

CHAPTER SIX

WOMEN AT WORK



In Korea, what is women's place in the men's world of work? What about that other outsider, the Western executive? We hear from two Western men in senior management and a successful and independent Korean woman.

IN THIS CHAPTER, STUDENTS WILL

- 1. EXAMINE THEIR OPINIONS ABOUT CULTURAL DIFFERENCES.**
- 2. LEARN ABOUT THE KEY CONCEPTS IN THE CHAPTER—*DISCRIMINATION, SEXISM AND ISSUE.***
- 3. READ THE ROUNDTABLE DISCUSSION ON WOMEN AT WORK.**
- 4. REREAD THE DISCUSSION AND ANSWER READING TASKS.**
- 5. TAKE THE READING COMPREHENSION TEST.**
- 6. DISCUSS THEIR OWN EXPERIENCE WITH THE KEY CONCEPTS AND ANALYZE REAL-LIFE SITUATIONS.**
- 7. DO A ROLE PLAY AND A LISTENING EXERCISE.**
- 8. DO EXERCISES ON METAPHORS, COLLOCATIONS AND INDIRECT SPEECH OR THOUGHT.**
- 9. DO A CROSSWORD PUZZLE USING WORDS FROM THE CHAPTER.**

LET'S START WITH YOU.



Rate the following statements according to this scale.

- 5—strongly agree
- 4—agree
- 3—neither agree nor disagree
- 2—disagree
- 1—strongly disagree

1. _____ An employee's ability to do the job is the only qualification that really matters. Other qualities, like education, personality, sex, age and race, are secondary.
2. _____ An employee deserves the respect and support of his/her colleagues, whether the employee is male or female, young or old.
3. _____ A real man doesn't feel threatened by women seeking equality.
4. _____ The government should pass anti-discrimination laws and see to it that they are enforced.
5. _____ Employees should be equally willing to take directions and orders from male and female supervisors.
6. _____ South Korea's only important resource is its well-educated, hard-working labor force.
7. _____ Korea needs to develop and use its human resources to their full potential.
8. _____ All good jobs require playing politics.
9. _____ Employees and management should be able to communicate freely across levels.

LET'S LOOK AT KEY CONCEPTS.

If you **discriminate**, you treat a person differently—especially in a worse way—because of the person's skin color, sex, religion, age and so on. (negative connotation) In a second meaning, to discriminate also means to see a difference, for example, between two kinds of shorthaired cats. (Neutral or negative connotation)

She was certain the company had **discriminated against her** because of her sex. (negative)

In order to increase the number of women employees, the company decided to **discriminate in favor of** women for the next three years. (neutral)

It was a case of **blatant discrimination**. (negative). She decided to **file a discrimination complaint**. (neutral)

Sexism is (actions based on) the belief that the members of one sex are less intelligent, able, skillful, and so on, than the members of the other sex, especially that women are less able than men and that particular jobs and activities are suitable for women and that others are suitable for men. (negative)

Do you think that all women are **victims of sexism**? (negative)

The university was **accused of sexism** because it had so few women professors, and they said they had encountered **overt/covert sexism** on the job. (negative)

An **issue** is a subject or a problem which people are thinking and talking about. (neutral)

The student political action committee decided to restrict itself to **environmental issues**, while the speaker explained that childcare is not just a **women's issue**. She maintained it was also a **family issue** and a **corporate issue**. (neutral)

The **burning issue** is whether the union is going to stand up for its female members. At the moment, next month's election is not **at issue**. (neutral)

When she complained about being paid less than the men, she was told not to **make an issue of it**. (negative)

LET'S TEST OURSELVES.

Without looking at the previous section, fill in the blanks to complete the paragraph.

_____ is very similar to racism in that it means _____ people on the basis of the physical characteristics of the group the people belong to. It may be _____ (obvious) or _____ (hidden). If an employee has decided she has been treated unfairly, she may file a _____ . However, before she does that, she probably will want to feel protected by the law and the government. She will need to know that she won't be punished. People may believe that everyone should be treated equally, but the _____ is likely to remain unresolved as long as business and government are on the same side.

LET'S LOOK AT METAPHORS.

Exercise 1: Fill in each blank with one of the words on the list.

all-nighter
avant-garde
awakening
challenging
ground-breaking

hindsight
in the dark
produces...productive
rooting for
sandwiched

tightrope
token
upbeat...downbeat

If you want to say...

1. that you now understand how things which were done in the past could have been done better, you can speak of looking behind yourself and seeing the situation in _____ .
2. that an action is meant to show good intentions, you can call it a _____ , a small gift with great symbolic, but no practical value. You can use this term disapprovingly to mean a disadvantaged group is given something small in order to give the false appearance of fairness and to prevent people from complaining

3. that you gave your support to someone as if you were cheering for a team at a sporting match, you can say you were _____ the person.
4. that something requires the full use of your resources, as if you had been called to engage in combat or competition, you can call it _____ .
5. that someone has to be very careful with two opposing groups or plans of action, you can say the person is walking a _____ like a circus acrobat on the high-wire.
6. that someone has no knowledge or understanding of what is happening, you can say he is totally _____ as if stumbling around in the middle of the night.
7. that you had to work through the night to get something done, you can say you pulled an _____ , a term often used by students.
8. that a group initiates new developments, particularly in the arts, you can call it the _____ the French term for a group at the forefront.
9. that you discovered something for the first time as if you had suddenly stopped sleeping, you can say you had an _____ of some kind.
10. that something is very new and different from the things that went before it, you can say it is _____ , like digging in the earth to make a foundation for a new building.
11. that someone is in a difficult or tight position between two other people or things, you can say the person was _____ in like a slice of cheese between two pieces of bread.
12. that something is full of hope, happiness and good feeling, you can call it _____ , like the upward motion a conductor makes when marking time for an orchestra. This is an anticipatory note which is followed by a note with more stress. Something which is _____ is calm, quiet, without much excitement or interest.
13. that an employee accomplishes things or reaches her goals like a manufacturer makes goods, you can say she _____ or that she is very _____.

LET'S LOOK AT COLLOCATIONS.

Exercise 1: Fill in each of the blanks with one of these words. Where are two answers possible?

earnings
income

pay
salary

wage
wages

1. She makes a _____ of \$40,000 a year.
2. Congress voted to increase the minimum _____ to five dollars an hour.
3. All American citizens have to file U.S. _____ tax forms every year, even if they live and work overseas.
4. Contract workers may have higher _____ than regular, full-time employees, but they receive no benefits.
5. Because the family needed the money, the children gave their _____ from baby-sitting and yard work to their mother.

Note: You may have noticed that the word “payment” isn’t listed with the meaning of money given in exchange for work. A payment is something that you make when you pay a bill or part of a bill.

These days I never have much money because my car payments are so high.
This bill is overdue. When can we expect to receive payment?

Exercise 2: In Korean English the word “ability” is greatly overused. In this exercise you’ll see how you can use that and other words for more accuracy and variety. Read the definitions and sample sentences below. Then fill in each blank with a word from the list, making sure you used the right form of the word. (With some items there is more than one right answer.)

Ability—The physical or mental power or the skill to do something (neutral or good).

Someone of her ability/abilities is bound to succeed. [This is a noun. *Ability person is ungrammatical.]

Capable—Having enough physical or emotional ability or power to do something (good or bad). *When he’s drunk he’s capable of saying awful things.* (Incapable) *After her husband died, she was incapable of carrying on.*

Competence—The ability to do something to a level that is acceptable. *Her competence as a teacher is unquestionable.* (Competent/incompetent) *I wouldn’t say he’s brilliant at his job, but he’s competent.*

Skill—A special ability to do something (physical); if the thing is not physical or complicated, the plural is often used. *I have no skill at sewing. She has great writing/negotiating skills. Skillful. Police officers have to be skillful drivers. She's very skillful at dealing with difficult customers.*

Talent—A natural ability to be good at something, especially without being taught; often used for ability in the arts or sports. If the thing is complicated, the plural is often used. *His artistic talents are being wasted at his boring job. Talented.*

1. I believe people are born equally _____ of acts of great kindness and great unkindness; who they become depends on their personal history.
2. I would say that her work is _____ but not exceptional.
3. Because he has little education and no training, he has to work at _____ labor.
4. His failure was not due to a lack of _____, but to a lack of interest.
5. Her musical _____ was obvious at an early age.
6. Working for an _____ boss is difficult because his _____ to do the job always gets in the way.
7. She always had to do it her way. She seemed to be _____ of following directions.
8. He is a very _____ negotiator.
9. For this job we need someone with professional _____ in the field, not just someone with a degree from a famous school.
10. This software program has the remarkable _____ to do everything you need for desktop publishing.
11. The students in my class have very different language _____.
12. She skied down the slope with great _____.
13. Gourmet cooking is among his many _____.

LET'S JOIN THE ROUNDTABLE.

Scott approaches the table with a newcomer. “Lawrence, I’d like you to meet some of the regulars at our discussions.” He gestures around the table and mentions people’s names in order. There are pleasantries all around. Scott begins again, “If I remember correctly, someone suggested talking about women in the Korean workplace this time.”

“You want to start?”

“I will, but I have to admit this topic just reminds me of another one of my cultural mistakes.”

Anne laughs. “That’s all right, Scott. We don’t mind.”

Reading task:

1. How was the woman in Scott’s office treated differently than the men who had the same education and skills?
2. What was the reason given for this discrimination?

The over-qualified secretary

Scott grins at Anne and begins his story.

“From time to time, you and I have discussed various issues, and you know that for an American I’m fairly conservative.”

“Very conservative,” Anne says with a smile.

“Because of incidents like this one, I’ve had to reevaluate my position on various things. Anyway, this incident involved one of our so-called ‘secretaries,’ a woman with a master’s degree who speaks and writes English as well as anybody in our office. They were using her to type, answer the phone, and get coffee during meetings—just because she was a woman.”

“Well, that’s common.”

“After seeing how capable she was,” Scott continues, “I decided she had talent and assigned her a couple of projects, minor things that probably nobody else would have wanted. She said, ‘Look, I’d really like to do this, and I think I can do the work, but I can’t accept it.’ So I suggested to other people that we give her more responsibility. I did it in such a way that they thought it was their idea. I gave her assignments, and she did very well, so I gave her more. But then it reached a point when the guys said, ‘Wait a minute. She’s doing almost what we do.’ Their arguments were that she was going to get married and quit and the company would have wasted all this training on her.”



“That’s what people say, but that’s nonsense,” Anne complains.

“Anyway, I resisted. Then a year later she got married, and her husband ordered her to quit her job. In hindsight, I still don’t agree with wasting talent like that, even if a woman is only going to be around for another year or two. Of course, her salary was nothing like the men’s. The company keeps two sets of payroll records in order to obscure the fact that women are being paid fifty percent of what men are.”

Reading task:

3. What was the difference between the demands the women union members were making and the demands the men union members were making?

The death of a white-collar union

“It was women’s issues that killed off the union in our bank,” Lawrence says. “Actually, the male employees didn’t need a union. I mean, each of them made more money for his position than anyone else in the country. We did need more communication, so we had talks between the senior management and the union, and eventually some misunderstandings were cleared up.”

“But there were still the women’s issues.”

“Right. Even before we got everything straightened out, the men in the union had virtually abandoned it so they wouldn’t have to deal with the women’s issues. The women had more votes, and they were saying, ‘Give us a 30% salary increase and you take a 5% salary increase. Give us a career path. Don’t make us leave when we get married.’ The men complained, ‘They don’t understand the sophistication of the problems that we have.’ They also wanted a career path and more money, but they saw their issues as much different. ‘Really, how can we take this seriously when we have to sit across the table from women who are making these ridiculous demands that have nothing to do with business.’ I was rooting for the women on that one.”



Reading task:

4. What differences in hiring and promotion exist in Lawrence’s bank?
5. How thorough was the investigation into the discrimination complaint?
6. What did the visit of the female vice-president reveal about the bank employees?

Unequal opportunity

“What are working conditions for women at your bank?” Ji-young asks.

“The women have the same credentials as the men have, but we pay them very little. Up until a few years ago we insisted that they leave either when they got married or when they reached twenty-five, whichever came first. We have changed that system, so that now they can stay, and we’ve played some catch-up on salary, so that they no longer make half of what the men do, but it’s still no more than say 65% of the male salary. We hire only the graduates of leading universities—Seoul National University, Yonsei University, Korea University. The job interviews are incredibly sexist. We ask women job candidates, ‘Will you do the three C’s—coffee, copies, cleaning?’ Anyone who seems to have a negative reaction is not hired.”

“Who interviews these people?”

“The senior Koreans and me. We each score people separately. In the early days when I didn’t speak much Korean, I was looking for body language, eye contact, poise, energy, that sort of thing. At the end of these sessions we would compare our scores, and the similarity was amazing—but only with the male candidates. We had a woman here who had a double major in math and economics. I thought, ‘My God, if she stays with us, if we treat her halfway decently, she’s going places.’ They didn’t ask her a single question about her studies. They asked her about her religion, what her mother did, what her father did, if they were living together, had there ever been a divorce in the family, when she was going to get married. I mean, the more talented a woman was, the more insulting the questions were. They did hire her.”

Lawrence pauses for a moment to sip his coffee. “About a year after she was hired, an anonymous discrimination complaint was filed with the Bureau of Labor Standards and the National Labor Relations Board. The *male* staff of the Labor Relations Board visited the *male* staff of the bank.”

“Oh, brother!” someone groans.

“During the time it took to drink one cup of tea, it was decided that there was no problem, that we were really the most progressive of Korean institutions. That was the end of it. Six months later this woman quit. I was really sorry to see her go. I had insisted on including her in departmental lunches. But I got comments, even from the youngest male staffer, like, ‘She’s arrogant.’ I’d say, ‘What do you mean she’s arrogant?’ ‘She seems to be very impressed with herself and what she knows.’ ‘But is she right? Is she just demonstrating that she knows something?’ ‘Well, she’s—she’s just very arrogant.’ No one would listen. When I tried to bring a moderating influence into the conflict, they laughed at me as much as they laughed at her.”

Catching a sympathetic glance from Ji-young, Lawrence continues. “Some time ago we took a woman who’s been working with us for five or six years and made her an officer in a new investment support team. It was very much a token position, but Korean management saw this move as being really avant-garde, really ground-breaking. I said, ‘Fine, now that’s entry level. How much longer before she becomes an assistant manager?’ People just looked at me like I was from the moon. Eventually, she left for the States, where she’s doing quite well. Then people forgot about women officers.”

“Well, that’s to be expected.”

Lawrence continues, “Now, at my home bank in the States, we had a couple of Korean American women, like Sandra Noh, who is a vice-president. When she came out

to Korea for a brief visit, I was delighted to show her around. She was far more advanced than the male staff here, so that she could actually teach them. People looked at her as quite an oddity. There was a lot of giggling, a lot of discomfort and a lot of sexual comments from the men, but I saw that the women were cheering her on.”

Reading task:

7. Describe Ji-young’s first work experience.

A young high-school graduate

Anne turns to Ji-young. “What was it like for you when you worked in a bank? I remember a few months ago you mentioned something about two secretaries who were never asked to go to lunch with everyone else.”

Ji-young nods. “I did some interpreting at a company where all the male employees had lunch together. They never asked the women to join them. The two women had lower positions. They were very reserved and seemed to lack confidence in themselves. They reminded me of myself as the graduate of a commercial high school. I began to work in 1984, even before the end of the semester.”

“You started working before you graduated from high school?”

“It’s customary for commercial high school students to start out as job trainees. In my division there were two other women. One was a university graduate, and the other one was just like me, but two years older. There were about ten or so male workers—all at least ten years older than I was. At school the teachers always told us to obey the men. All I knew was to say yes—always—to make coffee, to behave like ‘an office flower.’ I felt as if I had just been tossed into the water and told, ‘All right, swim.’”

The people around the table make sympathetic noises.

Ji-young continues. “Since everybody was older, I didn’t know how to behave. I went to girls’ schools, and at that time we were supposed to be very, very deferential to the teachers. My father was working abroad, and, as some of you know, both my brothers are younger than I am. I didn’t know how to interact with men. I would answer the phone, and the caller would want to talk to the guy in front of me, who happened to be thirteen or fourteen years older, but he didn’t have a title, so I couldn’t address him as, maybe *Kim Taeri*. I was supposed to call him by name, but I felt very awkward doing that. It was taboo for a young girl. So I had to run over to him and tell him he was wanted on the phone. Anyway, I think those two women kept their distance from the men in the office because they felt that they weren’t as good as they were.”

Reading task:

8. What does Ji-young have to offer her clients?

9. Why does this type of work suit her so well?

Freelance translating at home

Scott asks, “So, tell me. As an M.A. in translation from the Hankuk University of Foreign Studies, which do you like best—translating written text or interpreting orally?”

Ji-young smiles. “I do both. I find translating at home very attractive, but not everyone is satisfied with it. A person has to be very well organized and schedule her

time properly. I work very fast, directly on the computer, so I can make 100,000 won in two hours. I have never missed a deadline—and that’s extremely important. Because I am very focused when I’m working, I have quite a bit of free time, and I like that.”

“How did you find your clients?”

“When I first began this job, I got assignments through acquaintances, mainly through former classmates from *Wae Dae*. With time I have built up relationships with steady clients. It’s funny. Calls from potential clients are quite predictable. I get a call. My rates are more than twice what the so-called ‘translation agencies’ charge, but I don’t think it’s too much because I provide top-notch translation. Anyway, the caller says he’ll call me back. I don’t hear from him again until he’s tried one of the translation agencies and found he can’t use the translation. So now it has to be done immediately. I may have to pull an all-nighter, but it gets done. Sometimes the client becomes a regular. These days a lot of people are interested in doing translation, and there are lots of ads for training schools which are just out to take advantage of people, not to train them properly. But the clients are not fooled. They won’t spend a lot of money on a low-quality translation—at least not more than once.”

Reading task:

10. Describe Ji-young’s relationship with her boss. How is it different than the relationship the company employees have with him?

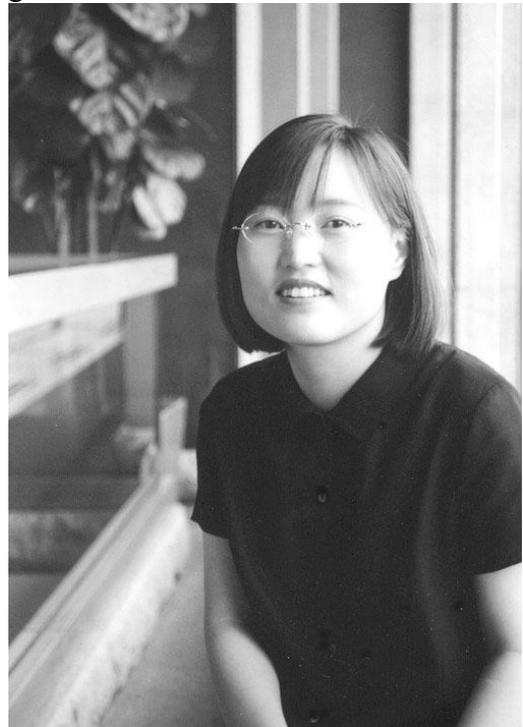
Freelance oral interpretation

Lawrence grins at Ji-young. “I’ll be you don’t get stuck with the ‘three C’s’ anymore.”

Ji-young nods. “Not anymore. My position is quite good compared with other Korean women. Three days a week I do oral interpretation for an American manufacturer who is connected with a Korean research and development company. When the people at the Korean company want me to do something, they ask very politely. For one thing, having a master’s degree gives me status, and for another, being a freelancer places me outside their control. Besides, I work directly with the boss, and I’m paid by the American manufacturer, not by the Korean company.”

“I suppose you’re also the boss’s eyes and ears.”

“Well, not entirely. There are some people, especially his immediate subordinate, who speak good English and can communicate with the boss directly, and I only work with him three days a week.”



Being in-between

“How do you find working for a foreigner?”

“For me it’s easier to work with Westerners than with Koreans. If I worked for a Korean of about the same age and rank as my boss, it would be extremely difficult. Korean men want to assert their authority.”

Anne looks at Ji-young seriously. “Some years ago I mentioned to you that during the Olympics, the NBC interpreters had a hard time doing their jobs. People didn’t want them to help the Americans look good, and they told the interpreters, ‘Look, don’t put yourself out for these foreigners.’”

Ji-young nods at her. “Actually, I’ve heard that recently. The boss’s secretary is very professional, and her English is quite good, but she’s very young and rather difficult to get along with. One day one of the managers complained and called her one of the so-called ‘new generation.’ I agreed with him until he said that, since she was Korean and employed by a Korean company, she should take the Korean side and not be so loyal to the boss.”

“I wondered about that,” Anne says. “I wasn’t really worried about you because I know you can be extremely diplomatic and you also watch out for things like that.”

Ji-young shrugs. “I do walk a tightrope. On the three days work at the company, I have lunch with the Korean employees, not with my boss. The company cafeteria is very good, so everybody has lunch there. I chat with people, and sometimes people ask me for advice about learning English. Also, during the short breaks I pick up things about what’s going on in the company. Once a week I go to the company headquarters with the boss, and we spend more than three hours in the same car, so it’s natural for us to talk about things in the company. I think it’s my duty to tell him what’s going on. He seems to be totally unaware because people don’t tell him anything. That’s even true of his secretary—the one the manager thought was too close to the boss. So I try to help him understand the Korean way of thinking.”

Reading task :

11. Describe the boss’s position and situation in the company. Do you have the feeling this is typical of the Western business person’s experience in Korea?

A man coming out from the dark

Lawrence nods appreciatively and Ji-young, who continues, “He’s been here for one year, and he has two more to go. He’s told me that for his first year he left home in the dark early in the morning, got home in the dark late at night and spent the whole day in the dark. He had no communication. The second-ranking guy reports to him, but he doesn’t mention the bad things. He just says everything is okay. Then finally he has to admit that there’s a problem. So my boss is sandwiched in between the home office and the Korean company.”

“God!” Scott exclaims. “I know that feeling. The American home office often has no idea of what goes on in Asia.”

“He said he’s been trying to find an interpreter for a long time. The bosses in the home office said he didn’t need an interpreter because some of the guys in the company speak English and his secretary speaks English. He put up with the lack of communication for almost a whole year until he made inquiries. There were a lot of applicants, but no one he felt he could spend a lot of time with or trust with confidential information. One day, he happened to meet one of my former classmates, and she

recommended me. I work for him on Tuesdays, Wednesdays and Thursdays. I was supposed to attend the staff meeting with the boss and the managers. I did attend twice, but now he prefers me not to attend because he often loses his temper, and the managers get embarrassed at being scolded in front of a woman.”

Scott chuckles, but refrains from further comment.

“So on Wednesdays I do some translation and help him with other things. On Thursdays there is a confidential meeting with division managers and high-ranking managers. They discuss everything. I sit beside the boss and take notes, which is faster than simultaneous translation because the meeting isn’t interrupted. He reads the notes and participates in the meeting. I don’t understand how he could have survived a whole year without me.

“Thursday is the day he needs me the most. The meeting is at 8:30, so he picks me up at 6:00 in the morning. When the headquarters moved last December, he hesitated to ask me to go with him. I don’t know how typical it is, but he considers my situation, whereas a Korean man would probably have felt he could order me to go because he’s paying me. Because I knew he needed me, I offered to go. He was very pleased. That meeting goes from 8:30 to 10:00. He tries to take care of everything else quickly so we can leave for Seoul before the traffic gets bad. I appreciate that.”

A positive note

“I’m sure he appreciates you. I could find work for you, too, if you ever need some.” Lawrence stretches a bit as he stands up and starts to gather up the coffee cups. He winks at Ji-young. “I’m glad we could end on a positive note with this new Korean woman in charge of her own destiny.”

LET’S TEST OURSELVES.

1. **Scott refers to a woman in his office as “a so-called secretary” because**
 - a. she’s just a secretary.
 - b. he feels she really should have a better position.
 - c. all the women in the office are secretaries.
 - d. all of the above.
2. **Lawrence is very annoyed by the way women are hired at his bank because**
 - a. women earn 65% of what men do, even though they have the same credentials.
 - b. women have to be willing to do simple, demeaning work.
 - c. women are asked insulting questions at job interviews.
 - d. all of the above.
3. **Ji-young speaks of her first job as a matter of**
 - a. sink or swim.
 - b. follow the leader.
 - c. all work and no play.
 - d. all of the above.

4. **According to Anne, Ji-young's story about her coworker illustrates the fact that**
 - a. after-work activities can help bring people together.
 - b. women can succeed if they get to know their colleagues better.
 - c. after-work activities help keep the workplace a men's club.
 - d. all of the above.

5. **Ji-young feels that her success as a translator working at home comes from the fact that she**
 - a. is very intelligent.
 - b. has spent a lot of time abroad.
 - c. is well organized.
 - d. all of the above.

6. **Ji-young feels people at the research and development company are very polite to her because**
 - a. she has a master's degree.
 - b. as a freelancer she's outside their control.
 - c. she works directly with the boss.
 - d. all of the above.

7. **Ji-young's American boss was in a difficult position because**
 - a. he was caught between the home office in the U.S. and the Korean company, which probably didn't understand each other.
 - b. no one told him what was going on—unless they had to—even his secretary.
 - c. the home office told him he didn't need an interpreter.
 - d. all of the above.

LET'S TALK ABOUT IT.

1. What arguments are usually used for giving women less money and fewer job opportunities than men? Are these good reasons or not? Explain.
2. What do you think of labor unions? Are they necessary in a white-collar environment? Are they as necessary now as they were ten or twenty years ago? Explain.
3. How can women get the labor unions to represent them? Explain.
4. Some Korean women believe that they will only have a good career if they work outside Korea. Do you agree? Why or why not?
5. How can high school graduates be better prepared for the job market? Explain.



LET'S LOOK AT KEY CONCEPTS IN REAL LIFE.

1. An American citizen has been working in the international department of a large Korean company for twenty-five years. He speaks and writes Korean as well as he does English. His duties are the same as those of the other people in his department, where he is the only non-Korean, except that he does more of the work that must be done in English. At the end of the year, all of the employees in the department are given a large bonus—except for the only foreigner. He is hurt and angry. When he complains, his new boss is surprised that the foreigner would expect to be treated the same as the Korean employees. Explain the thinking of both men.
2. The Western executive vice-president of a large company considered himself a conservative until he came to Asia and saw how badly women were treated in the workplace. Over the next ten years, he tried to see that talented, well-educated women were hired and promoted in his company—but without much success. Whenever the issue comes up, the men in his company, particularly his subordinates, make jokes and unpleasant comments about him behind his back. Explain the thinking of both the vice-president and the other men.

LET'S ACT IT OUT.

Give her women's work.

A: You are a manager in a Korean company which has just been saved from bankruptcy by an American firm. The U.S. firm has sent over a young man who has a very senior position and who's making a lot of changes. You are particularly worried by his giving good work assignments to a woman in the office. You admit that she works hard, but you think she ought to be restricted to women's work. You try to explain this to the American.

B: You had always considered yourself a conservative until you came to Korea. In the Korean firm you've been assigned to, the few women employees work hard, while most of the male employees seem lazy and arrogant. You want to give work to someone who'll do it well.

LET'S LISTEN.

1. The first time the dialogue is played, do not look at your book. Just listen and try to pick up the main idea of the dialogue.
2. Before the dialogue is played a second time, read over these questions.
 - a. What complaint do Mr. Kim and Mr. Cho have?
 - b. How does Mr. Richards explain his decision?
 - c. What do you think Mr. Richards is feeling? Why do you think so?
 - d. What argument do Mr. Kim and Mr. Cho present?
 - e. What is Mr. Richards' response?
 - f. Do you think he's being reasonable? Why or why not?
3. Listen to the dialogue a second time. Then discuss the answers to the questions with your partner.
4. Listen a third time. Discuss the answers with the class.

LET'S LOOK AT INDIRECT SPEECH OR THOUGHT.

What we can learn from this chapter

First, people are very likely to use direct quotations in ordinary conversations. This means they report the persons exact words in quotation marks.

Scott continues, "She said, 'Look, I'd really like to do this, and I think I can do the work, but I can't accept it.' So I suggested to other people that we give her more responsibility. But then it reached a point when the guys said, 'Wait a minute. She's doing almost what we do.'"

Second, the speaker may use indirect quotations, instead. These put the quoted words in a *that*-clause—the *that* may be deleted, but the grammar remains the same. The fact that indirect quotations have no quotation marks is an indication that they may not be the exact words the speaker heard. If the speaker falls into the present tense because she's telling a story, then both the reporting verb and the quote will be in the present tense, even though the story is about something that happened in the past.

Calls from potential clients are quite predictable. **I get** a call. My rates are more than twice what the so-called 'translation agencies' charge, but I don't think it's too much because I provide top-notch translation. Anyway, **the caller says he'll call me back.**

Third, if the person is speaking in the past tense, the indirect quotation will also be in the past tense.

I **decided** she **had** talent and assigned her a couple of projects, minor things that probably nobody else would have wanted.

I did it in such a way that they **thought** it **was** their idea.

During the time it took to drink one cup of tea, it **was decided** that there **was** no problem, that we **were** really the most progressive of Korean institutions.

So, exactly what is a direct quotation?

- When someone says something, those words may be reported as a direct quotation in quotation marks, meaning that the speaker is reporting exactly what the person said.

He said, “Wait a minute.”*

- In writing, if a character reports the words of another, you may have to use two sets of quotation marks. In American English, double quotation marks go on the outside and single quotation marks go on the inside. The punctuation is usually also inside the quotation marks.

Scott continues, “She said, ‘Look, I’d really like to do this, and I think I can do the work, but I can’t accept it.’ So I suggested to other people that we give her more responsibility. But then it reached a point when the guys said, ‘Wait a minute. She’s doing almost what we do.’”

What is an indirect quotation?

- In an indirect quotation, the quoted part appears in a *that*-clause, although the *that* itself may be omitted. The language indicates that the reporter is passing on what was said, but some changes may be necessary—for example, in pronouns.

He said, “[You] wait a minute.” → He said (that) I should wait.

- If the reporting verb is in the past tense, like *said*, the verb in the following *that*-clause must also be in the past tense, even if it refers to present or future time. References to the time or situation may also need to be changed.

(November. 1) He says, “If it rains tomorrow, we’ll have to call the picnic off.”

→ (November 2) He said that if it rained today, we would have to call it off.”

* “What a minute” shows anger or impatience. In most situations, it’s rude. When answering the phone or asking someone to wait, you might say, “Just a moment, please.”

Exercise 1: The following sentences contain indirect quotations. Create a dialogue by rewriting them as direct quotations.

Example: Judy told her parents she'd like to talk to them about the following weekend.

→ Judy: Mom, Dad, I'd like to talk to you about next weekend.

1. Judy explained her parents that if they let her go to the dance, she would be happy to do all the dishes for a month.

Judy: _____

2. Henry, Judy's father, pointed out that Judy had a big history exam on Monday and that she would have to study hard in order to keep her A in the course.

Henry: _____

3. Judy's mother, Anne, reminded her that they would have to meet Tom, Judy's date, when he came to pick her up, that neither Judy nor her date could drink any alcohol and that she had to be home by midnight.

Anne: _____

4. Judy confessed that she hadn't told her date about her parents' rules, but that she would and that she thought he would go along with them.

Judy: _____

5. Finally, Judy's parents agreed that she could go. They also suggested that she start studying for the history exam that evening.

Parents: _____

Doesn't the indirect quotation also include interpretation by the reporter?

- We mentioned above that the direct quotation must include the exact words the speaker said. Good language use requires that the indirect quotation should also be accurate, but the reporter isn't forced to use the exact wording with 100% accuracy. In fact, the reporting verbs used also allow for interpretation by the reporter.
- Reporting verbs also carry neutral, positive or negative connotations about the quoted speech.

She **said** that she had graduated from Harvard University. (neutral)

She **claimed** that she had graduated from Harvard University. (somewhat negative—the reporter has some doubts about the truth of her statement.)

She **insisted** that she had graduated from Harvard University. (somewhat negative—someone has doubts about the truth of her statement and her behavior.)

She **pointed out** that she had graduated from Harvard University. (neutral—the statement is connected to a larger point she’s making in the conversation.)

Exercise 2: Select the best reporting verb for each of the indirect quotations below. Use each reporting verb only once. How does your choice influence the meaning?

Admit—To recognize, accept, say (reluctantly) that something (bad) is true.

Agree—To have the same opinion, or to accept a suggestion or idea.

Claim—To say that something is a fact, even though people may not believe it.

Feel—To have the opinion or feeling, to consider.

Insist—To state or demand forcefully, especially despite opposition.

Mention—To speak about something briefly or in passing without giving much detail.

Point out—To draw people’s attention to an important fact.

Suspect—To think or believe something (bad) to be true or likely.

Tell—To give information to someone; say something to someone. (This verb needs both a direct and an indirect object.)

Worry—To think fearfully about something bad which might happen.

1. Under official pressure, the executive _____ that he had cheated on his taxes.
2. The translator _____ that she’d gone through the best training in Korea.
3. It was late, and we were all tired, but the new boss _____ that he had to have the report by the next day.
4. I _____ that the new American president had no idea what was going on.
5. Because of what he told me about office politics, I _____ that my husband would find himself on the wrong side.

6. I _____ with him that we should leave before traffic got bad.
7. The boss _____ that he had seen our union representative in the hall this morning.
8. The female union members _____ that they wanted the same things the men did.
9. I _____ the secretaries about my first job experience, which was very similar to theirs.
10. The manager _____ that all the employees should be more loyal to the other Korean employees than to the American boss.

Exercise 3: Change the direct quotations to indirect quotations.

1. "This topic just reminds me of another one of my cultural mistakes."
Scott admitted that _____

2. "She has talent. I'll assign her a couple of projects, minor things that probably nobody else would want."
I saw that _____ and I _____

3. "Look, I'd really like to do this, and I think I can do the work, but I can't accept it."
She explained that _____

4. "I was brought up pro-union."
He prefaced his remarks by pointing out that _____
5. "There is no problem. We are really the most progressive of Korean institutions."
During the time it took to drink one cup of tea, it was decided

6. "We can recommend her."
Since I was considered the best in translation from English to Korean, my friends felt that _____
7. "I'll call back."
The caller said that _____

8. “I can’t use this translation.”

The manager looked it over and protested that _____

Didn’t the roundtable discussion use another form used to report speech or thought?

After certain verbs (*suggest, insist, demand, request*) you may find a construction based on the infinitive. This is formal and less common usage based on Latin, but you should be able to recognize it when you hear or see it.

So I **suggested** to other people that we **give** her more responsibility.

Up until a few years ago we **insisted** that they **leave** either when they got married or when they reached twenty-five, whichever came first.

Exercise 4:

1. “I want you to take the Korean side and not be so loyal to the boss.”

The manager demanded that the secretary _____

2. The executive in the home office said, “I think the man in Korea should forget about getting an interpreter.”

The executive suggested that the man in Korea _____



LET'S DO A CROSSWORD PUZZLE

ACROSS

- 3 Concentrate; sharpen the camera's image
 5 Formal objection made for bad treatment
 9 Restaurant where customers serve themselves
 10 People who are supposed to run things
 12 Working

13 Having the necessary skills to do the job and, usually, the documents to prove it

15 Duty because of your job or relationships
 17 Belief that members of one

sex are less intelligent, able and skillful than members of the other sex

19 What you lose when you get angry

20 Office and professional (hyphenated)

22 Ability on the job

27 Monthly or annual earnings

28 Suggest that some try something or hire a person because they're good

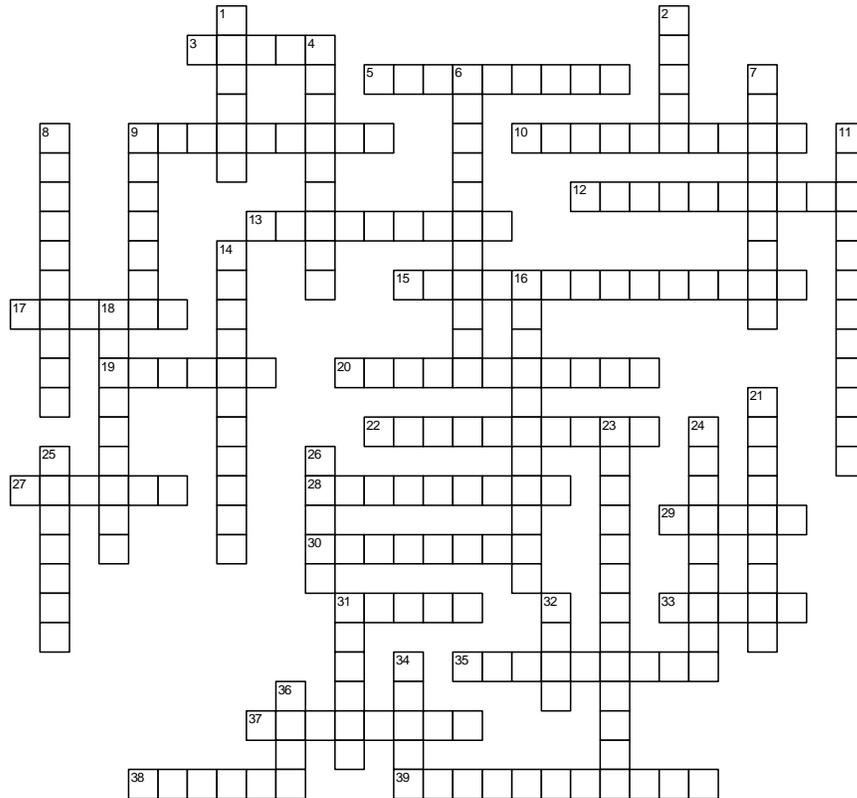
29 Organization which defends workers' rights

30 Too proud

31 Something given in order to create the appearance of fairness and prevent people from complaining

33 Hourly earnings

35 Do jobs for different companies without being a regular employee.



Constructed using Crossword Weaver

37 First-class (hyphenated)

38 Position in the hierarchy

39 Lower person on the company hierarchy

DOWN

1 What women still serve

2 Subject or problem which people are thinking and talking about

4 Employee who types, files, answers the phone and runs the office

6 Not conservative; liberal; forward-looking

7 Someone being considered for a job or for public office

8 Where you start; on the bottom (two words)

9 Customers of a professional person

11 Treat someone in a worse way because of the person's sex, skin color, religion, age and so on

14 Paperwork showing that a person has the education, training and/or experience to do the job

16 Good chance

18 No light, no understanding (three words)

21 Workers, office staff, and management

23 Low-ranking soldier

24 Put from one language into another

25 List showing how much each employee earns

26 Short rest and relaxation time at work or school

31 Ability, particularly in creative thinking

32 Do what you're told

34 Important points written down so the person can remember them and/or communicate them to someone else

36 Superior