



APEX ENGLISH

Your voice. Global.

B2 · BUSINESS ENGLISH

UNIT 6 · B6A

How we work here

Theme · Processes & Habits

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How we work here

Theme: Processes & Habits



Learning objectives

- Onboard a new hire to your team's way of working in under 15 minutes.
- Use *used to* / *be used to* / *get used to* correctly — three grammars, three meanings.
- Name the unwritten rules of your team, not just the written ones.

Ask the teacher — notes to bring to class



Class Book

Warm-up · The one rule

Think about your current team (or your last one). In 45 seconds out loud: name ONE unwritten rule — the thing nobody documented but everyone knows ('we never Slack after 7pm', 'the CFO reads every deck twice before the meeting'). Then record a 30-second voice note.

The rule has to be UNWRITTEN — not in the handbook.

Say what a new hire would do WRONG in week one if nobody told them.

Was the rule good or bad? Would you keep it if you ran the team tomorrow?

Bonus: is there a rule you had to UN-learn from your last job to fit in here?

Lead-in: onboarding hits or misses

Rank 1 (best move) to 4 (biggest miss).

1. Manager sat side-by-side with the new hire for 3 mornings.

2. Manager sent a 40-page PDF and disappeared.

3. Manager introduced the new hire to 8 key people in 48h.

4. Manager said 'you'll pick it up' and vanished into meetings.

followUp: Which move would you steal for your next hire?

Side-by-side for 3 mornings

40-page PDF, no contact

Intros to 8 key people

'You'll pick it up' + vanished

Reading: The written rules, and the ones you actually need to know

Every team has two rulebooks. The written one — the wiki, the handbook, the onboarding deck — describes how the team says it works. The unwritten one — 'we never book meetings on Wednesdays', 'the CFO reads decks in the taxi before the meeting', 'reply-all is career suicide here' — describes how the team actually works. A good onboarding transfers both. A bad onboarding transfers only the first, and lets the new hire discover the second the hard way, over six embarrassing months.

The grammar of 'how we work here' sits on three phrases that look similar and mean three different things. 'I used to work in a corporate' means it was true in the past and isn't anymore. 'I'm used to working in open-plan offices' means I've adapted; it feels normal to me now. 'I'm still getting used to

Ask the teacher — notes to bring to class



Slack replacing email' means I'm in the middle of adapting; it doesn't feel normal yet. New hires live in the third one for weeks — 'I'm still getting used to how you run stand-ups' — and the fastest way to shorten that phase is to name the norm explicitly rather than hope they absorb it.

The trap in onboarding is documentation theatre. A 40-page wiki nobody reads is worse than a 4-page one everybody does, because it lets managers off the hook: 'it's in the doc, they can look it up'. The best onboarders do the opposite — they treat every question the new hire asks as evidence that the doc failed, and they fix the doc that afternoon. A team where onboarding gets shorter every quarter is a team that's actually learning; a team where onboarding gets longer is a team that's confused about how it works.

1. The 'two rulebooks' idea is that every team has...
 - (A) A short one and a long one
 - (B) The written rules AND the unwritten ones — and good onboarding transfers both
 - (C) A rulebook for staff and one for managers
2. 'I used to work in a corporate' means...
 - (A) I still work there
 - (B) It was true in the past and isn't anymore
 - (C) I've adapted to it
3. 'I'm still getting used to Slack replacing email' means...
 - (A) Slack replaced email years ago
 - (B) I've fully adapted
 - (C) I'm in the middle of adapting — it doesn't feel normal yet
4. The reading criticises 'documentation theatre' because...
 - (A) Docs are always bad
 - (B) Nobody has time to write docs
 - (C) Long unread docs let managers off the hook and slow onboarding down

Vocabulary in context

Match the onboarding / process term to its plain-English meaning.

onboard (v.) — get a new hire up to speed on how the team works

ramp up — the period a new hire takes to reach full productivity

the runbook — the step-by-step guide for a repeatable process

single source of truth — the ONE place a fact lives — everywhere else references it

workflow — the ordered set of steps a piece of work goes through

handover — when work passes from one person / team to another

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Vocabulary: onboarding, workflows, unwritten rules

buddy (n.) — the peer assigned to answer a new hire's day-1 questions

shadowing — sitting alongside someone to observe how they actually do the work

day-in-the-life — a walk-through of what a typical Tuesday looks like in this role

ramp plan — the week-by-week plan for a new hire's first 30/60/90 days

pick something up — learn it informally, from watching / doing / asking

kick off (v.) / kick-off (n.) — the meeting that starts a project

spin up — start something quickly from nothing (a project, a team, a tool)

hand off (v.) / hand-off (n.) — pass the work to the next person / team

unblock someone — remove the one obstacle impeding their progress

loop someone in — include them in a thread / decision they need to see

the way we do things here — culture, dressed up as habit

unwritten rule — a norm everyone knows but nobody wrote down

sacred cow — a habit or ritual nobody questions — even when they should

read the room — match what you say / do to the energy in the room

muscle memory — a habit so ingrained you do it without thinking

practice

Complete each sentence with ONE word / phrase.

1. Every new engineer is paired with a ____ for their first two weeks — someone senior they can ask anything.

2. The fastest way to learn how sales actually pitches is to ____ two calls with our best rep.

3. We ____ ____ the Q4 project on Monday — I need three people in the room.

4. Can you ____ Priya ____ on this thread? She'll have context.

5. Weekly-report-on-Friday is our ____ ____ — nobody's questioned it in three years.

6. Don't quote the CEO in the meeting — ____ ____ ____ first, it's a tense day.

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Practice 2 — collocations & rewrite

Rewrite each sentence replacing the underlined phrase with ONE word/expression from this lesson's vocabulary. Keep the meaning identical.

1. Every new engineer is paired with a peer who answers day-one questions for their first two weeks.

2. The fastest way to learn how sales pitches is to sit alongside someone to observe them on two calls.

3. We start the project on Monday — I need three people in the room.

4. Can you include Priya in this thread? She'll have context.

5. Weekly-report-on-Friday is our habit nobody questions — nobody's questioned it in three years.

Practice 3 — discursive writing (business memo)

prompt: Write a short memo to a new hire's manager summarising the onboarding plan for their first 30 days, including the unwritten rules they'll need to learn.

Use at least FOUR of the target expressions from this unit.

Adopt a professional register: concise, structured, executive-friendly.

Include a clear recommendation or takeaway in the final sentence.

sample: Subject: 30-Day Onboarding Plan — New Hire I'm proposing a ramp plan built around proximity, not documents. Week one: I'll shadow her through two client calls and loop her into the key Slack threads so she's not learning secondhand. She'll be paired with a buddy for day-to-day questions rather than a static wiki. We'll kick off with introductions to the eight people she'll actually work with, each with the unwritten rule attached ('Marc reads decks Sunday night'). I'm still getting used to how quickly our last two hires adapted this way — it's clearly faster than the 40-page PDF approach. Recommendation: adopt this ramp plan as the team default for every hire going forward.

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Grammar focus: used to / be used to / get used to

1. USED TO + infinitive — a past habit that isn't true anymore — 'I used to work in a corporate' → I don't now. 'I used to check email at 6am' → I don't anymore. Negative / question: 'I didn't use to...' / 'Did you use to...?' (drop the -d in speech / writing). Use for: past habits, past states, past routines that STOPPED.

2. BE USED TO + -ing / noun — you've adapted; it feels normal now — 'I'm used to working in open-plan offices' → it doesn't bother me. 'She's used to giving feedback in public' → it feels normal to her. Note the -ING (or a noun): 'I'm used to remote work' / 'I'm used to working remotely'. Use for: things that ARE part of your normal now, even if they were hard at first.

3. GET USED TO + -ing / noun — you're IN THE PROCESS of adapting — 'I'm getting used to Slack' → not normal yet, but I'm on the way. 'It took me three months to get used to the 7am stand-up.' → past process, completed. 'You'll get used to it' → future — you're not there yet, but you will be. Use for: the middle phase — after 'new' but before 'normal'.

4. Common traps — • 'I'm used to WORK in a corporate' ✗ → 'I used to work in a corporate' (past habit) OR 'I'm used to WORKING in a corporate' (adapted, still true). • 'I use to' ✗ → 'I used to' (past = -ed). • 'I'm used to work here' is a common Portuguese-speaker trap: you almost always mean 'I'm used to WORKING here' (I've adapted) OR 'I used to work here' (I don't anymore).

Exercise A — Choose the correct form

Fill in the blanks with *used to* / *be used to* / *get used to* in the correct form.

1. (Past habit, stopped) I ____ (check) Slack at 6am, but I stopped after the burnout.

2. (Adapted now) After six months here, I ____ ____ ____ (work) in an open-plan office.

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3. (In the process) She's only been here three weeks, so she ____ ____ ____ ____ ____ (adjust) to how fast we ship.

4. (Past habit, question) ____ you ____ ____ (work) in-office five days a week before the pandemic?

5. (Future — reassuring a new hire) Don't worry — you ____ ____ ____ ____ (get) our Monday stand-up format in a week or two.

Exercise B — Rewrite so the meaning is unambiguous

Rewrite each sentence using used to / be used to / get used to to match the meaning in brackets.

1. 'I worked in a big four consultancy for five years.' (...and I don't anymore)

2. 'Open-plan doesn't bother me.' (...because I've adapted)

3. 'The 7am stand-up was hard at first, but not anymore.' (...I've adapted)

4. 'Async communication is still weird to me.' (...in the process)

5. 'Reply-all was normal at my old job.' (...past habit)

Exercise C — 'What did you have to get used to?'

Answer each prompt in TWO sentences. Sentence 1: used to / be used to / get used to. Sentence 2: ONE unwritten rule you had to learn.

1. The last time you joined a new team, what did you have to GET USED TO in the first month?

2. What did you USED TO do at a previous job that would be wrong here?

3. What is one thing you're STILL GETTING USED TO — even now?

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Listening: three managers, one new hire's first week

You're a Head of People. A new hire (Lena, hired for a strategy role) is finishing week one. You're deciding which of three team leads should own the ramp-up plan for future hires. Each of them ran a different onboarding this week. You're listening for who transferred the WRITTEN rules AND the unwritten ones — and who didn't.

pre

Which manager do you predict will land it — and what will land it?

What is ONE thing YOU had to 'get used to' in your first month at your current job that nobody told you about?

gist

1. Which manager ran the onboarding that actually worked, and why?

2. Which manager sent the 40-page doc and vanished?

3. Which manager was warm but overloaded her with a real project on Day 2, with no scaffolding?

detail

1. How many people did Priya personally introduce Lena to in the first 48 hours, and why those ones?

2. What was the ONE small deliverable Priya gave Lena on Day 3, and what was the safety net?

3. What did Tomas assume Lena would 'pick up as she went'?

Third listen — onboarding craft

Focus on HOW each manager designed the week. Answer from what they DID, not what they said.

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1. Priya's onboarding is expensive — she blocked two full mornings and multiple 1:1s. Why is it still the cheapest of the three in the medium term?

2. Tomas's plan feels efficient ('here's the wiki, ping me') — what is he actually optimising for?

3. Kenji shipped a real deliverable in week one, which Priya also did. Why does Priya's version work and Kenji's doesn't?

Language from the audio — onboarding moves worth stealing

Match each phrase to what it DOES.

"I sat with her for the first two mornings, side-by-side." — proximity beats docs — signals investment in the human, not the wiki

"I introduced her to eight people in 48 hours — not the whole company, just the eight she'll actually work with." — targeted network map — she can ask for help by day three

"Marc reads decks Sunday night; get yours in by Friday afternoon." — names an unwritten rule out loud — kills six months of mis-timed work

"I sent her the wiki on Monday and told her to ping me with questions." — documentation theatre — the manager thinks this counts as onboarding

"If it's not right, that's on me for the brief, not on you." — explicit safety net — makes shipping in week one psychologically possible

"You'll pick it up as you go." — abdication dressed up as trust — she'll pick up the wrong things

Voice A (Tomas): Yeah, Lena's onboarding went great, I think. I sent her the wiki on Monday — it's really comprehensive, forty pages, everything's in there — and I told her to ping me with any questions. She had a couple of small ones early in the week. I've had back-to-back meetings all week, honestly, but she seems bright. She'll pick it up as she goes.

Voice B (Priya): OK. Week one for Lena. I blocked my calendar the first two mornings and sat with her side-by-side — literally next desk, laptops open, walking through how I actually structure my week. I introduced her personally to eight people in the first 48 hours — not the whole company, the specific eight she'll work with most in Q1. For each one I named the role AND the unwritten thing — 'Marc reads decks Sunday night, get yours in by Friday afternoon'. On Wednesday I gave her one small real deliverable — a one-page competitor teardown for Monday's leadership meeting — with an explicit line: 'if it's not right, it's on me for the brief, not on you'. I reviewed it Friday before it went out. She's ramping fast. I'd hire ten more of her.

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Voice C (Kenji): Great week, actually! I threw her in the deep end — Day 2 she was already in front of a live client, which I think was really empowering. She's smart, she figured it out. I didn't do a buddy thing or a runbook, I just wanted her to feel trusted from day one. She shipped something small by Friday, which is great. She'll figure the rest out.

Speaking: solo role-play — 90-second onboarding walk-through

Solo task. Imagine a new hire starts on your team on Monday. Record yourself (voice note, up to 90 seconds) giving them their first 15 minutes. You MUST include: (1) at least ONE 'used to / be used to / get used to' — used correctly, (2) TWO named unwritten rules of your team, (3) ONE named person they should meet in the first 48 hours + WHY, (4) ONE small deliverable they'll own in week one, (5) explicit permission to ask 'stupid' questions.

Scene: Your real next hire (recommended)

A: You're onboarding them.

B: Imagined listener: someone who's actually joining your team soon (or the last person who did).

Scene: A senior hire from a very different company

A: You're onboarding them.

B: Imagined listener: someone who spent 10 years at a big corporate and is joining your fast-moving team. They'll have to UN-learn a lot.

Scene: A junior hire, first real job

A: You're onboarding them.

B: Imagined listener: someone six months out of university — this is their first office job.

Extra speaking task — 30-second 'the one rule'

Now compress the whole onboarding to ONE unwritten rule — the ONE thing your new hire absolutely cannot get wrong in the first month. Record a 30-second voice note. Format: 'The ONE thing you have to get used to on this team is ____, because _____. Everything else you can figure out.'

Writing mini-task

Write the 4-sentence 'ramp plan' for a new hire's Week 1 (max 80 words). Sentence 1: who they sit next to. Sentence 2: three named people they meet in 48 hours. Sentence 3: ONE small deliverable they'll own by Friday. Sentence 4: ONE unwritten rule you'll name out loud on Day 1.

Wrap-up

One unwritten rule of your team you'll name out loud for the next new hire.

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One 'used to / be used to / get used to' distinction you'll stop mixing up.

One thing YOU had to un-learn from a previous job to fit in where you are now.

Quiz

1. 'I used to work in a corporate' means...
 - (A) I still do
 - (B) It was true in the past and isn't now
 - (C) I've adapted to it
2. 'I'm used to working remotely' means...
 - (A) I did it in the past
 - (B) I've adapted — it feels normal now
 - (C) I'm in the process of adapting
3. 'I'm still getting used to Slack replacing email' means...
 - (A) I've fully adapted
 - (B) I did it in the past
 - (C) I'm in the middle of adapting — not normal yet
4. 'I'm used to work here' is wrong because...
 - (A) 'used to' + infinitive is only for past habits; adapted meaning needs '-ing'
 - (B) 'work' should be 'works'
 - (C) It's a tense problem
5. The reading argues good onboarding transfers...
 - (A) Only the written rules
 - (B) Both the written rules AND the unwritten ones
 - (C) Only the unwritten ones

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Workbook — home practice



Exercise 1 — Onboarding & workflow lexis

Complete each sentence with *ONE* phrase from the box.

Word bank: buddy · shadow · kick off · loop ... in · sacred cow · read the room

1. Every new engineer is paired with a ____ for their first two weeks — someone senior they can ask anything.

2. The fastest way to learn how sales actually pitches is to ____ two calls with our best rep.

3. We ____ ____ the Q4 project on Monday — I need three people in the room.

4. Can you ____ Priya ____ on this thread? She'll have context.

5. Weekly-report-on-Friday is our ____ ____ — nobody's questioned it in three years.

6. Don't quote the CEO in the meeting — ____ ____ first, it's a tense day.

Ask the teacher — notes to bring to class



Exercise 1b — Vocabulary — discursive writing

Write a short proposal (120–180 words) for the Executive Committee regarding the overhaul of our current onboarding process. Argue for a shift from a 'manual' approach to a more structured 'ramp-up' model. Incorporate at least four phrases from Exercise 1: *buddy*, *shadow*, *kick off*, *loop in*, *sacred cow*, or *read the room*.

type: writing

Use at least 4 target vocabulary items from the unit.

Maintain a formal, executive register suitable for a boardroom proposal.

Use advanced signposting (e.g., 'Furthermore', 'Consequently', 'With respect to').

Structure clearly: Situation, Proposal, Expected Outcome.

model: Subject: Proposal for Enhancing Onboarding Efficiency To the Executive Committee, Our current onboarding process has long been a sacred cow within the organisation, yet it frequently fails to integrate new hires effectively. To address this, I propose we kick off a revised 'Ramp-Up' initiative starting Q3. Central to this shift is the formalisation of the buddy system. Rather than expecting new joiners to simply 'pick it up', they should shadow senior leads for their first 48 hours to observe decision-making in real-time. This exposure allows them to read the room and understand our unwritten rules before they are required to deliver. Furthermore, managers must ensure they loop in new hires on all relevant strategic threads immediately to prevent early-stage isolation. By moving away from a passive 'sink or swim' culture toward this structured proximity, we expect to see a 20% reduction in first-quarter attrition. This investment in the first week will pay dividends in long-term alignment and performance.

Exercise 2 — used to / be used to / get used to

Put the verb in the right form. Match the meaning in brackets.

1. (Past habit, stopped) I ____ (check) Slack at 6am, but I stopped after the burnout.

2. (Adapted now) After six months here, I ____ ____ ____ (work) in an open-plan office.

3. (In the process) She's only been here three weeks, so she's ____ ____ ____ (adjust) to how fast we ship.

4. (Past habit, question) ____ you ____ ____ (work) in-office five days a week before the pandemic?

5. (Future — reassuring a new hire) Don't worry — you ____ ____ ____ (get) our Monday stand-up format in a week or two.

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6. (Adapted now, negative) I ____ (be) interrupted every 20 minutes — I have to defend the mornings.

Exercise 3 — Onboarding hits or misses?

Classify each onboarding move: *HIT* (a great onboarding decision), *MISS* (a bad one) or *NEUTRAL* (depends).

1. Manager sat next to the new hire for the first three mornings.
(A) HIT
(B) MISS
(C) NEUTRAL
2. Manager sent a 40-page welcome PDF on Day 1 and asked 'any questions?' on Day 5.
(A) HIT
(B) MISS
(C) NEUTRAL
3. Manager introduced the new hire to 8 named colleagues in 48 hours.
(A) HIT
(B) MISS
(C) NEUTRAL
4. Manager gave the new hire a real deliverable on Day 3, with no safety net.
(A) HIT
(B) MISS
(C) NEUTRAL
5. Manager said 'you'll pick it up as you go' and disappeared into meetings for two weeks.
(A) HIT
(B) MISS
(C) NEUTRAL
6. Manager blocked a daily 30-minute 'stupid questions welcome' slot for the whole first week.
(A) HIT
(B) MISS
(C) NEUTRAL

Exercise 4 — Name the unwritten rule

Rewrite each vague onboarding sentence into an *EXPLICIT* unwritten rule a new hire can act on Monday morning.

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1. 'People here are pretty flexible about hours.'

2. 'The CFO is a bit particular about decks.'

3. 'We're pretty async.'

4. 'Meetings are optional here.'

Exercise 5 — Three managers, one new hire's first week

You'll hear three team leads describe how they onboarded Lena in her first week. Decide who transferred both the written AND unwritten rules — and who didn't.

1. Which manager ran the onboarding that actually worked?

2. Which manager sent the wiki and vanished?

3. Which manager was warm but overloaded her on Day 2 with no scaffolding?

Voice A (Tomas): I sent her the wiki on Monday — it's really comprehensive, forty pages — and I told her to ping me with any questions. I've had back-to-back meetings all week. She seems bright, she'll pick it up as she goes.

Voice B (Priya): I blocked my calendar the first two mornings and sat with her side-by-side. I introduced her personally to eight people in 48 hours — not the whole company, the specific eight she'll work with in Q1. For each one I named the role and the unwritten thing — 'Marc reads decks Sunday night, get yours in by Friday'. On Wednesday I gave her a one-page teardown for Monday's leadership meeting, and I told her: 'if it's not right, that's on me for the brief, not on you'.

Voice C (Kenji): I threw her in the deep end — Day 2 she was in front of a live client. She's smart, she figured it out. No buddy, no runbook, just wanted her to feel trusted from day one. She shipped something small by Friday, which is great.

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Exercise 6 — Write your Week-1 ramp plan

Imagine a new hire joins your team on Monday. Write the 4-sentence ramp plan (max 80 words). Sentence 1: who they sit next to. Sentence 2: three named people they meet in 48 hours. Sentence 3: ONE small deliverable they own by Friday. Sentence 4: ONE unwritten rule you'll name out loud on Day 1.

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Answer key — Class Book

Lead-in: onboarding hits or misses

1. Top — proximity beats any doc.
2. Bottom — no human contact, PDF unread.
3. Top — the network IS the onboarding.
4. Bottom — new hire picks up the wrong habits.

Reading: The written rules, and the ones you actually need to know

1. (B) The written rules AND the unwritten ones — and good onboarding transfers both
2. (B) It was true in the past and isn't anymore
3. (C) I'm in the middle of adapting — it doesn't feel normal yet
4. (C) Long unread docs let managers off the hook and slow onboarding down

Vocabulary: onboarding, workflows, unwritten rules

1. buddy
2. shadow
3. kick off
4. loop ... in
5. sacred cow
6. read the room
1. Every new engineer is paired with a buddy for their first two weeks.
2. The fastest way to learn how sales pitches is to shadow two calls.
3. We kick off the project on Monday — I need three people in the room.
4. Can you loop Priya in on this thread? She'll have context.
5. Weekly-report-on-Friday is our sacred cow — nobody's questioned it in three years.

Grammar focus: used to / be used to / get used to

1. used to check
2. 'm used to working
3. 's still getting used to adjusting / getting used to how fast
4. Did you use to work
5. 'll get used to
1. Model: 'I used to work in a big four consultancy for five years.' — or, if you want the habit sense: 'I used to work weekends in a big four consultancy.'
2. Model: 'I'm used to working in an open-plan office.'
3. Model: 'I got used to the 7am stand-up after about three weeks — now it's fine.'
4. Model: 'I'm still getting used to async communication — I keep expecting a real-time reply.'
5. Model: 'We used to reply-all on almost every internal thread at my old job — I had to un-learn it here.'
1. Model: 'I got used to the fact that decisions here happen in Slack threads, not meetings — nobody warned me. The unwritten rule was: if you don't react-emoji within 24 hours, the decision passes without you.'
2. Model: 'I used to CC my manager on every client email. Here that would look insecure — the unwritten rule is that you own your account and you flag risks up, you don't hide behind CCs.'
3. Model: 'I'm still getting used to how much people push back in writing here. The unwritten rule is that a comment on your doc isn't personal, it's respect — but I still flinch every time.'

Listening: three managers, one new hire's first week

1. Voice B (Priya). She sat with Lena for two mornings, introduced her to eight named people in 48 hours, named the unwritten rules out loud, and gave her one small real deliverable on Day 3 with permission to fail.
2. Voice A (Tomas) — 'I sent her the wiki on Monday, told her to ping me with questions' — no proximity, no intros, no unwritten rules named. Lena will 'get used to' the wrong things.
3. Voice C (Kenji) — great instinct on shipping early, but no buddy, no runbook, no time protected for shadowing. She'll ship something in week one, but she'll have picked up three bad habits by week three.
1. Eight — the specific people Lena would interact with most in her first quarter (not the whole company). She named each one's role AND the unwritten thing about working with them ('Marc reads decks Sunday night; get

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yours in by Friday').

2. A 1-page competitor teardown for the Monday leadership meeting — real, useful, small. Safety net: Priya reviewed it Friday afternoon before it went out, and told Lena explicitly 'if it's not right, that's on me for the brief, not on you.'

3. How Slack channels are named, which meetings are optional, who actually makes decisions on the leadership team, and the fact that Wednesdays are protected no-meeting days. Four unwritten rules — all missed.

1. Because a new hire who understands how the team works by week 2 is productive by week 4. A new hire dumped into a wiki is productive by week 10 — if they don't quit first. Priya's two mornings save eight weeks of quiet mis-fit.

2. His own calendar this week. It's not onboarding; it's the illusion of onboarding. He'll pay for it in month three when Lena has quietly built the wrong mental model of half the team.

3. Priya paired the deliverable with a buddy, a review before it went out, and an explicit 'if it's not right, it's on me' safety net. Kenji's Day-2 project was 'here's a live client, go'. Same tactic; totally different psychological setup.

Quiz

1. (B) It was true in the past and isn't now
2. (B) I've adapted — it feels normal now
3. (C) I'm in the middle of adapting — not normal yet
4. (A) 'used to' + infinitive is only for past habits; adapted meaning needs '-ing'
5. (B) Both the written rules AND the unwritten ones

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Answer key — Workbook

Exercise 1 — Onboarding & workflow lexis

1. buddy
2. shadow
3. kick off
4. loop ... in
5. sacred cow
6. read the room

Exercise 2 — used to / be used to / get used to

1. used to check
2. 'm used to working
3. still getting used to adjusting
4. Did you use to work
5. 'll get used to
6. 'm not used to being

Exercise 3 — Onboarding hits or misses?

1. (A) HIT
2. (B) MISS
3. (A) HIT
4. (B) MISS
5. (B) MISS
6. (A) HIT

Exercise 4 — Name the unwritten rule

1. Model: 'Core hours are 10 to 4; outside that, you're free. But: don't Slack after 7pm — it looks bad, even if the receiver doesn't mind.'
2. Model: 'Marc (CFO) reads every deck Sunday night before the Monday meeting. Get yours into the shared folder by Friday afternoon — after that he'll only skim it in the room.'
3. Model: 'Async means: decisions live in written Slack threads, not meetings. If you don't react-emoji within 24 hours, the decision passes without you.'
4. Model: 'Meetings marked "optional" ARE optional — don't attend out of politeness. Meetings without "optional" in the title need a written pre-read from the organiser.'

Exercise 5 — Three managers, one new hire's first week

1. Voice B (Priya) — sat side-by-side, targeted intros to 8 named people, named unwritten rules ('Marc reads decks Sunday night'), small real deliverable with an explicit safety net.
2. Voice A (Tomas) — 'sent her the wiki, told her to ping me' — no proximity, no intros, no unwritten rules named.
3. Voice C (Kenji) — 'threw her in the deep end' — great instinct on shipping early, but no buddy, no runbook, no safety net.

Ask the teacher — notes to bring to class
