

**PART TWO**

**Questions 9–14**

- Read this text, which describes the experience of a company that has made big changes in its office procedures.
- Choose the best sentence from the opposite page to fill each of the gaps.
- For each gap (9–14), mark one letter (A–H) on your Answer Sheet.
- Do not use any letter more than once.
- There is an example at the beginning, (0).

## Beyond paperwork

The Danish electronics manufacturer, Oticon, is a leader in the move towards the paperless office. In their cafeteria a huge glass pipe runs from ceiling to floor. When the mail comes in, it is immediately scanned into the computer, shredded, and thrown down the tube to the general cheers of the employees. (0)...H... Having all mail and memos available only as computer files to be read on the screen makes it easy to dispense with large physical storage spaces for people who work at desks. ....(9)....

Changing over to the paperless office required a rapid increase in computer literacy, but rather than set up a corporate training programme they turned the problem over to employees. Eight months before the system was installed, they offered each employee a powerful personal computer for use at home in exchange for training themselves to use it. ....(10)....

The big change was not the move from paper memos to computer messages. Oticon realised that the more radical transformation is from written to verbal communication. ....(11).... That adds up to a large number of face-to-face

exchanges, a big improvement over memos and the occasional multi-hour sit-down consultation typical of the old culture. People do not send each other memos, they talk. As the CEO puts it, 'We have jumped through the memo wall and gone right to action.'

On the eighth of August 1991, the company left their old wood-panelled offices. ....(12).... Since then they have cut in half the 'time to market' on new products. The following year, sales and profits grew more than ever before. ....(13).... In fact, despite a downsizing of 15 per cent, employee satisfaction is hitting record highs.

Oticon has created an organisational pattern that supports great freedom of action for individuals and teams. They have tied it together with a minimum hierarchy. The first clear results to show up were in the greater efficiencies generated by the fact that less time needed to be spent on management activities. ....(14).... They also have some investment in the success of the project they choose. Oticon has succeeded in breaking the mould and taking a lead in non-bureaucratic organisational design.

Example:

0	A	B	C	D	E	F	G	H
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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| <p><b>A</b> This saving was possible because when people have real choice in the nature of their jobs, they commit themselves to being responsible for their areas of choice.</p> <p><b>B</b> They were headed for a new building and a new era in communication.</p> <p><b>C</b> Instead, they have large private areas on their hard disks for their correspondence.</p> <p><b>D</b> In spite of this, the physical office layout at Oticon is one of its most charming features.</p> | <p><b>E</b> Over 90 per cent accepted, and they organised a club to help one another learn.</p> <p><b>F</b> To facilitate this, the on-site coffee bars have now become the venue for about twenty meetings a day, averaging ten minutes and 2.7 participants each.</p> <p><b>G</b> So, are people happy with the change?</p> <p><b>H</b> Only about ten documents a day, items like legal contracts, escape this treatment.</p> |
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