against it.
- C** The person who knows most should take the bet.
- D** Try a big idea to see if it works.

...../4

11 Match the questions with the answers. Draw lines between them.

- | | |
|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 1 Is it OK to fire people who are doing their best but only performing OK? | a The more excellent people we have on the team, the more we achieve and grow and the more jobs we can offer. |
| 2 How can you stop one employee from trying to compete against another? | b At Netflix, we tell all employees that they should think about learning, teamwork, and achievement. |
| 3 How can you have the Keeper Test and stop people from worrying about their jobs? | c We pay our employees very well. They know that they'll only have their jobs while they're the best. |

...../3

14 Tick five things we learn about different cultures from Chapter Ten.

- 1 In the Netherlands, employees have problems in going against what their managers say.
- 2 In Singapore, employees need to be told directly to make a decision even if the manager does not agree.
- 3 Leaving an American alone over a meal is culturally wrong.
- 4 The direct negative feedback given by a German manager might seem unkind in the US.
- 5 The positive feedback of an American might not seem true in Germany.
- 6 The Thai manager learns never to criticize a colleague in front of others.
- 7 The Colombian manager learns always to be open and direct.
- 8 Israelis are trained to make negative messages softer with positive words.
- 9 The British are trained to criticize with passion and not to give much positive feedback.
- 10 The Japanese use lots of softer words when giving negative feedback.

...../5

15 Complete these lists from The Conclusion. Put the words from the box into the correct categories.

to keep employees safe at work	to make things that need to be the same all the time
to be fast and flexible	to be innovative
to keep subscribers' information private	to run a creative business

Choose rules and processes:

.....

.....

Don't choose rules and processes:

.....

.....

...../6

16 Write the passive form of the sentences.

- 1 For a long time families ran almost all businesses.
.....
- 2 The company fires the employee immediately.
.....
- 3 Most people share critical feedback.
.....

4 At Netflix, the market decides pay.

.....

5 We sold the company to our largest competitor.

.....

6 We train Colombians to make negative messages softer with positive words.

.....

...../6

17 Complete the sentences. Write the correct reflexive pronouns.

1 I sent some CDs in the mail.

2 You can allow someone better to do your job and move on to something better

..... .

3 Patty McCord is one example.

4 What could we do that Blockbuster could not do ?

5 You do not develop processes, you allow employees to be freer to think for

..... .

6 Research shows that over half of us will spend company money on if we think nobody will catch us.

...../6

18 Circle the correct words.

1 In today's world what you **achieve** / **achievable** is important, not how many hours it takes.

2 People think you will not be **competition** / **competitive** if you do not offer a bonus.

3 Since the 1980s, **manage** / **management** research has been filled with ideas on how to give tasks to employees and help them feel in control.

4 I was worried about the **motivation** / **motivate** of the “keepers,” who might feel angry that the company was not **loyal** / **loyalty** to its employees.

5 High **performance** / **performers** do very well in environments where the talent density is high.

6 Or you can have a culture where employees are free and **responsible** / **responsibly**, so work is faster and more **flexible** / **flexibility**.

...../8

19 Complete the sentences with the correct words. Use *-ful* after or *un-* before the words in bold.

- 1 For top performers, a great workplace is not a (**wonder**) office or a free lunch.
- 2 It is no surprise that many people prefer to say nice things than give true and (**use**) feedback.
- 3 But people also left (**clear**) feedback that was difficult to understand and act on.
- 4 When employees understand that their managers are checking how much they spend, they are more (**care**).
- 5 Everyone at Netflix is happier and more (**success**) if all the employees are inspiring.
- 6 In most cultures where direct negative feedback is (**comfortable**) and (**usual**), we learned something important.
- 7 The positive feedback of an American might seem (**necessary**) in Germany.

...../8

20 Read the definitions. Choose the correct words from the box. There are two extra words.

company interview award feedback control
 license behave process fire streaming receipt

- 1 It makes and sells things.
- 2 When you can decide what people or things must do and make them do it.
- 3 When an organization allows people or other organizations to use, have, or do something, usually to make money from it.
- 4 An opinion about something that can help someone to make it better.
- 5 When you ask someone questions to learn information about them, sometimes to decide if they will get a job.
- 6 A thing that you win because you have achieved something very special.
- 7 To tell an employee that they must leave their job.
- 8 A piece of paper that shows you have paid for something.
- 9 A group of things that you do one after the other because you want to achieve something.

...../9

Total...../120