



# SLEEP LEADERSHIP



Scan to review worksheet

Expemo code:  
1998-C558-PQR8



1

## Warm up

In pairs, discuss the following questions.

1. How much sleep do you get each night usually? Is it enough? Why/why not?
2. If/When you sleep badly, what is the cause of it usually?
3. Is sleep something you talk about at work?
4. Is being tired or having a nap at work in your country acceptable or not? Why?

2

## Listening for gist



Listen to the conversation and decide if the following information is Given (G) or Not Given (NG).

1. Denice drinks coffee. \_\_\_\_\_
2. Denice's performance at work. \_\_\_\_\_
3. Denice and Ian live close to the sea. \_\_\_\_\_
4. Where Denice leaves her phone at night. \_\_\_\_\_
5. Hours of sleep (a night) Ian gets. \_\_\_\_\_
6. Ian drinks coffee. \_\_\_\_\_
7. Ian's plan for the afternoon. \_\_\_\_\_
8. Denice is feeling exhausted. \_\_\_\_\_



### 3 Listening for details

Listen again and complete the notes with one, two or three words.

Denice often doesn't have \_\_\_\_\_<sup>1</sup> and frequently wakes up \_\_\_\_\_<sup>2</sup> during the night. Ian suggests that she listens to \_\_\_\_\_<sup>3</sup>, such as the sound of \_\_\_\_\_<sup>4</sup> or \_\_\_\_\_<sup>5</sup>. He also recommends not using her \_\_\_\_\_<sup>6</sup> the night. Other tips he gives are taking \_\_\_\_\_<sup>7</sup> before bed and trying to make the bedroom as cool as possible, as well as drinking warm milk or \_\_\_\_\_<sup>8</sup>. He advises her to take \_\_\_\_\_<sup>9</sup>.

Now in pairs, discuss the following questions.

1. Is this a conversation that you can imagine having with your boss if you had been working without sleep? Why/why not?
2. Do you think Ian did the right thing? Why/why not?
3. Have you tried any of Ian's suggestions? Did they work?
4. What advice would you give to someone who wasn't sleeping well?





## 4

**Focus on vocabulary****Part A: Match the vocabulary to the definitions.**

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|--------------------|---|
| 1. all-nighter (n) | a. a time when you don't go to sleep in order to complete work  |
| 2. mantra (n)      | b. make something less effective or weaker  |
| 3. stamina (n)     | c. purposefully damage something so that it doesn't work effectively  |
| 4. taboo (n)       | d. the power needed, either mental or physical, to complete a task  |
| 5. deprivation (n) | e. a saying or slogan that is repeated to emphasise its importance  |
| 6. inspiration (n) | f. the process which is the result of hearing or seeing something uplifting that makes you want to achieve a certain goal |
| 7. undermine (v)   | g. the state of not having been allowed enough of something   |
| 8. sabotage (v)    | h. a topic that people don't discuss because it's socially unacceptable in some way                                       |

**Part B: Now put the vocabulary from Part A into the correct gaps in the following sentences. You may have to change the form of the word.**

1. Reading about her career was a real \_\_\_\_\_ to me. She had such a difficult life but managed to help so many people.
2. I have a deadline tomorrow so I think I'm going to have to get some coffee in me and pull an \_\_\_\_\_ so I can make it.
3. My \_\_\_\_\_ when it comes to creating presentations is "less is more".
4. I'm absolutely exhausted and don't think I have the \_\_\_\_\_ to make it through the rest of the day. I may take the afternoon off.
5. When you talk to me like that in front of my team, it really \_\_\_\_\_ my position as their manager.
6. He kept talking about what a terrible person the president is at dinner without realising that politics is a bit of a \_\_\_\_\_ subject in business situations.
7. I'm absolutely sure that he deliberately deleted my presentation from my laptop just to \_\_\_\_\_ my reputation with management. I was so embarrassed. I'm never disorganised.
8. He grew up in a town where there was a lot of social \_\_\_\_\_ and he's very motivated for his business to create opportunities in that community.

**Now in pairs, discuss the following questions.**

1. What bad habits do you sometimes have that can **sabotage** your ability to work effectively?
2. What can a manager do that would **undermine** their team's ability to work effectively?



## 5

## Skimming for gist

Quickly read through the article below about sleep leadership and put the verbs in the correct form in gaps (1 – 7).

suffer / expect / think / take / catch / lead / make

## Sleeping for the job

### Encouraging sleep leadership

- A. The concept of working on very few hours' sleep has been around for a while. Lawyers, computer programmers, teachers – perhaps more worryingly, doctors, are among the professions where sleep deficiency is almost like a badge of honour. Long hours during the workday, eating into the evening and weekends are normal, even occasionally doing an all-nighter. We've long been (1) \_\_\_\_\_ up in a culture where less sleep means more work. The trouble is, it's not true. Some leaders are changing the culture and attitudes towards sleep.
- B. Jason Fried, the CEO of Basecamp, a US software company leads by example. His mantra is 'eight-eight-eight'. This relates to how the day should be divided: eight hours work, eight hours sleep, and eight hours for life. For a lot of people, work is the main focus and (2) \_\_\_\_\_ up the lion's share of the time in people's days. What is left over is dedicated to sleep and life, and this is often not much. It (3) \_\_\_\_\_ to stress, poor quality of life, and it doesn't result in good work either. 'No one,' says Fried, 'has the stamina or mental capacity to do 14 hours of work.' So, for him, making sure his employees are getting a good night's sleep is in his interest.
- C. There are two sides to sleep leadership. One is (4) \_\_\_\_\_ sure that management show concern and ask the employees about their sleep. Often, the problem is that discussing sleep, or lack of it, is a taboo topic in the workplace. By changing this and encouraging sleep to be a point of conversation, we can change the way people talk about it and instead of being ashamed for wanting more sleep, they can feel supported. The other side is demonstrating that the sleep employees are getting carries a lot of weight. In Basecamp, workers swap information on getting a good night's rest and care is taken to ensure employees don't feel the need to work in excess of eight hours. Therefore, meetings are limited and brief. Time given to uninterrupted work has the highest priority. Any employee who sends emails late at night receives a gentle reminder that they are not (5) \_\_\_\_\_ to work outside of work hours.
- D. When you are (6) \_\_\_\_\_ from sleep deprivation, you are not able to perform at your best. This is true for everyone from the CEO down. You can't think clearly and you're more likely to react badly or emotionally when presented with a problem. No one is fun to be around when they're tired and that includes leaders. A manager who has had a poor night's sleep isn't going to be an inspiration for their team.
- E. There's a growing recognition around the importance of health for employees, both in terms of physical and mental well-being. Healthy sleep is a significant part of that because without it, all other areas of life are undermined. Not placing enough importance on the eight hours we spend sleeping can sabotage the other 16 hours we are awake. So stop (7) \_\_\_\_\_ of sleep as a 'nice-to-have' and make it a 'must-have'. You and everyone around you will feel better for it.

Sources: BBC, Base Camp



## 6 Reading comprehension

Complete the following sentences with one, two, or three words from the article on page four.

1. \_\_\_\_\_ where not getting enough sleep is common are doctors, lawyers, teachers and computer programmers.
2. Senior managers in some companies are attempting to alter the \_\_\_\_\_ around how we think about sleep in relation to work.
3. To Jason Fried, it is absolutely in the \_\_\_\_\_ of all leaders to ensure that their employees are well-rested so that they can perform at an optimal level.
4. One of the issues around the topic is that complaining you're suffering from a \_\_\_\_\_ sleep is generally not regarded as very professional.
5. If Basecamp employees send emails out of hours, \_\_\_\_\_ is sent to them underlining that they are not required to be working at that time.
6. From \_\_\_\_\_ to the newest intern, no one is able to perform at their best when they are sleep deprived.
7. The \_\_\_\_\_ of employees has been the subject of increased focus lately and this includes the quality of sleep.
8. It's important to treat quality sleep as \_\_\_\_\_ rather than a bonus.

## 7 Talking point

In pairs discuss the following questions.

1. Do you agree with the idea that how well people are sleeping should be a subject of discussion in the office? Why/why not?
2. Do you believe that the way Jason Fried manages his employees is something that will happen more and more in working life? Why/why not?
3. What is the attitude towards sleep and work in your country?
4. How well do you function without enough sleep? What could you do to improve the amount of sleep that you get?



**8 Extended activity/Homework**

Quickly read the article on page four and find words or phrases which mean the same as the following.

- 1. \_\_\_\_\_ idea (para. A)
- 2. \_\_\_\_\_ not enough of something (para. A)
- 3. \_\_\_\_\_ a symbol of a certain quality of status (para. A)
- 4. \_\_\_\_\_ the largest proportion of something (para. B)
- 5. \_\_\_\_\_ the space or ability to contain something (para. B)
- 6. \_\_\_\_\_ given importance (para. C)
- 7. \_\_\_\_\_ more than (para. C)
- 8. \_\_\_\_\_ the act of acknowledging something is significant (para. E)

Now write a sentence correctly using each of the words you found.

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