

EXERCISE Practice with Outlining

DIRECTIONS Read each paragraph. Then fill in the blanks in the outlines that follow.

1. ¹What makes an effective leader? ²To be sure, no one characteristic or trait defines an effective leader. ³It is true, however, that effective leaders get the most out of employees or group members by holding them to very high standards or expectations. ⁴Setting high standards increases productivity because people tend to live up to the expectations set for them by superiors. ⁵This is an example of the *Pygmalion effect*, which works in a subtle, often unconscious way. ⁶When a managerial leader believes that a group member will succeed, the manager communicates this belief without realizing that he or she is doing so. ⁷Conversely, when a leader expects a group member to fail, that person will not usually disappoint the manager. ⁸The manager's expectation of success or failure becomes a self-fulfilling prophecy. ⁹Thus it pays for a manager to expect the best from employees. (Adapted from Andrew J. DuBrin, *Leadership* 4/e, © Cengage Learning.)

Main Idea: **Effective leaders encourage a high level of performance by expecting the best from their employees.**

- Support:*
- 1. People are likely to live up to a manager's or superior's expectations.**
 - 2. Called the "Pygmalion effect" i.e. expect the best and you'll get it.**
 - 3. _____**

--leader who expects the best gets high achievement

--leader who doesn't expect much gets low achievement

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--pays for leaders to expect the best

2. ¹Despite its rapid spread, Islam is not a religion for those who are casual about regulations. ²On the contrary, adhering to the rules of Islam takes effort and discipline. ³One must rise before dawn to observe the first of five prayers required daily, none of which can take place without first cleansing oneself according to an established ritual or ceremony. ⁴Sleep, work, and recreational activities take second place to prayer. ⁵Fasting for the month of Ramadan,[†] undertaking the pilgrimage to Mecca at least once in a lifetime, paying tax for relief of the Muslim poor, and accepting Islam's creed require a serious and an energetic commitment. ⁶On the whole, the vast majority of Muslims worldwide do observe those tenets.* (Adapted from Jan Goodwin, *Price of Honor*, Plume Books, 2002 p. 29.)

Main Idea: **Practitioners of Islam need to be willing to make a lot of effort to follow the rules of their faith.**

Support: **1. Get up before dawn, perform ritualized cleansing and say the first of five daily prayers.**

2. _____

3. Fasting for the month of Ramadan.

4. _____

5. _____

6. Accepting Islamic beliefs.

[†]Ramadan: Muslim holy month, the ninth month of the Islamic calendar.

*tenets: rules, principles, or beliefs held to be true by a person or an organization.

--Most of those who call themselves Muslim observe Islam's rules.

3. ¹Those cuddly stuffed animals called teddy bears seem to have been around forever. ²But actually the first teddy bears came into being when President Theodore “Teddy” Roosevelt showed himself too much of a sportsman to shoot a staked bear cub. ³In 1902, Roosevelt visited Mississippi to settle a border dispute. ⁴In Roosevelt’s honor, his hosts organized a hunting expedition. ⁵To make sure that the president would bag a trophy, they staked a bear cub to the ground so that Roosevelt’s shot couldn’t miss. ⁶To his credit, Roosevelt refused to shoot the bear. ⁷When the incident was publicized, largely through political cartoons, a Russian candy store owner named Morris Michtom made a toy bear out of soft, fuzzy cloth and placed it in his shop window with a sign reading “Teddy’s Bear.” ⁸The bear was a hit with passersby, and teddy-bear mania spread rapidly throughout the country. ⁹Soon, Teddy's bear was the country's most popular toy, the teddy bear.

Main Idea: _____

Support: **1. In 1902, Roosevelt went to Mississippi and was the guest of honor at a hunting expedition.**

2. _____

3. _____

4. After story got publicity via political cartoons, candy store owner created Teddy's bear.

5. The bear was a hit and everyone wanted one.

4. ¹Many people don't know the difference between a patent and a trademark. ²However the terms *trademark* and *patent* aren't synonyms, they refer to different things. ³Granted for a specific number of years, a patent protects both the name of a product and its method of manufacture. ⁴In 1928, for example, Jacob Schick invented and then patented the electric razor in an effort to maintain complete control of his creation. ⁵Similarly, between 1895 and 1912, no one but the Shredded Wheat company was allowed to make shredded wheat because the company had the patent. ⁶A trademark is a name, symbol, or other device that identifies a product and makes it memorable in the minds of consumers. ⁷*Kleenex*, *JELL-O*, and *Xerox* are all examples of trademarks. ⁸Aware of the power that trademarks possess, companies fight to protect them. ⁹They do not allow anyone else to use one without permission. ¹⁰Occasionally, though, a company gets careless and loses control of a trademark. ¹¹Aspirin, for example, is no longer considered a trademark, and any company can call a pain-reducing tablet an aspirin.

Main Idea: _____

- Support:*
1. **Patents are granted for a specific number of years and protect both name and method of manufacture.**
 - a. _____
 - b. **Between 1895 and 1912, Shredded Wheat company had patent on shredded wheat.**
 2. _____

- a. _____
- b. **Companies generally fight to protect trademarks but they can get careless.**

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5. ¹Noah Webster, the creator of Webster's dictionary, was a super-patriot, whose goal was to take the United States out of Britain's linguistic * shadow. ²It was Webster who coined the term "American English," considering it an expression of praise, because he wanted the language of the newly formed United States to have its own special flavor. ³Many of his changes to British spelling like *theater* instead of *theatre* and *plow* instead of *plough* caught on and became the standard American spelling. ⁴Determined to emphasize the importance of America's influence on the language, Webster purposely titled his dictionary the *American Dictionary of the English Language*. ⁵He also made sure to include thousands of words familiar only to Americans but unheard of by the British. ⁶Among them were *moose*, *prairie*, and *skunk*. ⁷Webster was so much the patriot that he even took on the great American hero George Washington at a dinner party. ⁸Washington had thought of hiring a Scotch tutor for his step-grandchildren, an idea that appalled Webster. ⁹He insisted that the United States had plenty of homegrown scholars that would be as good or better and, above all, who would speak English without a foreign accent.

Main Idea: _____

* linguistic: related to language

Support: 1. _____

2. His changes to British spellings became popular, for instance, "theater" and "plow" instead of "theatre" and "plough."

3. _____

4. _____

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5. Webster even criticized George Washington for wanting to hire a Scotch tutor.

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