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BUSINESS COMMUNICATION

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учебно-методического пособия для студентов
учреждений высшего образования
экономических специальностей

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Учебно-методическое пособие содержит информацию о правилах ведения делового общения и поведенческих моделях в бизнесе, тренировочные упражнения, направленные на развитие коммуникативных навыков, ролевые игры, проблемные ситуации и реалии (Case Study), необходимые для достижения успеха в бизнесе. Включены советы экспертов – мировых лидеров ведения бизнеса и специалистов в области бизнес-коммуникаций.

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ПРЕДИСЛОВИЕ

Учебно-методическое пособие представляет собой курс делового английского языка, предназначенный для развития коммуникативных навыков студентов в сфере профессиональной деятельности.

Актуальность издания объясняется включением нашей страны в мировые интеграционные процессы, расширением делового сотрудничества с англоязычными партнерами, необходимостью обсуждения совместных проектов и др.

Тематическое содержание раскрыто в одиннадцати разделах (Find Your Voice as a Presenter, Self-Marketing – Presenting Yourself for Interview, Socializing, Interacting with Customers, Telephoning, Networking, Team Building, Decision-Making vs Problem-Solving, Negotiating, Meetings, Teleconferencing), которые содержат специальную терминологию, материл, ориентированный на выработку основных прагматических навыков, востребованных на производстве. Особое внимание уделяется ведению деловых переговоров, телефонным разговорам, работе в коммуникативных сетях, наиболее значимым ситуациям предполагаемой профессиональной деятельности.

Структура пособия единообразна. Каждый раздел начинается с краткой инструктивной части о правилах делового общения и поведенческих моделях той или иной коммуникативной области. Далее приводятся языковой и речевой материал, разнообразные тренировочные упражнения, закрепляющие приобретенные навыки, деловые игры, проблемные ситуации, кейсы. Запас используемых стратегий (парные, групповые, кооперативные) позволяет методично овладеть профессиональной иноязычной коммуникативной компетенцией, преодолеть возможные проблемы с пониманием межкультурных различий.

Раздел контроля включает вопросы для группового обсуждения и ситуации, направленные на осмысление сущности проблем и коммуникативных способов их решения.

Отличительная черта предлагаемых заданий – их творческий характер, аутентичность языкового и речевого материала. Активное использование заданий с привлечением аудио- и видеоматериалов помо-

гает создать атмосферу реального иноязычного общения, что способствует более глубокому и всестороннему усвоению материала.

Работа над учебно-методическим пособием распределялась между авторами следующим образом:

Э. В. Рунцова – Self-Marketing – Presenting Yourself for Interview, Telephoning;

Л. Б. Тихомирова – Meetings, Teleconferencing;

И. А. Трубочкина – Find Your Voice as a Presenter;

А. М. Ковальчук – Socializing, Networking;

Т. П. Кутыркина – Negotiating, Team Building;

Ю. М. Амелина – Interacting with Customers, Decision-Making vs Problem-Solving.

Авторы надеются, что овладение представленным материалом будет способствовать повышению качества профессиональной подготовки специалистов в условиях межкультурной коммуникации, их конкурентоспособности на современном рынке труда.



FIND YOUR VOICE AS A PRESENTER

Do what you do so well that they will want
to see it again and bring their friends.
Walt Disney



Lead-in

Presentations count. Giving a presentation is not an easy task. It requires substantial research, organization, public speaking skills, and self-confidence. A good presenter has the ability to engage his or her listeners from beginning to end and compel them to take action.
The focus is on you at all steps of the presentation. You are encouraged to examine, analyze, experiment, take a risk, have fun, accept, reject and finally, to find what works for you – to "find your voice".

Discuss with following questions with your partner and share the ideas in the class.

1. What factors do you need to consider when preparing a presentation?
2. What problems do you face while giving presentations?
3. How not to be nervous for a speech?
4. What helps to keep the audience focused on speaker's words?
5. What rules of drawing up a slide do you know?



Read the following tips that make your presentation successful, and do the task that follows.

What Makes a Good Presentation?

- Follow the **KISS** principle which stands for "**K**eep **I**t **S**hort and **S**imple" and concerns both the presentation and the slide. Be selective. Don't try to cram too much into your presentation.
- A good rule of thumb is to "tell your audience what you're going to say, say it, then tell the audience what you've said". Try to develop your key points in an interesting and varied way, drawing on relevant examples, figures, etc. for support as appropriate. You might also like to include other techniques (anecdote, question and answer, quotations, shocking statement or statistic, etc.) to get your audience's attention.
- Think about how you will organize your content. Your presentation should have a clear, coherent structure and cover the points you wish to make in a logical order. Start with a brief introduction and end with a brief conclusion.
- Make your final message clear: every presentation should have some kind of conclusion without which the message of the presentation can become unclear or lost.
- Be sensitive to your audience. Use different techniques to keep listeners' attention.
- When presenting, use verbal signposts. They help you structure and shape the main content of the presentation and guide the audience through the structure of your presentation linking one point to the next.
- Use illustrations (charts, diagrams, graphs, flipcharts, etc.) to get across key concepts/it may include limited animation as they can make a presentation more interesting and easier to understand, but make sure they are appropriate and clear.
- Allow time to practise your presentation – this will give you a chance to identify any weak points or gaps. You will also be able to check the timing, and make sure you can pronounce any figures and proper names correctly and confidently.
- Maintain eye contact with the audience.

Imagine that a friend of yours is about to give a presentation at a company meeting. Note down some advice that you would give. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* organize presentation into 4 parts: Introduction, Main Body, Conclusion and Dealing with Questions.
Make sure you prepare some questions to check the understanding.



Useful Language Bank

I. Planning a presentation	1. Greetings	Good morning / afternoon everyone / ladies and gentlemen. Welcome to … For those who don't know me, my name is …
	2. Subject	I'm here today to talk to you about … The subject of my talk is …
	3. Explaining why your topic is important	Today's topic is of particular interest to those of you / us who … The topic is very important for you because … I hope this presentation will enable you to …
	4. Structuring the presentation	I've divided my talk into three parts. In my presentation I'll focus on three major issues. In the first part … Then in the second part … Finally …
	5. Policy on questions / discussion	Please, interrupt if you have any questions. After my talk there'll be time for a discussion and any questions. I'll be happy to answer your questions at the end of the presentation.
II. Signaling different parts of presentation	1. Ending the introduction	So, that concludes the introduction.
	2. Beginning the main body	Now, let's move to the first part of my talk, which is about … So, first … To begin with … Right, that's all I want to say about … any questions so far?
	3. Listing	We can see four advantages and two disadvantages. First, advantages. One is … Another is … A third advantage is … Finally … On the other hand, the two disadvantages. First … Second …
	4. Linking: beginning a new part	Let's move to the next part, which is … Now I want to describe … Let's turn now to … OK, I'll now look at …
	5. Referring to visuals	If you look at the graph … Could I draw your attention to the chart?
	6. Handling interruptions	That's an interesting question. I'll come back to that at the end. Yes, thank you, I was just coming to that …
III. Ending the presentation	1. Ending the main body of presentation	Ok, that ends the third part of my talk. That's all I want to say for now on.
	2. Beginning the summary and / or Conclusion	I'd like to end by emphasizing the main points … I'd like to end with … – a summary of the main points – some conclusions / recommendations / a brief conclusion
	3. Inviting questions and introducing discussion	Now I'd like to invite your comments. Now we have (half an hour) for questions and discussion. Alright. Now, any questions or comments? If you have any questions don't hesitate to ask.

	4. Concluding	There are two conclusions / recommendations. What we need is ... To sum up, … To summarize, …
	5. Ending	Well, that's all that I have to say. Thank you for listening. Any questions?
IV. Handling questions	1. Good question	That's a very good question. I'm glad you asked that.
	2. Understood but difficult or impossible to answer	That's a difficult question to answer in a few words. – Well, it's a very complex issue. What are your own views? Sorry, that's not my field.
	3. Checking that your answer is sufficient	Does that answer your question? Is that okay? If you need, I'll be happy to discuss it with you in more detail afterwards.

1. *Study **Useful Language Bank** and say what phrases can be used in the following presentation situations.*

1. Greet your audience.
2. Introduce yourself.
3. Give the topic of your talk.
4. Explaining why your topic is important.
5. Describe the structure of your talk.
6. Signal the beginning and the end of each part.
7. Explain that the audience can interrupt if they want.
8. Invite questions from the audience.
9. Finish the talk. Thank the audience.



2. *Listen and describe the key considerations involved in preparing a presentation? When listening, put the considerations in the order they appear in the track.*

Key Considerations in Preparing a Presentation

1.	a) check the equipment (projector, PowerPoint, etc.)
2.	**b)** know your audience
3.	c) practice your presentation
4.	d) make sure about your objectives
5.	e) analyze content (collect information, decide on a structure, etc.)
6.	f) check your language (keep it simple, no mistakes on the visuals, spelling)
7.	g) use visuals

3. *There are many ways to create an impact in the first few minutes of a presentation (e.g.* ***ask rhetorical question, start with an interesting fact, tell an interesting story or anecdote, give a problem to think about****, etc.). Match items from three columns to make attention-grabbing openings.*

1. Did you know that	5. … that can't is a four-letter word...	9. … Who would you tell first?
2. I read somewhere in an article	6. … compete with the Chinese?..	10. …by eliminating one olive from each salad served in first-class?
3. Imagine	7. …American Airlines saved $ 40,000 in 1987…	11. … Of course we can!
4. Can we really	8. … you won a million euros …	12. … I tend to agree with that!

4. *The project manager of a construction company is giving a presentation to his colleagues. Put the sentences in the right order.*

a) This morning, I'd like to update you on the current status of work at the construction site. The information I give you today should help you with planning your next steps.
b) For those of you who don't know me, my name is Gordon Selfridge. Let me just write that down for you. Ok, I'm the project manager in charge of the Bak Tower building project in Dubai.
c) I've divided my presentation into three main parts.
d) Hello, everyone.
e) Then I'll move on to the problems we are facing with our local suppliers.
f) First of all, let me thank you for coming here today. I'm aware that you are all busy preparing for the annual meeting this week, so I really appreciate you taking the time to be here.
g) I'll start off by showing you some photos of the building site and discussing the progress we've made since January.
h) My talk should take about 30 minutes. Please feel free to interrupt me at any time with questions.
i) I'll end with some ideas for reducing labour costs. That we've been looking into.
j) Oh, don't worry about taking notes. I'll be handling out copies of the PowerPoint slides.

5. *The acronym WISE stands for* ***W****elcome,* ***I****ntroduce,* ***S****ay,* ***E****xplain. Follow the WISE flow chart and prepare a brief* ***introduction to a presentation*** *on one of the topics from the list below. Use the phrases from* ***Useful Language Bank****.*

Welcome audience	**I**ntroduce yourself	**S**ay what the topic is	**E**xplain why audience will be interested

1) your very first job / your previous job
2) how to motivate the workforce in large companies
3) the importance of team work

4) your favourite sport
5) the advantages of working for a large company
6) your hobbies / a thing you really like
7) your last eating out
8) tourism
9) vacations abroad

6. *Complete the following presentation excerpts with suitable words from the boxes. Identify* ***the main body*** *of the presentation. List the connector signaling the introduction, the main body and the conclusion of the presentation.*

Box 1 from 1 to 14	**Box 2 from 15 to 25**
a) sum up, b) after that, c) bring you up to date, d) describe, e) finally, f) thank, g) illustrate, h) to start with, i) specifically, j) quickly outline, k) concluding, l) purpose, m) tell, n) then	o) on balance, p) pointed out, q) priority, r) interrupt, s) recommend, t) indicated, u) draw your attention, v) referring, w) you will notice, x) move on, y) talked, z) options, z*) expand, z**) in conclusion

"Good afternoon, everybody. I'd like to (1) _____ you all for being here". "My (2) _____ today is to (3) _____ you about our corporate strategy for the next decade, and, more (4) _____ to (5) _____ with our plans for Europe."

(6) _____ I'd like to (7)_____ briefly our current marketing policy in the UK. (8) _____ I'll (9) _____ some of the problems we're having over market share. (10) _____ I'll (11) _____ the opportunities we see for further progress in the 21st century. (12) _____ I'll quickly (13) _____ before (14) _____ with some recommendations.

Please feel free to (15) _____ me if you have any questions at any time.

Now I'd like to (16) _____ to chart B showing our sales revenue and pre-tax profits over the last ten years. (17) _____ that although turnover has risen, our profits have not increased at the same rate.

"I've (18) _____ about our current position in the UK and I've (19) _____ some of the problems we are facing. Well, what (20) _____ are open to us now? Where do we go from here?"

"As I have already (21) _____ I think our first (22) _____ must be to build on the excellent results we have achieved in certain European markets. I'm (23) _____ of course, to Italy and Spain. Let me quickly (24) _____ on those successes before we (25) _____ ."

"We should not forget the French market. Admittedly our results there have been poor so far, but there are signs the market is changing and we can learn a lot from our mistakes (26) _____ , though, I think we stand to gain most from concentrating on southern areas and I strongly (27) _____ we put all our efforts into further expansion in Italy, Spain and possibly Greece."

(28) _____ , may I thank you all for being such an attentive and responsive audience. Thank you also for your pertinent questions. Are there any final questions?

7. *a) Listen to the* ***end of the presentation*** *by Ben Seznec, Marketing Director of Foss, an agricultural machinery manufacturer. His talk is about company evaluation. What is his key message?*

b) Listen again and complete the following phrases.

1. I'd like to … with a short … of the … .
2. So, what are … that … can … from this? I think, most importantly, we … built up … .

c) Look at these sentences from the presentation and put them in the correct category in the table below.

1. I'll just run through the three different options … .
2. We suggest … .
3. Now I'll be happy to answer any questions you may have.
4. We'd therefore recommend that we … .
5. Before I stop, let me go through my main points again.
6. Well, this brings me to the end of my presentation.

d) Now add these phrases to the table that follows.

1. Thank you all for listening.
2. In my opinion we should … .
3. We just have time for a few questions.
4. To sum up then, we … .
5. OK, I think that's everything I wanted to say … .
6. Are there any questions?
7. I'd like to run through my main points again … .
8. As a final point, I'd like to … .
9. I'm now nearing the end of my talk … .
10. Just to summarize the main points of my talk.
11. What I'd like to suggest is … .

Conclusion of a Presentation

I. Signaling the end of the presentation

_____

II. Summarizing the main points

_____

III. Recommending or suggesting something

_____

IV. Inviting questions

_____

8. *Complete the dialogue with phrases from the box. Identify the structures for* ***dealing with questions.***

Could you give us • Does that mean • Are there any questions? • Go ahead • Excuse me • No, no, not at all • I suggest you speak to • I'd be interested • Would you mind • May I ask

Presenter: _____ (1)?

Susanne: Yes, I have a question. _____(2) some background information on Track Ltd.?

Presenter: Certainly. They are one of the leading manufacturers of outdoor equipment in the UK with more than 35 factories worldwide.

Tim: _____ (3) telling us why you've chosen them as partners?

Presenter: _____ (4). The answer is quite simple. We were very impressed with the quality of their products and their prices are very attractive.

Annette: _____ (5) a question?

Presenter: Yes, of course. _____ (6)?

Annette: _____ (7) to know what their terms of payment are.

Presenter: I'm afraid, I can't answer that question. _____ (8) Sylvia Baker – she would be the right person to ask.

Alex: _____ (9). You mentioned a London office_____ (10) we do business through them?

Presenter: That's right. We need to discuss the details tough.



Role Play

Work in groups of 4–5. Two of you perform the role of business consultants; the others are senior managers of GUBU Inc., a Boston-based toy manufacturer. Business consultants make a short presentation to GUBU executives. Consultants give their recommendation on how to reverse falling sales and answer 5–6 questions from the senior managers. Make use of the presentation plan below and phrases from ***Useful Language Bank.***

Sales of GUBU Toys

I. INTRODUCTION

II. MAIN BODY

↓

1. Global decline in sales

↓

2. Reasons for decline in sales:

➢ poor investment in new products

- old products losing appeal, not fashionable
- declining marketing budget

↓

3. proposed action to reversed trend
- drop half of existing product range
- new product investment
- new marketing strategy with heavy marketing investment

↓

4. prospects

III. CONCLUSION



*Revise **Helpful Tips** for making a good presentation and browse the Internet to discuss the questions that follow. Continue the discussion by asking questions of your own.*

1. What rules of holding a presentation do you know?
2. What does the rule of thumb say?
3. What parts does a presentation usually consist of?
4. What techniques can be used to keep listener's attention?
5. What are verbal signposts? Why is it important to use them in presentation?
6. What signposts for Introduction, Main Body, Conclusion and Dealing with Questions can you give?

*a) Choose one of the following situations and prepare a 5 minute presentation of 5–7 slides to give to the rest of the group. Use **Useful Language Bank** and ex. 6 above as a model and encourage the group to ask and answer the questions.*

1. Presentation Language: Describing Trends and Data.
2. As a member of human resources department you organize trainings for the staff. Prepare a presentation on one of the following topics:
   - Interpersonal Skills and Effective Business Communication in an Organizational Environment.
   - Business Communication Trends – Improve Communication in the Workplace.

b) Listen to each other's presentations, image you are a buyer / agent / distributor (1) sales rep (2) or student (3), as appropriate. Make notes as you listen, and use the following chart to provide constructive feedback for each presentation.

Aspects	**Points to consider**	**Grade (1–5)***
Planning	evidence of careful presentation	
Objectives	clarity; appropriacy to audience / subject	
Content	extent; relevance; appropriacy; subject knowledge; research	
Approach	message support and reinforcement; variety; humour	

Aspects	Points to consider	Grade (1–5)*
Organization	coherence; clarity, handling	
Visual aids	appropriacy; clarity; handling	
Delivery	pace; enthusiasm; rapport / eye contact; audibility; intonation; confidence; body language	
Language	clarity; accuracy; fluency; appropriacy; pronunciation; signaling	
Overall	clarity of message; achievement of objectives; interesting? enjoyable? informative? motivating?	
Other		

*Grade scale: 1 = unacceptable
2 = poor
3 = average
4 = good
5 = excellent (i.e. could not do better in the time available)



SELF-MARKETING — PRESENTING YOURSELF FOR INTERVIEW

Life isn't about finding yourself.
Life is about creating yourself!
George Bernhard Shawy



Lead-in

Self-marketing helps individuals improve their image and reputation to advance their careers. Self-marketing is sometimes called personal branding; it gives candidates more opportunities to effectively communicate their values, skills, experiences, and vision to potential employers.

There are many strategies that job seekers can use to differentiate themselves. *Social networking* sites allow self-marketers to build profiles where they can show off examples of their work, highlight their experiences, and network with employers. *Blogs* offer users a chance to demonstrate their expertise and comment on industry trends. *Professional conferences* present opportunities to connect with employers and make a personal impression, while *volunteer work* makes a positive statement about the employee's values.

People who thrive in business are the ones who naturally market themselves to the right people in the right way.

Discuss with your partner and say.

1. Why do some people post a resume online even if they have a good job?
2. Why do they say that self- marketing is just like a second job?
3. How can pastimes and charity activities help you promote yourself?
4. In what way going to professional conferences, seminars and workshops can enhance your professional advancement?



Read the tips for mastering the job interview and do the task that follows.

Before the interview

- Research the organization. How is it funded? What buzz words do you notice when you read the organization's website?
- Bring your notes, additional copies of your resume and work samples to leave behind in a neat pad-folio.
- Prepare your questions and figure out how to answer common interview questions. Here are a few:
  – Tell me about yourself.
  – Why do you want to work for our organization?
  – What are your strengths and weaknesses?
  – Can you tell us about a time you used the skills necessary in this position?
- Prepare your own questions! The hiring team wants to hear *your* questions and see that you're actively engaged in learning more about the organization and position. Ask about
  – the context and history of the position,
  – what daily tasks and activities are involved,
  – how the position is managed, anything else you're curious about.
- Pay attention to the signals that your body language and eye contact send to the hiring team.

At the interview

Remember that first impressions *are* important!

- Look sharp! 'Dress badly and they remember the clothes; dress well and they remember the person' (with thanks to Coco Chanel). If you feel good, others will respond to you accordingly.
- Listen. Make sure you are not only listening, but also reading between the lines. Sometimes what is not said is just as important as what is said.
- Give Specific Examples. Pause if you need time to think.
- Ask questions. The questions you ask indicate your interest in the company or job.
- Remember the names of the hiring team.

Interview Don'ts

- DON'T be late for the interview!
- DON'T assume the hiring team remembers your resume.
- DON'T talk incessantly.
- DON'T discuss salary and benefits if you can avoid it (till you get the job offer).

- DON'T beg for the job.
- DON'T wear strong scents.
- DON'T dress or behave too casually.

Follow Up

- Send a thank-you note or email as soon as possible that addresses specific and relevant issues you discussed during the interview. Don't miss this last chance to market yourself.
- Success? Congratulations! Keep learning. Prepare for your next job.
- Not successful? Reflect on the experience. Ask for feedback. Bounce back.

Imagine that a friend of yours is about to attend his/her first job interview. Note down some advice that you would give. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* do your homework: find out about the company.
Make sure you prepare some questions to ask about the company and what the job entails.
Have you thought about wearing smart, formal clothes? etc.



Useful Language Bank

Job Interview Answers and Phrases for Describing Your Profile	**Job Interview Answers and Phrases for Explaining Why You Want this Job**
I developed some important skills. I'm used to working in a busy environment. I have very good people skills. I'm a very organized person. I manage my time well by planning out ... I'm good at dealing with change. I work well under pressure.	I want to take on more responsibility in line with my qualifications. I am convinced that / the name of the firm / are becoming one of the market leaders. I want to further my career in accounting. I am impressed by the quality of your products.
Job Interview Answers and Phrases for Talking about Your Strengths	**Expressions for Talking about Your Weaknesses**
I've always been a great team player. My strongest trait is my attention to detail / accomplishing a large amount of work within a short period of time. I pay close attention to my customer's needs.	I feel my English ability is my weakest trait. I always try to solve my own problems instead of asking a co-worker who might know the answer. I become nervous when ...

I am an excellent communicator. I'm good at multitasking / at resolving problem situations. I have very good organizational and time management skills.	I tend to spend too much time making sure the customer is satisfied. Sometimes I have trouble delegating duties to others.
Phrases for Describing Yourself I was born and raised in … I attended the University of … I've just graduated from the University ... I have worked for 5 years as a … I have worked for various companies including …	**Explaining Why Company Should Hire You** You should hire me because I'm confident and … I'm a perfect fit for this job because … I should be hired because I'm … I think I am a great match for this position.
What Type of Position You are Looking for? I'm looking for a position in which I can … I am more interested in a full-time position. I am more interested in a part-time position.	**Salary Expectations** I will need more information about the job and the responsibilities before we can discuss salary. I expect experience based remuneration. My salary expectations are in line with my qualification.

 **1.** *a) Watch a video* ***Training for Your Job Interview*** *at https://www.youtube.com/watch?v=wdFUlHCht9Q(1:03-2:01) and complete the dialogue that follows.*

Interviewer: Well, we were interested in your application for the position of a (1) _____ .

Interviewee: Well I'm very excited about the position.

Interviewer: I can see from your resume that you have a lot of (2) _____ .

Interviewee: Yes, I've had many 3) _____ .

Interviewer: What do you consider your greatest strength?

Interviewee: I'm very reliable. I always try to do my work on time.

Interviewer: I see. Very good. May I ask you what your 4) _____ ?

Interviewee: I have difficulty saying now. So I often work overtime. Sometimes I even forget what my company's 5) _____ .

Interviewer: Very impressive. May I ask you why you'd like to work for this company?

Interviewee: Your organization is very successful and known throughout the world.

Interviewer: So you hope to have 6) _____ .

Interviewee: Yes I studied abroad before but haven't worked for an international company yet.

Interviewer: Well, we may be able to give you that chance. As soon as we review all of our candidates we will 7) _____ .

Interviewee: Thank you, I look forward to hearing from you.

b) Practice indirect questions to make a polite enquiry about a job candidate. Mind the direct word order.

Model: May I ask you where you got information about this job.
Could you tell us whether / if you speak any foreign languages?

– What do you consider … ?
– May I ask you … ?
– Could you tell me … ?

c) Role play the dialogue with the partner. Use your own facts.

2. *a) Say what in your opinion makes people suitable for a particular job. You can make use of the information in the box below.*

USEFUL TIPS: When interviewing for a job, there are four main areas to ask about:
– work history,
– personality,
– suitability for the company and the specific job,
– goals and ambitions.
NOTE: that it is not appropriate to ask the candidate questions about race, age, marital status,or sexual preferences. These questions are potentially discriminatory.



b) Mansha Khan is attending an interview for a sales position held by Chris and Georgina, company's HR specialists. Listen to the conversation and mark the four interview areas outlined in a) (work history (WH); personality (P); suitability for company and role (SCR); goals and ambitions (GA). Write them alongside the corresponding questions (1—8) from the interview.

Chris: ...and so your online resume was very interesting and that's why we asked you to come for an interview. I'm responsible for all human resources issues here at Bergerbild and my colleague here, Georgina Harris, is head of the sales department, which is where we currently have a position free.

Georgina: Hello, nice to meet you.

Mansha: Hi, nice to meet you too.

Chris: Fine. So Mr. Khan, *what do you know about our company*? (1)

Mansha: A lot! You're involved in big overseas infrastructure projects in South-East Asia, for example, and among other things you are currently bidding for...

Chris: ...and the Kuching metro project was very successful. But coming back to you, Mr. Khan, *what do you feel has been your biggest achievement to date?* (2)

Mansha: Well, I introduced a new process for prioritizing customer visiting schedules for our department and in six months, we managed to increase sales by about 22 per cent. My manager was very pleased!

Chris: Hmm, I can understand why. So, *why would you like to leave your current job*? (3)

Mansha: Well, the sales position that you are offering would give me opportunities to work internationally. At the moment I'm just based in Seattle.

Georgina: I see. But *what makes you suitable for this job, do you think*? (4)

Mansha: I've been very successful so far in sales and I think that I can offer a good service to your customers.

Chris: Interesting point. *What is good customer service, in your vie*w? (5)

Mansha: Definitely the most important skill is the ability to listen to what... but of course learning is a never-ending process for anybody in business.

Georgina: Very true. Now, *what are your weaknesses, would you say*? (6)

Mansha: Well, my mom criticizes my untidiness around the house, but I guess you don't mean that. Hmm, I suppose I'm not very good at making sure all the paperwork involved in sales is completed quickly. You know, I prefer to be out there, going on to the next customer. But of course, I know it has to be done. I'm trying to improve.

Georgina: Well, you are quite young, aren't you?

Mansha: I'm 26.

Chris: Right. Now, *what are your goals for the next five years*? (7)

Mansha: I hope that I can also take on responsibility for organizing other salespeople in the future. I see myself in a management position when I have more experience and can share that experience with other salespeople.

Georgina: OK. Now, *what are your salary expectations*? (8) For this sales position, I mean?

Mansha: Well, I'm sure that a mixture of...

c) The interviewers say one potentially inappropriate thing. What is it?

d) Do you think they will hire Mansha Khan? Give your arguments.

Model: 1. One very convincing point/argument in favour of / (against) hiring M Khan is his desire to work internationally.

Continue…

2. Another point / argument in favor of / against hiring M. Khan is …
I suggest / feel / believe that they will hire / won't hire Mansha because …

3. *a) Match the common interview question on the left with the suitable response from the list on the right.*

1. Why did you choose this company?
2. What are your strengths / weaknesses?
3. How would your friends describe you?
4. What is your greatest achievement?
5. How well do you work in a team?
6. Where will you be in 5 years?

a) People say I'm sociable, organized, and decisive.
b) My aim is to have a position in the Management Team.
c) I have excellent time management, but I can be impatient for results.
d) Because I think I will find the work environment both challenging and rewarding.
e) I always support my colleagues and believe we should work towards a common goal.
f) Leading the University football team to the national Championships.

b) Role play the interview questions and answers from a) adding some of your own. Make them sound polite by asking indirect questions and natural by using phrases in the box below.

Giving yourself time to think	**Saying something in another way**
May I think about that for a moment? Well, as a matter of fact ...	What I'm trying to say is ... Perhaps I should make that clearer by saying ...
Expressing your opinion	**Asking for clarification or repetition**
Well, my own opinion is that ... From my point of view …	Would you mind repeating that? I'm afraid I didn't catch that. I'm sorry?
Asking for More Detailed Information	**Giving Clarification**
I'm interested in knowing more about … I wonder if you could explain about … in more detail?	What I mean is … The thing I want to mention is … I'd like to point out …



c) Keep on practicing a job interview by asking polite questions and giving answers. Change your partners, mind the use of phrases from the table above.

1. What are your goals for the next five years?
2. Why would you like to leave your current job?
3. What do you know about our company?
4. What makes you suitable for this job, do you think?
5. What is good customer service, in your view?



d) Complete the conversation ***At a Job Interview****. Use the questions from task a). Listen to the conversation to check your answers. Remember that sometimes, more than one answer may be correct.*

Mary: (1) _____ ?

Yiannis: Well, I think that I'd be suitable for the position because I've had lots of relevant experience in my previous roles. Also, I think I'd be a good fit for the company.

Mary: (2) _____ ?

Yiannis: Quite a bit. I know that it's the second largest advertising company in the country and that you employ over 500 staff.

Mary: That's right. Now, tell me a bit about yourself. (3) _____ ?

Yiannis: Hmm, interesting question. Well, I'm very hard-working and incredibly creative, as you can see from my portfolio. But, on the downside. I'm also a bit of a perfectionist, so I find it hard to let go of a project sometimes. But I'm working on that!

Mary: OK. And (4) _____ ?

Yiannis: That would have to be when an advertisement that my team developed was nominated for Best Local Ad of the Year. It was great to get some acknowledgement for all our hard work.

Mary: Uh-huh. (5) _____ ?

Yiannis: Well, I've enjoyed working for a small company and learned a lot, but I'd really like the opportunities that are offered by working for a large company, for example, the chance to pitch to big clients.

Mary: Right, so (6) _____ ?

Yiannis: I'd like to be working as a senior advertising executive with a number of great campaigns under my belt.

4. *a) Read the conversation between two colleagues and choose the most suitable verb forms. With a partner, discuss the reasons for your choice.*

Ed: So, what (1) *have you been up to / are you up* to since I last (2) *saw / have seen* you?

Jon: Oh, (3) *hasn't anyone been telling you / hasn't anyone told you* I (4) *decided / have decided* to go for promotion? You know, for the new area manager job.

Ed: Great! What exactly (5) *would you be doing / would you have been doing* in the new job?

Jon: Well, you need to be quite flexible as there's a lot of travel involved – in fact the responsibilities (6) *cover / have covered* six different countries.

Ed: That'll suit you down to the ground – you (7) *have always got / always got* out and about a lot I seem to remember. By the way, you know Jacob (8) *is going / has been going* for it as well?

Jon: No, but I'm not threatened – he (9) *blew / has blown* his reputation for competence over that lost documents episode.

Ed: OK, but what (10) *have you done / have you been doing* to make sure you actually get the job?

Jon: Well, by the end of the week I (11) *will have worked out / will be working out* my interview strategy and there's no question they can ask me I can't answer.

Ed: (12) *Aren't you being / aren't you* a bit over-confident, or should that be arrogant?

Jon: We'll see. Drinks are on me if I get it.

Ed: Deal.



b) Listen to the conversation and check your answers.

5. *Work in groups. Think of the recent interview you attended or role played in the class and discuss these questions.*

1. What was the worst thing about it?
2. What difficult questions were you asked?
3. Why do you think you were successful, or unsuccessful?
4. If you could go through the interview again, what would you do differently?
5. In an interview, do you always have to be completely honest?
6. What impression do you try to give in an interview?



Role Play

Divide into 2 groups by random picking up a card with a role.

You're a parent	You're a maths tutor	You're a sales manager	You're a financial adviser
You're a shop owner	You're a maths tutor	You're a sales manager	You're a financial adviser
You're a bank **HR** manager	You're a maths tutor	You're a sales manager	You're a financial adviser

Group 1. Employers (parent, shop owner, bank HR manager).

Group 2. Candidates (who wants to be a Maths tutor, sales manager, financial adviser) 3 for each position.

Employers organize a job interview with 3 candidates for each position, choose the most suitable candidate and explain their choice. Sample questions to ask the candidates:

– What would you say about yourself?
– What are your strengths / best skills?
– What is your weakness?
– What are your career goals / future plans?
– How would you advertise to sell yourself?
– What are your salary expectations?

To sound polite, use indirect questions (See ex. 1. *b*) above).



Case Study

Personal Development and the Glass Ceiling

A. *In small groups discuss your reactions to the statements from a survey on equal opportunities.*

1. There is no denying that in some industries, it's a man's world – it's a fact of life, always has been, always will be. (Carlos Alergia, trade unionist)
2. The glass ceiling is as much a reality today as it ever was in the past, and most men want to see it stay the same way! (Catalina Vallejo, feminist)
3. Business is a jungle; only the fittest survive and make it to the top. But as a shareholder, why would you want it any other way? (Raul Soto, company director)

B. *Product Manager Gemma Alvarez works for SEVS, the Spanish subsidiary of US-based high-tech glass manufacture. Read the extract from her personal file and answer the questions.*

Gemma continues to be a valuable and dependable member of her team. Her efficiency is widely appreciated: she is outgoing, has strong communication skills and is keen to take initiative. She has performed well in her current position, with the exception of tendency to overreach her authority and to favour unconventional methods, which was discussed last year.

Gemma makes no secret of her ambitious career objectives: she is intensely disappointed that her application for the position of Marketing Manager was unsuccessful. This very publicly expressed frustration underlines a certain lack of maturity. She remains determined to move into management, despite the difficulties of reconciling the care of her four-year-old daughter with an inevitably heavy travel schedule. She does not appear to realize that the SEVS has never employed a woman as a Marketing Manager; however, she agrees that she lacks a formal marketing and management background, and we discussed the possibility of her following an MBA course to enhance her personal development prospects.

1. What are Gemma's strengths and weaknesses in her current job?
2. What reasons are given to not promoting her to Marketing Manager?
3. How objective is she about her suitability for the position?
4. Transfer these key points to Gemma's Johari window* opposite.

*The **Johari window** is a technique, used to help people better understand their relationship with themselves and others. It is used primarily in self-help groups and corporate settings as a heuristic exercise (эвристический алгоритм).

The Johari Window

1. Open Known to self and to others	2. Blind Not known to self but known to others
3. Hidden Known to self but not to others	4. Unknown Not known to self or others

Gemma Johari Window

1. Gemma knows Others know	2. Gemma doesn't know but others know
3. Gemma knows but others don't know	4. Not known to Gemma or others

 **C.** *Work with a partner. Listen to a conversation between Gemma's manager Steve and Ruben, the HR manager at SEVS, and note the key points they make about Gemma. Which of characteristics below used to describe Gemma can help her to be promoted?*

- lacks maturity
- tends to rush into things
- intuitive but not always very logical
- a self-starter
- plenty of self-belief
- obsessed with efficiency

 **D.** *Decide what information to add to the Johari window.*

E. *Read Gemma's email to her mother. Decide what information to add to the Johari window.*

…so as you can imagine I was extremely disappointed. It's obviously because I don't have the marketing skills, but I'm starting to have doubts about whether I'm good enough to do the MBA. Just imagine if I failed the course – I'd look really dumb! I have a reputation in the company of being ambitious, and I suppose, and I suppose I am, but not as much as they think. My career is important to me but sometimes I wonder whether all the stress is really worth it. It's making me very tense and irritable at the moment. Managing my job and looking after Xabi and Nina is hard enough, without having to study on weekends and in the evening as well. You know I'm not the most organized person in the world, although you know I try not to let it show at work! Xabi keeps saying he wants me to work part time and spend more time with Nina – I'd have to leave SEVS though, they don't let people work part time, so I could say good-bye to getting into management. Talking of which, what I haven't told anyone yet is that I've been *headhunted*! They are offering me a job with a much bigger company with really great promotion prospects – the only thing is, it's in Sweden! Xabi would hate leaving Spain, so I don't know what to think. It's a shame Chicago is so far away, I'd like to sit down and talk this through with you and Pop…

F. *With a partner, make a list of Gemma's options then discuss the pros and cons of each strategy.*

G. *Listen to a conversation between Gemma and her husband Xabi and answer the questions.*

1. What points in Gemma's Johari window does the conversation confirm?
2. What can be added to Johari window?
3. What can be added to the list of Gemma's options?

Discussion

In small groups, hold a meeting to decide what advice you would give Gemma. Report back to the class on your conclusion.

Role 1. Argue the case for doing the MBA and whatever else it takes to change attitude to SEVS and get to the top. Too many women give in too easily and never fulfill their potential. Gemma shouldn't waste her talent.

Role 2. Play the *devil's advocate*: disagree with everything the others say; challenge them to really convince you they are right.

Role 3. Argue the case for putting her husband and daughter first. No job can ever provide the same satisfaction as bringing up children. Gemma doesn't seem to have the maturity or the patience to be a marketing manager: she should choose quality of life over status and money.

Role 4. Argue the case for taking up the headhunter's offer and moving to Sweden / Gemma's career prospects will be infinitely better in a country which takes equal opportunities seriously.

Role 5. Argue the case for accepting the status quo and trying to find a compromise. Gemma should not have to decide between her family and career: millions of women manage to reconcile the two, so why not her?



A. *Work in small groups and discuss.*

1. What is your idea of self-marketing?
2. Why is it important to make research of organization you are applying to before the interview? What do we need to pay special attention to?
3. What common questions do you expect to hear at the interview? How will you answer them?
4. What questions will you ask at a job interview?
5. What interview don'ts can you list? Comment on them.
6. What interview follow-up activities are important? Why?
7. What advice would you give to someone to promote him/herself?
8. What qualifications, experience and competencies would you expect a candidate applying for a position of Chief Financial Officer / HR Manager / Project Manager / Sales Manager to have? Make a list.

B. 1. *Work in pairs. Take turns to carry out the interview*

Student A

You are applying for the position of a manager at a famous manufacturing company. You have exactly five minutes to find out if it is the right job for you. Prepare questions on the five features of character which you consider the most important.

Student B

You are the chair of the manufacturing company. You have exactly five minutes to find out whether the candidate you are interviewing is the right person for the job. Prepare questions on the candidate's experience, character and qualification.

2. *Interview your partners about their career, education and training path over the last few years. What have they been doing and what have they achieved? What will they be doing in the near future? What are they doing to promote themselves?*



SOCIALIZING

Use each interaction to be the best,
most powerful version of yourself.
Marianne Williamson



Lead-in

Socializing is the foundation on which human societies are based. The strength of this stone decides not just your happiness, but also your existence. Socializing makes that big difference between mere existence and living. The Merriam – Webster Online Learner's Dictionary defines "socialize" as "to talk to and do things with other people in a friendly way." That sounds very easy, isn't it? But we all know that not everybody is good at it. Does that mean you, who are bad at socializing, will forever remain bad at it? Certainly not, well, not unless you decide for yourself that things will never change. If you have decided that you have had enough of finding yourself the odd one out everywhere you go, then there are a few things that you should do with immediate effect.

Discuss the following questions with the partner and share your ideas in the class.

1. Why is good communication essential to running a successful business?
2. Where can you meet people to build good business relations?
3. What exactly is small talk? How important do you think it is in business?
4. Socializing is an important part of good management. When socializing for business in your country, how important are the following?

– being on time
– the way people dress
– what people are interested in, e.g. fashion, football, etc.
– how you address people (first names or family names?)
– giving gifts
– shaking hands, kissing, hugging, bowing



Read the general tips for socializing and do the task thatfollows.

- *Initiate conversation.* A lot of people, while out, wait for other people to talk to them. When you feel more comfortable doing this, you'll find yourself meeting more and more interesting people and gaining fruitful friendships. Just remember, people are out to be social.
- *Smile*. If you look like you're unhappy you'll be less approachable. This is an easy step to appearing open and social. When you initiate conversation, your smile should be mirrored and rapport will build from there.
- *Enjoy your company*. When you look like you're having fun you are instantly more likable. People want to know fun people, someone who enjoys company. If you're enjoying yourself, people will notice and want in on the action.
- *Acknowledge randoms.* When you make eye contact with a stranger, acknowledge it. If your smile is reciprocated, this will be an easy introduction. Later, initiate the conversation.
- *Dress the part*. I don't find this the most important step, but it does make life a lot easier when you look like you belong somewhere. Now, I don't mean losing any individuality. I mean don't go out of your way to look unapproachable.
- *Listen.* People enjoy talking about themselves. Take a genuine interest in people. People are very interesting, so actively engage in a conversation. Small talk isn't all that necessary because it can be painfully boring.
- *Converse, don't rant*. The best way to get good responses out of people is to ask good questions. Avoid 'what do you do' and 'nice weather' etc. Talk about something that interests you. People love explaining things they know, so when you don't know what someone is talking about, ask them. Don't pretend like you know, they will be more than happy to teach you.
- *Keep eye contact*. Don't scan the room while talking to someone. If you really have no interest in what someone is saying, change the topic. Or excuse yourself.
- *Keep open body language*. Whether alone or not, avoid closing yourself off by crossing your arms, etc. Remain open, remain active. People will generally not approach wallflowers. And in any case, what fun is there to be had just standing around?
- *Do stuff*. It's hard to talk about your day when you haven't done anything. Don't think that you don't need to do any work in a conversation. Try to engage the other person and be interesting.

Imagine that your colleague is responsible for receiving business partners. Note down some advice that you would give him. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was/were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* smile when meeting people.
Make sure you initiate conversation.

CROSS-CULTURAL UNDERSTANDING



Useful Language Bank

Greetings	**Introducing yourself**	**Introducing people**
Hello … . Nice to see you again. Hi … . How are you? How's everything going?	I'm from … / I'm with… / I work for … I'm in sales / finance / marketing. I'm in charge of … I'm responsible for …	I'd like you to meet Miriam. Can I introduce you to Miriam. Jurgen, this is Lisa. Anita, do you know Lan? Have you met Mauro?
Responding	**Talking about your company**	**Making small talk**
Fine, thanks. Not too bad, thanks. Nice / Pleased to meet you. It's a pleasure.	The company was founded in … We make / manufacture / sell / distribute … We have subsidiaries / factories / branches in … We have a workforce of 2,000. Our main competitors are …	How's business? We're having a great year. Have you heard about ... ? How are things? What do you like to do in your spare time? How do you spend your evenings / weekends? Can you tell me about any interesting places to visit? Where are you going for your holiday this year?
Talking about common interests	**Offers and requests**	**Networking**
You and Heinz have something in common. You both like / enjoy / are interested in …	Would you like to have dinner with us tomorrow night? How about coming to the Cabaret Club with us? Could I use your printer, please?	I'm looking for ... Can you recommend anyone? Do you have any contacts in ... ? I could make some enquiries for you.

	Do you mind if I take a map?	Can I mention your name? Would you like me to give them a call first? Let me give you their business card.
Accepting Yes, I'd love to. Thank you. That would be very nice/ great. I'd be delighted to. OK. I'll …	**Refusing politely** I'm really sorry, but I'm meeting a client then. Thank you very much for asking, but I'm afraid I can't make it tomorrow Yes, I'd love to, but I'm afraid I … Thanks, but … Sorry, I can't make it tomorrow. I'm a bit tied up. I'm afraid I already have plans to ... It's very kind of you, but another time perhaps.	**Saying goodbye / thanking** Thank you for the meal. It was really good. Thank you for a lovely evening. I had a great time. Thanks very much for your hospitality. I really enjoyed the meal. Thanks for showing me round the city. I'll be in touch soon. Goodbye. All the best.



1. *What can you say in the first five minutes of meeting someone to initiate conversation? Match the questions (1—10) to the answers (a—j). Listen and check your answers.*

1. Is this your first visit to the region?
2. Oh really! What do you do?
3. How long have you been there?
4. Have you been to Tokyo before?
5. Business or pleasure?
6. How long have you been here?
7. How long are you staying?
8. Where are you staying?
9. What's the food like?
10. So, what do you think of Tokyo?

a) At the Metropolitan Hotel.
b) Nearly five years now.
c) No, I come here quite a lot, but usually to Hong Kong.
d) I'm an Account Director for a marketing company.
e) Business, I'm afraid.
f) Until tomorrow evening.
g) No, this is my first trip.
h) Six days.
i) I really like it. There's so much to see and do.
j) It's very good, but eating at the Metropolitan can be quite expensive.

2. *Before receiving a visitor from a foreign country — or before travelling abroad — you need to think about the cultural issues that may affect the relationship.*

Read the text ***Eye Contact*** *and comment on the following:*

– observations about many people from the US;
– observations about the English;

– an observation about Japanese children;
– the meaning of lowering one's eyes in Japan;
– why looking at someone for a long time may be considered disrespectful;
– the meaning of widened eyes in Chinese culture.

In many Western societies, including the United States, a person who does not maintain "good eye contact" is regarded as being slightly suspicious, or a "shifty" character. Americans unconsciously associate people who avoid eye contact as unfriendly, insecure, untrustworthy, inattentive and impersonal. However, in contrast, Japanese children are taught in school to direct their gaze at the region of their teacher's Adam's apple or tie knot, and, as adults, Japanese lower their eyes when speaking to a superior, a gesture of respect.

Latin American cultures, as well as some African cultures, such as Nigeria, have longer looking time, but prolonged eye contact from an individual of lower status is considered disrespectful. In the US, it is considered rude to stare – regardless of who is looking at whom. In contrast, the polite Englishman is taught to pay strict attention to a speaker, to listen carefully, and to blink his eyes to let the speaker know he or she has been understood as well as heard. Americans signal interest and comprehension by bobbling their heads or grunting.

A widening of the eyes can also be interpreted differently, depending on circumstances and culture. Take, for instance, the case of an American and a Chinese discussing the terms of a proposed contract. Regardless of the language in which the proposed contract is carried out, the US negotiator may interpret a Chinese person`s widened eyes as an expression of astonishment instead of as a danger signal (its true meaning) of politely expressed anger.



3. *a) Listen to the extracts from seven meetings and complete the chart with the names of the countries in the box.*

USA • Japan • Germany • UK • Finland • France • Spain • Italy

1. _____ Formal introduction. Sit down. Begin.
2. _____ Formal introduction. Cup of coffee. Sit down. Begin.
3. _____ Informal introduction. Cup of coffee. Joke. Begin.
4. _____ Formal introduction. Cup of tea and biscuits. Ten minutes small talk (weather, sport). Casual beginning.
5. _____ Formal introduction. Fifteen minutes small talk (politics, scandal). Begin.
6. _____ Formal introduction. Formal seating. Green tea. Fifteen – twenty minutes small talk (pleasantries). Signal from superior. Begin.
7. _____ Twenty-thirty minutes small talk (football, family) while others arrive. Begin when everyone's there.

b) Listen again and answer the questions. There is one question for each extract.

1. Where exactly is Tom Pearson asked to sit?
2. How long is Dr. Alan Winter going to spend in Berlin?
3. What was Miss Sterling's father's job?

4. What kind of snack is served in the meeting?
5. Why was Catherine in Finland before?
6. In the joke, what score do both the man and the woman get in the test?
7. What commonly happens in their meetings these days?



4. *a) Work with a partner. Imagine you meet some business people at a conference for the first time. Which of the following topics are interesting / safe / conversional killers / a bit risky / taboo?*

Family, the news, your country, religion, clothes, your health, politics, sex, sport, the weather, food & drink, people you both know, how works going, the city you are in, the hotel you are staying at, your holiday plans

b) Listen to some people socializing at a conference. What are they talking about? Do they get on with each other?

Topics of conversation	Do the speakers get on?
1.	
2.	
3.	
4.	
5.	

c) The expressions below were in the conversations you just listened to. Can you remember the first three words of each expression? Contractions (it's, you'll, I'm, etc.) count as one word.

a) _____ first visit to Russia?
b) _____ do, by the way?
c) _____ you a drink?
d) _____ business are you in?
e) _____ these-they are delicious?
f) _____ somewhere before?
g) _____ me, I have to make a phone call.
h) _____ talking to you.
i) _____ your talk this morning.
j) _____ enjoying the conference?
k) _____ awful? Half a meter of snow this morning!
l) _____ me a moment? I'll be right back.
m) _____ go and say hello to someone.
n) _____ many people here?
o) _____ you anything from the buffet?

d) Look at the expressions in c) and answer the questions.

Which would be good ways of opening a conversation?
Which would help you to keep a conversation going?
Which could you use to politely end of a conversation?

 **5.** *In what business situations would you use the words and expressions below? Discuss your ideas with a partner.*

Make yourself at home.	Could you ... ?	Cheers!	Not at all.
That sounds good.	I don't mind.	Excuse me.	Help yourself.
That's no problem.	I'm afraid …	Yes, please.	Bad luck.
Congratulations!	After you.	Sorry.	It's on me.

NOTE!
Sorry – a way of apologizing to someone for something that you have done which has upset them or caused them difficulties.
Excuse me – said politely in various contexts, for example when attempting to get someone's attention, asking someone to move so that one may pass, or interrupting or disagreeing with a speaker, said when asking someone to repeat what they have just said.

6. *a) What would you say in the following situations?*

1. You don't hear someone's name when you are introduced to them.
2. You have to refuse an invitation to dinner with a supplier.
3. You want to end a conversation in a diplomatic way.
4. You have to greet a visitor.
5. You have to introduce two people to each other.
6. You offer to pay for a meal.
7. You have to propose a toast.
8. Your colleague has been made redundant.
9. You arrive half an hour late for a meeting.

 *b) Listen and compare your answers to situations above.*

7. *a) Before receiving a visitor from a foreign country — or before travelling abroad — you need to think about the cultural issues that may affect the relationship.*

Suggest some basic research that you should do before receiving your visitor, or before travelling. What issues should you think about?

b) An American, Peter Wasserman, who is the CEO of an international company, talks about what he thinks is important in preparing for business contacts with people from other cultures. He mentions several key areas to find out about.

Listen to the recording. Identify six of the key areas to find out about. Did you think of any of the same issues?



Role Play

You meet a business contact in a foreign country. Make up dialogues to find out the information that follows. Use the tips and expressions from ***Useful Language Bank*** *for cross-cultural understanding:*

a) how they spend their weekends;
b) where they go for their holidays;
c) what kind of hobbies and sports they like;
d) what they do in the evenings;
e) you want to find an agent for your firm's products. Ask him / her if they can help.

WELCOMING VISITORS



Useful Language Bank

Welcoming visitors	**Asking about a journey**
Welcome to … It's nice to meet you in person. – Likewise. On behalf of … It gives me great pleasure to welcome you to …	How was your journey? Did you have a good flight / trip? Did you have any trouble finding us? Is this your first visit to … ?
Being hospitable	**Explaining the programme**
Can I get you a coffee? Let me take your coat. Have a seat.	Let me run through / go over today's programme. First of all, I thought you could … We'll catch up later / at … You'll have the opportunity to … You'll get a chance to … We're going to begin with …
Offering assistance	**Giving extra information**
Can I get you anything? Do you need anything? If you need to use a phone or fax, please let me know. Can we do anything for you? Do you need a hotel / a taxi / any travel information / etc.?	Make sure you … Please be sure to … Don't worry about … Can I remind you that … For your own safety, …

1. *When someone comes to visit your place of work, what do you show them? Are there any areas which are 'off — limits' (private or secret)?*

 **2.** *a) Jacinta Ross works for HYB Electronics. She meets Marvin Bernstein at reception. He is visiting the company for the day. Listen to their conversation and complete the agenda for Marvin's visit.*

Agenda for Marvin Bernstein's visit to HYB Electronics

Monday 2 October

Morning:

Lunchtime:

Afternoon:

b) Listen again and complete these phrases that Jacinta uses.

1. _____ our new facility.
2. It's nice to _____ in person.
3. So, how was _____ ?
4. And did you have _____ finding us?
5. Here, _____ your coat?
6. Can I _____ a coffee?
7. OK. Come this way and I'll _____ today's programme.
8. So, first of all, I _____ join a tour of the facility this morning.
9. Then, _____ at lunchtime.
10. He's introducing the tour this morning, but _____ to meet up with him over lunch.
11. You'll need this ID card to get around the site. _____ you keep it on you at all times.
12. Yes, _____ that. I'll clear it with Facilities.

c) Work with a partner. Match these responses to phrases 1—8 in b).

a) Likewise. _____
b) Thank you. _____
c) OK. _____
d) That sounds interesting. _____
e) Yes, please. Black, no sugar. _____
f) I'll hang onto it, thanks. _____
g) Not, really, it was easy. _____
h) It was fine, thanks. _____

3. *Raymond Roberts has an appointment with Janet Rose. He has just arrived at HBG premises. Complete their conversation with words and phrases from the list.*

did you have any trouble • can I get you a drink • it's nice to finally meet you • let me run through • sounds great • let me take your bag • how was your journey • likewise • welcome to HBG publishing • get a chance

Raymond: Good morning, I'm here to see Janet Rose.
Janet: Hello, I'm Janet. (1) *Welcome to HBG publishing.*
Raymond: (2)_____ in person.
Janet: (3) _____ . So, (4)_____ ?
Raymond: Well, there were traffic jams on the motorway.
Janet: Ah, that must be because of the road works. And (5) _____ finding us?
Raymond: I must admit, I got a little bit lost in the industrial park.
Janet: Don't worry. That happens to everyone. Anyway, (6) _____ – I'll store it in my office.
Raymond: I'll hang on to it if you don't mind. It's got all my stuff in it.
Janet: Well, if you change your mind just tell me. And (7) _____ ?
Raymond: A drink (8) _____ . I'll have a cup of tea, please.
Janet: So, (9) _____ the schedule. Your first meeting is with Karen Rankin.
Raymond: OK. And will I see Malcolm Briscoe?
Janet: Yes, you'll (10) _____ to see him this afternoon.



4. *Work with a partner. Have a short conversation with a visitor to your place of work using this flow chart. Student A is the visitor and Student B is the host. When you have finished, change roles.*

A Introduce yourself to B.	**B** Identify yourself and welcome A.
A Respond.	**B** Ask about A's journey.
A Respond.	**B** Offer tea, coffee, etc.
A Respond.	**B** Talk about schedule.
A Respond and ask to meet another colleague.	**B** Respond.



5. *Work with a partner. Imagine you are welcoming a new person to the class today. Have a short conversation about their journey to the office/classroom and go through the schedule for the lesson.*



6. *a) It is the start of the tour. Listen to this welcome speech and answer questions a–c.*

a) Who is Dilip Patel?
b) How is the day organized?
c) What piece of advice does Dilip give the visitors?

b) Dilip's speech is more formal than Jacinta's conversation with Marvin. Listen again and find formal equivalents to these phrases.

a) Welcome to _____
b) You'll get a chance to _____

c) Remember _____
d) Make sure you _____

7. *Read this welcome speech and choose the correct answer from the words in italics.*

"Good morning, everybody. I'm Sandra Wildman. On (1) *behalf / part* of Greenblo energy, it gives me great pleasure (2) *to / for* welcome you (3) *to / in* our plant. We are going to begin (4) *with / by* a guided tour of the plant. Afterwards, you will have the (5) *opportunity / availability* to discuss Greenblo's work over a cup of coffee. I'd now like to hand you (6) *through / over* to Kim Akeson, who is going to look after you today. Kim will go (7) *for / over* the schedule and then show you around the factory. For your (8) *self / own* safety, can I (9) *remember / remind* you to stay with Kim at all times. May (10) I *hope / wish* you all an interesting visit."

8. *Work in small groups. Prepare and give a short welcome speech to a group of first-time visitors to your place of work or study. Use ex. 7 as a model.*



Role Play

Work in pairs to role play the conversation. Use the phrases from ***Useful Language Bank.***

At a Conference Dinner

Work with a partner to practice small talk at a conference dinner. You are sitting next to each other at a conference dinner in a city you both know well, and have just sat through an incredibly long and boring opening speech. You have not been properly introduced.

Speaker A	**Speaker B**
Start the conversation: "I think that must be the longest opening speech I've ever heard. I'm … (name), by the way, I don't think we have met."	"Pleased to meet you. I'm … (name)." Continue the conversation by asking about *one or more* of the following: – what your partner thought of the conference (fun, dull?) – talks your partner's been to (any interesting ones?) – the dinner you've just eaten (local dishes, wine)
Speaker A	**Speaker B**
Continue the conversation by asking about *one or more* of the following: – your partner's company (location, main activities) – your partner's job (how long he / she had it) – where your partner's staying (service, comfort, convenience)	Continue the conversation by asking about *one or more* of the following: – the city (architecture, people, prices, local economy) – the weather (typical for the time of year?) – shopping (the best places you've found to buy presents)

Speaker A	Speaker B
Continue the conversation by asking about *one or more* of the following: – sightseeing (a place of interest you've visited) – the nightlife (a restaurant, bar or club you've been to) – a recent item of news (politics, sport, scandal)	**Break off the conversation:** "Oh, wait a minute, it looks like the next speaker is going to begin. Let's hope this one's better than the last."



Case Study

Business Culture Briefing

A group of managers is attending an informal briefing about the business culture of your country.

Background

You work for Better Business Communications, a company, which prepares business people who are visiting your country for the first time. A group of top managers will shortly be visiting your country in order to decide on the location of an overseas subsidiary. During their visit, the managers will attend meetings with a number of business people, and be entertained at their homes or in restaurants. They also plan to do some social visits and excursions. You will run an informal business culture briefing for the management group, informing them about aspects of business culture in your country and answering their questions.

Discuss what kind of topics you could include in your briefing about the business culture of your country.



Rosana, a Brazilian client, is planning a European trip to Germany, France and Russia. She asks Enrique, who works for Better Business Communications, for advice about the countries she'll be visiting. Note down the five topics that Rosana mentions. Are they on your list as well? Do you agree with what Enrique says about the three countries? Give your reasons.

Tasks

1. Work individually or in national groups. Prepare an informal talk about the business culture of your country or a country you know well. Use the list of topics and questions below to structure your talk. During each talk, the other members of the class will play the role of the top managers.
2. Give your talk to the top managers. Try to answer any questions they may have.
3. In one group, discuss the talks. What advice/information surprised you? Which was the most interesting talk? Why?

Topics

Appearance	Behaviour	Entertainment	Meetings	Business practice
How do men and women dress in business?	Do people like a lot of personal space?	Do businesspeople prefer to entertain guests at home or in a restaurant?	How important is punctuality in your culture? Is it OK to be late for a meeting?	Do you have to make appointments well in advance?
Is casual dress permitted in business meetings?	Do they usually stand close or far away from another person when talking to colleagues?	What advice can you give about gifts?	Is a person's status important in meetings? Does the most senior person always lead a meeting?	What are the usual business hours?
How do people dress on social occasions, e.g. at an informal dinner?	Do staff use first or family names when addressing each other?	What are good / bad topics of conversation?	Is decision-making slow or fast in business?	What is the usual time for a business lunch? How long does it last?



A. *Revise **Helpful Tips** and browse the Internet to find useful information on socializing. Work with a partner and discuss which items of advice for a successful conversation are useful and which are not? Add some more items to the list.*

1. Listen carefully.
2. Give only "yes" or "no" answers.
3. Interrupt a lot.
4. Be polite.
5. Ask questions.
6. Stay silent.
7. Be friendly.
8. Keep eye contact.

B. *Work in pairs and role play the conversation. Use the tips from the **Useful Language Bank**.*

Student A

You are at a conference. You recognize someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.

– You met Student B two years ago at a conference on Customer Care in Frankfurt.

– You own a small firm, which sells office technology.

– It's your first day at the conference – you arrived late last night.

– You haven't seen the city yet.

– You are staying at the Metropol Hotel in the city centre (a good choice: lovely views; the restaurant and the facilities are also excellent).

– You are leaving in three days' time.

– You think the conference will be very interesting.

Add one other piece of information, which you think, is important.

Student B

You are at a conference. You recognize someone you met at a conference two years ago. Introduce yourself and make small talk. Use this information to prepare for the conversation.

– You met Student A two years ago at a conference on Customer Care in Frankfurt.

– You are the Sales Manager for a mobile-phone company.

– You have been at the conference for three days.

– You have visited the city (beautiful old castle, interesting museum, excellent restaurants, but very expensive).

– You are staying at a small hotel outside the city (a bad choice: room is small and noisy, and too far from the centre of the city).

– You are leaving tomorrow.

– The conference is boring- the speakers talk too much and use too many PowerPoint slides.

Add one other piece of information, which you think, is important.

The six pillars of Customer Service



INTERACTING WITH CUSTOMERS

Customers don't expect you to be perfect.
They DO expect you to fix things when they go wrong.
Donald Porter, V.P. British Airways



Lead-in

Customer service is providing a service to customers before, during and after a purchase. It is designed to increase the level of customer satisfaction – that is, the feeling that a product or service has met the customer's needs and expectation. Customer service plays an important role in an organization's ability to generate income and revenue.

Share your ideas of customer service by doing the following task.

1. Tell your group about a really good customer experience you had. What happened? Did you tell others about your experience? Are you a loyal customer of that company?
2. Tell your group about the worst customer service experience you have ever had. What happened? Did you tell others about your experience? Do you still give that company your business?
3. What do you think is the most important quality for a customer service representative to have? Why?
4. Do you think working in customer service is a difficult job? Why or why not? Have you ever worked in customer service? What was it like?



*Read the **General Tips for Customer Service** and do the task that follows.*

- *Never argue.* Do not lose your cool. Remain calm at all times, and explain your point of view.
- *Build trust and loyalty.* By encouraging trust from your customers you will also encourage them to give your company increased loyalty.
- *Smile.* This will help the customer or client to feel at ease and welcomed. If you are talking to somebody on the telephone then you can still smile – your voice sounds different when you smile and are happy.
- *Make the Customer Feel Welcome.* Start positively with a warm, sincere welcome; but don't overdo it! Follow up with "How can I help". Never complain to a customer about your organization, your day, how busy you are, your colleagues or anything else that may lead the customer to develop negative feelings.
- *Listen actively.* Be involved with and react to what the other person is saying, either via a nod, or an "I see," or a paraphrase of the other person's statements.
- *Be Memorable – For the Right Reasons.* Be helpful, be courteous and polite – give a little extra if possible, even if it is just some advice or extra information about the product or service they are buying or interested in buying.
- *Use positive instead of negative statements.* Your customers are interested in what you *can* do, rather than what you *can't* do.

Imagine that a young friend of yours is beginning to work as a customer assistant manager. Note down some advice that you would give. Use the phrases to express advice from the box below:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* handle upset customers right away.
Make sure you use positive statements.



Useful Language Bank

Welcoming customers	**Sounding positive**
Hello, my name is (insert name) Welcome to (insert company name) How may I help you? Can I help you find something? Is there anything else that I can help you with today?	I *definitely* will make sure that it gets sorted … I *absolutely* agree … I can *certainly* help you … That is a *fantastic* alternative
Establishing facts	**Clarifying / Checking facts**
Can / Could you tell me when ... ? Can / Could you explain exactly what the problem is? Can / Could you give me ... ?	If I understand you correctly, ... Could I just clarify what you're saying? What you're saying is ... You mean ... ?

Responding to complaints	**Handling upset customers**
Thank you so much for letting us know about this, Sir / Madam … I'm so sorry to hear about this, Mrs Brown … I completely understand how you feel, Sir / Madam … Thank you so much for your patience / understanding, Mrs Brown … I will action this for you right away …	We always value customers who are keen to give us their feedback. I will be sure to pass on what you have told me to our managerial team … I have experienced a similar problem recently, so I understand what you are saying. Let me see what I can do to help you out …
Giving advice I would suggest / I recommend … To avoid a similar inconvenience in future I request you to …	**Creating trust and mutual understanding** I would feel the same in your situation, but we will sort this out … I know how frustrating it can be – let's see how I can help you …
Speaking to an angry customer I'm so sorry that you feel this way, Mrs Brown … As a solution, may I suggest that … ? What I'll do right now is … We really do appreciate this feedback, Mrs Brown … May I arrange for an update call, at a time most convenient for you?	**Promising action** I'll look into it straight away/right away. What I'll do is ... and ... I'm going to have to look into this. I'll check the details and get back to you. / I'll get back to you (shortly). Once I've / As soon as I've ... , I'll call you back. Ok, I'll look into it. **Making Excuses** It's not our policy to replace items. It's not our fault that it hasn't arrived. I'm afraid that's not quite right. I'm sorry, there's nothing I can do ...
Preventing from doubt when you don't know One moment please. Let me find that out for you. Let me forward you to our X specialist.	**Referring to time / deadlines** by (Friday) at the latest / by tomorrow / lunchtime / the end of the week / in time for the deadline / as soon as / shortly

1. *Say what expressions from **Useful Language Bank** are appropriate in the following situations.*

1. The customer is saying you're taking too long to solve the issue, how do you respond?
2. The customer is pointing out a well-known problem with your product, what will you say?
3. What should you say if a customer asks a question you don't know the answer to?

4. How would you handle an angry customer?
5. What would you do if the customer is wrong?
6. What will you say to encourage the upset customer?
7. What will you say to resolve a customer complaint about the service?

2. *Watch the video at https://www.youtube.com/watch?v=WftgJjk_ggA, fill in the gaps in the dialogues that follow and reproduce the conversations with the partner.*

> **NOTE!** If you work and deal with a lot of customers, you know that customers can be very irritating at times. They are sometimes rude and don't think twice before saying something. But people working with customers have to be polite and handle it well because that's their job. This task we will show some conversations which help serve customers in a professional and polite way.

a) Dealing with an Angry Customer.

Customer: Hello.
Sales Manager: Hello sir.
Customer: Where's Ginny?
Sales Manager: Ginny's off today, Sir (1) _____ ?
Customer: Where's Tom Newsome?
Sales Manager: He had to go to our other store (2) _____ ?
Customer: We bought a sofa bed there, and I found a big hole in the mattress when it was delivered. We've been buying for the past 10 years from your store. (3) _____ you'd sell something like that to a (4) _____
Sales Manager: We appreciate your loyalty towards our store. (5) _____ I can't believe our warehouse could ship a damaged piece of furniture.
Customer: Well they sure did! I just told you they did! (6) _____
Sales Manager: I'm sorry Sir. I didn't mean (7) _____ I meant that (8) _____ Do you have your sales receipt?
Customer: We've got to have a sofa (9) _____ My daughter-in-law will be coming to stay with us on Wednesday.
Sales Manager: Yes, Sir. We'll take care of it for you. (10) _____

b) Dealing with an Irritated Customer.

Jane: This is Jane. I'm the sales manager. (11) _____ ?
Sarah: Hello. I haven't received my package yet. It's almost been a week and I've already paid for it.
Jane: (12) _____ But, first, may I have your name please?
Sarah: This is Sarah Roberts. (13) _____ The package is a gift to my friend and it's her birthday today.

Jane: (14) _____ and we'll try to take care of the issue. What was the date of the order?

Sarah: I don't think that would help. You just take my order number and deliver my product by noon.

Jane: Ms. Roberts, (15) _____ , I'll check whether it has been sent or not. (16) _____

Sarah: Oh, all right. The date of the order is February 16, 2014.

Jane: Okay. (17) _____ Your order has already been dispatched and it's scheduled to be delivered today.

Sarah: I hope so. I'm tired of calling you guys again and again.

Jane: I'm sorry (18) _____

3. *a) Match the adjectives below to these definitions. Think and say:*

– Which of the adjectives describe customer service?
– Which of the adjectives describe customers?

1) not sympathetic: ____
2) polite / impolite: ____ / ____
3) helpful: ____
4) not as good as normal: ____
5) well organized: ____
6) reacting quickly and positively:
7) happy with something: ____
8) of a very good standard: ____
9) faithful and supportive: ____
10) returning: ____
11) not happy with something: ____
12) present: ____

(courteous, responsive, existing, satisfied, dissatisfied, loyal, discourteous, substandard, attentive, efficient, high quality, repeat, apathetic)



b) Work with your partner and discuss the ideas of

– what high quality customer's service is;
– how to deal with dissatisfied customers;
– how to develop customer's loyalty to an organization;
– how being a customer to react to discourteous / apathetic service.

4. *Complete the* ***Customer Service Questionnaire*** *by matching 1–7 to a–g. Work in pairs and answer your partner's questions in the voice of the company's representative.*

1. What do you do to meet ...
2. What new procedure might help you to exceed ...
3. In what ways do you measure ...
4. Have you introduced ...
5. Do you think it is easier to keep ...

a) feedback about service from your customers?
b) customer satisfaction and service quality?
c) existing customers or to win new ones?
d) your customers' expectations of the service you provide?
e) customers to your competitors?

6. How do you try and get ...
7. How do you avoid losing ...

f) your customers' needs and keep them satisfied?
g) any unpublicized rules to improve customer service?

5. *Read the following dialogue in pairs. Make your own dialogues on analogy. Use the appropriate expressions from* ***Useful Language Bank.***

Responding to Customer Complaints

Mistakes are going to happen in the business world. When they do, customer service representatives from the company should handle any customer complaints.

Jared recently purchased a stereo from an electronics store, Best Buy. He's having some trouble with the stereo and calls the customer service number to complain. (phone rings)

Representative: Thank you for calling Best Buy Customer Service. This is Jill. How may I help you?

Jared: Hi. I bought a stereo from you guys a few weeks ago and I'm having some serious problems with it.

Representative: What seems to be the problem?

Jared: Well, it's not working properly. The volume dial won't work and the CD tray won't open either.

Representative: I'm very sorry to hear that the stereo isn't working correctly, sir. Have you tried unplugging it and then trying again?

Jared: Yes. I've tried that and it didn't do anything.

Representative: OK. Well, at Best Buy we take pride in maintaining a reputation for excellent products, so your problem with the stereo is unacceptable to us. Let me gather some more information and we'll see what we can do to fix this.



6. *a) Who are your internal customers? Do you treat them differently to external customers? Listen to three phone conversations workers at JC have with both internal and external customers and complete these forms.*

A. Procurement department internal order form:

Name: *Paola*_____
Dept: (1) _____
Country: *Italy*_____
Order for: (2) _____
Order #: (3) _____
Approval date deadline: (4)_____
Notes: (5) _____

B. IT help desk call log:

Caller: *Johan*_____
Country: *Denmark*_____

Problem: (6) _____
Action: (7)_____

C. Customer services complaint form:
Customer: *Donna Fitzpatrick*_____
Company: (8) _____
Order #: 560H_____
Complaint: (9) _____
Action: (10) _____



b) Listen again. For each conversation, make a note of the phrases the speakers use to:

– make an initial request for information about the problem or situation;
– ask further questions to establish the facts about the problem or situation;
– clarify / check the facts and information;
– promise action;
– refer to time or deadlines.



7. *Listen to a woman talking on a radio show about a customer service encounter and answer questions 1—4.*

1. What was the woman's problem and was it resolved?
2. Does she have a positive or negative view of the shop's customer service?
3. Do you think she will use the shop again?
4. Did the shop assistants make the right decision? Why or why not?



Role Play

Customer Service: Angry Customer

Role play the situation. Make sure you actively use the expressions from ***Useful Language Bank*** *to sound polite and respond to complaints effectively.*

Role A

You are a customer who has bought a very expensive machine ... but after three days you notice that the machine is making a terrible noise, and you are worried that something bad is going to happen to either the machine or to those working on it. On top of this you have been trying to get hold of the Sales person who sold you the product but constantly get his answer machine.

You are angry as this machine was only installed two days ago and you have had to cancel various areas of production because of this. Your company is now losing money due to the fault.

You ring the customer services and having been put through to the wrong department three times you are now seriously angry. This machine was expensive and was described by the sales man as an investment.

You finally get to speak to the manager of the company. You want action!!!

Role B

You are the Manager of an important manufacturing company and you have had a very busy day. You are just about to take a well-earned lunch break when the telephone rings. It is the receptionist who tells you that this is a call you must take as the client is very unhappy and is threatening to sue.

You listen to the customer's complaint and realize that this is another of one of the many problems one of your sales team has created. If your boss finds out it will make more trouble for you and any chance that you have of a promotion that year will disappear.

You need to try and resolve this problem quickly and quietly as possible.



Case Study

Differing Expectations of Customer Service?

Background

CBE Brasilia supplies companies around the world with first-class coffee beans. One of its clients is Kool Kaffee, a chain of popular coffee shops, originating in Germany, but now doing business in most German-speaking countries as well as a few of its eastern European neighbours. Recently, Kool Kaffee has experienced a problem with one of its Internet orders with CBE Brasilia.

- 1 March – a bulk order of coffee beans was made.
- 2 April – delivery arrived but Premium Selection and Midnight Espresso beans were missing; there was no documentation from CBE concerning the order – only the documents on the package from the shipping company.
- Kool Kaffee called customer services immediately. They were polite and friendly but said there was no record of the order being placed. Further calls were made to customer services on 4, 10, 11 April. An email was sent 16 April.
- Kool Kaffee called again on 18 April and were told there was no record of the order or of their communication with the company since the incomplete delivery.
- CBE Accounts Department was contacted. They found a receipt and details of a delivery with the signature, "dot.com". However, this receipt was for the same goods but for Kool Kaffee CH – Zurich office, which made a purchase on the same day.

The Expert View

Expectations of what constitutes good customer service are always influenced to a degree by cultural values. So a disagreement between two businesses over a customer service issues may be as much about different expectations and attitudes as about the business issue itself. If one party believes they are dealing with the problem in an acceptable way, it may be difficult for them to understand why the other party is not satisfied with their response. When dealing with a customer service enquiry in an international context, it's important always to consider what outcome the other person is looking for. What are they really concerned about, and what do they expect to happen?

Task

Discuss the following questions.

1. What's your opinion of the way that CBE Brasilia dealt with the situation?
2. Could it have been dealt with the problem more effectively?
3. Could the problem be related to the different expectations each culture has of customer service?
4. What is a satisfactory resolution of the problem? Why or why not?
5. What lessons should the company learn from this situation?
6. What changes could it make to improve its customer service?



A. *Work in small groups and discuss.*

1. What is customer service?
2. What is a leader's role in customer service?
3. What is social intelligence?
4. What does it mean to be a member of customer service team?
5. What factors do you think contribute to the success of customer service?
6. What qualities do you think are important for a good customer service leader?
7. What kind of communication problems do people at work with customer service often have?
8. What are the key customer service approaches?
9. What is the role of a manager in customer service?
10. What do you think are the key qualities for a successful customer service manager?
11. Do you think working in customer service could be a rewarding job?

B. *Work with a partner. You are going to deal with a phone call from an internal customer. Read your information and take turns to make and receive the call. Make sure you*

— request information about the problem or situation and establish the facts;
— clarify the information and check that it is correct;
— promise action.

1. You work in the Communications Department and receive a call from an internal customer.

Action to promise: look into problem / call back tomorrow.

2. You work in the Customer Services Department and phone the Logistics Department.

Problem: a customer needs its goods earlier than expected.

Further information: a loyal customer has asked if their goods can be sent a week earlier – is this possible?

Deadline: need to let the customer know by tomorrow afternoon at the latest.

3. You work in the Sales Department and call the Communication Department.

Problem: the dates for your business trip have changed.

Further information: you need the original flight cancelling and a new booking; this also applies to the hotel.

Deadline: by next week.

4. You work in the Travel and Logistics Department and receive a call from an internal customer.

Action to promise: email new details as soon as you have them.



http://www.englishwithjo.com/english-conversation-customer-service/
https://www.skillsyouneed.com/ips/customer-service-tips.html#ixzz4Xf2eEjpQ
https://www.businesstrainingworks.com/training-resources/21-customer-service-tips
https://www.businesstrainingworks.com/training-resources/top-12-customer-service-phrases
https://www.callcentrehelper.com/the-top-25-positive-words-and-phrases-1847.htm
https://www.youtube.com/watch?v=WftgJjk_ggA
https://www.comm100.com/blog/positive-customer-service-phrases.html



TELEPHONING

Communication — the human connection — is the key to personal and career success.
Paul J. Meyer



Lead-in

Though communication means have changed dramatically over the years, the telephone remains a very powerful tool, especially when used within a business environment and many people underestimate its importance and more importantly, the importance of the person using it.
When a potential client phones a company, their first impression of that company is created by the person who answers the phone. In order to ensure that the caller develops a positive image within their mind, the person answering the call must be efficient, confident and capable of inspiring confidence in the caller.

Discuss the questions bellow with your partner and share the ideas win the class.

1. How often do you make phone calls in English? When was the last time you made or received a phone call in English? How was it?
2. What do you find most difficult about telephoning in English?
3. What is your opinion of good telephone etiquette? Do you find it differs in different countries and cultures?
4. Have you personally got "hands-on" experience with good and bad telephone etiquette?



Read the following tips for a successful telephone call, and do the task that follows.

How to Speak

- Speak with a rich, vibrant voice. Smile with your voice!
- Speak with a melodious rather than a monotone voice.

How to Greet Customers on the Phone

- Discontinue any other conversation or activity such as eating, chewing gum, typing, etc. that can be heard by the calling party.
- Always identify yourself. Give your first and last name and identify your department.
- In business situations, it is appropriate to answer the phone with your name and company: *"Good morning, thank you for calling XYZ. This is Joan. How may I help you?"*
- Always project sincerity.
- When transferring a call, be sure to explain to the caller that you are doing so and where you are transferring them.

Listen!

- Ask questions and then step back. Try not to prompt too much. Allow customers to have their say.
- Find out the reason the person is calling and respond appropriately.
- If the person they are trying to reach is not at home or is not available to speak, tell the caller *"I'm sorry, Mrs. Simpson, Mr. Burns is not available right now. May I take a message?"*
- Be sure to record the person's name, phone number, and purpose of call.

Ask!

- Don't be afraid to ask a caller to repeat something.
- It's better for the caller to repeat a piece of information five times than for you to write down the wrong information.

Small talk

- It's important to make a little small talk with the other person before you talk business, but don't spend too long chatting. Get to the point of the call quickly. If you're talking to a native English speaker, listen for words like *well, so,* and *anyway*. These are signals that it's time to talk business.

Holding

- Before placing your caller on hold it is important that you ask first. A simple request like *"Will you please hold while I verify that information for you?"* will make the caller more willing to wait.
- Check back with the caller periodically so they don't feel as though they have been abandoned. Upon returning, thank your caller again for her patience.

Hanging Up

- Let your caller hang up first and say "Thank you for calling".

Outgoing Calls

- Be prepared to provide a positive and professional impression on those that you call.
- When you call out, introduce yourself and your company.
- Plan the appropriate amount of time for your outgoing calls and avoid interruptions.

Imagine that a colleague of yours is about to give a telephone call to an English speaking partner. Note down some advice that you would give. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* speak with a melodious rather than a monotone voice.
Make sure you ask to repeat in case you do not understand something.
Please remember that small talk is important.

IDENTIFYING YOURSELF AND DEALING WITH PROBLEMS



Useful Language Bank

Answering the Phone *(Give your first and last name. Identify your department.)*	**Asking to Hold the Line / Transferring a Call**
Company X, Good morning. Company X, How may / can I help you? Company X, Janet Jones speaking. This is Janet Jones of company X, good morning. Who shall I say is calling? / Who is calling? How can I help you?	Hold the line, please. / Please, hold and I'll put you through. I'll check if he's in. Just a moment please, I'll put you through to Mr Smith. One moment please, I'll transfer you … / Just connecting you now. / I'm just putting you through.
Introductions	**Asking Someone to Repeat / to Speak a Little Louder**
Good morning, Kevin Black speaking. Hello. This is Kevin Black here. Good morning. My name is Kevin Black. This is Kevin Black speaking.	Sorry, I couldn't hear what you said. Sorry, I can't hear you. We have a bad connection. I'm afraid it's a bad line. Could you speak up, please? Could you speak a bit more slowly, please? Would you mind repeating that? Would you repeat your company's name, please.

Asking the Person to Clarify their Name	Confirming Phrases and Questions
Could you repeat your name, please? Would you mind repeating the name of your company, please? Could you spell your name, please? / How do you spell your name, please?	So that's 9 o'clock on Tuesday, then? Let me see if / make sure … Can I just check that?
Asking for Someone	**Someone is not at the Number you Called**
Could I speak to Mr Smith, please? Is Mr Smith available? Could you put me through to the HR department? Could you tell me who is in charge of invoicing? Could you transfer me to extension 34, please? Could you put me through to sales, please?	I'm sorry, but he doesn't work here anymore. I'm sorry, he has retired. I'm afraid we don't have anybody here by that name. He's not at this number any longer. His new number is 122 078. I'm sorry but this is extension 232 not 323. Sorry, I think you've got the wrong number.

1. *Three people are calling the company Micah Information Systems.*



a) Listen to the three dialogues and complete the table.

	Call 1	Call 2	Call 3
Who is calling?			
Who does he / she want to speak to?			
Does he / she get through? If not, why not?			
What will happen next?			

Mind the difference!

British English	American English
1. The line is engaged.	1. The line is busy.
2. mobile (phone)	2. cell (phone)

b) Listen again and complete the sentences from the dialogues.

1. Micah Information Systems. Sylvia _____
2. I'll _____ Mr. Seide you _____
3. It's Karen Miller _____
4. I actually _____ to speak to Maria.
5. Just on a moment while I make the
6. I'm _____ Maria's line is _____
7. I'll try _____ later.

8. Let me just _____ a pen.
9. Nice to _____ from you.
10. I'm actually talking to someone on the other _____

c) Which sentences (1—10) can be used:

a) to say who you are?
b) to open a conversation politely?
c) to say who you want to speak to?
d) to put a caller through to another person?
e) to say that somebody (or you) can't talk now?
f) to say you will call again later?
g) to take or leave a message?

d) Match the two parts to make questions from the dialogues.

1. Could I speak	a) my mobile number?
2. Can I take	b) through to her?
3. Could you ask	c) have your number?
4. Could you tell me	d) back in ten minutes?
5. Does Mr. Seide	e) your name again?
6. Is she there	f) message?
7. Shall I put you	g) ask what it's about?
8. Can I just	h) at the moment?
9. Can I call you	i) to JorgSeide, please?
10. Have you got	j) him to call me back?

e) Now match these answers (a—j) with the questions (1—10). Sometimes more than one answer is possible.

a) Certainly.
b) Yes, he does.
c) Sure, no problem.
d) My name is John Ellis.
e) Yes, I have.
f) That would be great.
g) Yes, she is.
h) I'm afraid he's in a meeting.
i) Yes, please.
j) I need to ask her about the project meeting next week.

2. *Study the table that follows and rewrite the highlighted sentences with **I'm afraid** or **actually**.*

Giving "Bad" News

It is very common for native speakers to use *I'm afraid* or *I'm sorry* when giving 'bad' news, for example when saying someone is not available.
***I'm afraid** Mr Seide is in* a *meeting.*
***I'm sorry, but** Mr Seide is in* a *meeting.*
If you do not use *I'm afraid* or *I'm sorry,* the sentence sounds very direct and impolite to a native speaker.
The word *actually* is also often used to make a statement more polite. For example, it can be used:
– instead of saying the word *no.* A: *Does he have your phone number?* B: ***Actually,** I don't think he does.*

– when we change the subject (e.g. when we change from small talk to talking business). *Your holiday sounds fantastic. Listen, Sandra, I* ***actually*** *wanted to speak to Maria.*
– to say something which is inconvenient or annoying for the other person, in a polite way. *Can I call you back? I'm* ***actually*** *talking to someone else on the other line.*
Careful: *actually* is not the same as *current(ly)!*

Model: *I'm trying to get through to Jake Woodward*. He asked me to call him this morning. – ***I'm actually*** *trying to get through ... .*

1. Marie Dupont. You're from France, aren't you? – *No, I'm from Belgium*.
2. Can I talk to Kevin Shields? – *He's not here*.
3. Would you like to leave a message? – *No, I'll call back later*.
4. Can I call you tomorrow? – *I won't be in the office tomorrow*.
5. *Heather's line is engaged*. Shall I tell her to call you back?



3. *Work with a partner and make dialogues of your own.*

Call 1

Your name is Christine / Chris Fraser. It's 10 o'clock: time to make your phone calls. (You have a meeting from 12 until 5 p.m.) Your first call is to Newmans plc. You want to speak to your business contact there, Tania Steinman. You often call the company, so you have spoken to Tania's PA (personal assistant) Alex several times before.

Call 2

Your name is Antoine / Antoinette Lecamus. You work for Bouret-Bouget as a secretary. Answer the phone and help the caller. Important: your boss, Yves Martignac, has told you that he doesn't want any phone calls today.

SMALL TALK AND DEALING WITH MESSAGES



Useful Language Bank

Small talk	**Taking a message**
Are things busy with you? What have you been up to? (=What have you been doing recently?) How is the weather there? How was your holiday / your trip to … ?	Shall I tell [*name*] to call you back? I'll tell him / let him know that you called. Would you like to leave a message? Shall I ask Mr Smith to call you back? I'll pass on the message as soon as he gets in. **Leaving a message** Could you please ask Mr Smith to call me? Could you take a message for him? Could you tell Mr Smith I rang?

Making / Confirming and Changing Arrangements	Ending the Conversation
Could we meet on Monday at 10.30? How / What about April 10th? Is 11.15 convenient / OK? I'm afraid I can't come on Friday. We've got an appointment for 11.00, but I'm afraid something's come up. Could we fix another time?	It was nice talking to you, Mr Smith. Thank you for calling us. I am glad you called. Thank you for the information. I look forward to hearing from you soon. I'll e-mail you the details. I'll get back to you as soon as possible. Right. / OK then.

NOTE! We usually use the present continuous with a future time expression to talk about arrangements.
*I'm **flying** in on Monday morning.*
*And then I'**m having** dinner with my client in the evening.*

1. *Revise **Useful Language Bank** to make short conversations on the following situations:*

– You are calling your regular customer and having a small talk before getting to business.
– You want to leave a message for the partner who is out of work.
– You offer the caller to leave a message for the partner who in on a business trip.
– You want to change an appointment scheduled with the doctor.

2. *Watch the video **Answering the Telephone and Transferring a Call, Holding the Line** at https://www.youtube.com/watch?v=uhdiY50lt3o&t=6s and do the task s that follow.*

*a) Answer the questions to Part 1 **Holding the Line** (0:0—1:13)*

1. What is the caller's name?
a) Whom does the caller want to speak with?
a) What department is she calling?
a) What does the secretary ask Michelle Anderson to do?
a) What does Mr. Smith ask the secretary to tell Michelle Anderson?

*b) Watch Part 2 **Taking Messages** (1:13—1:45) and fill in the gaps. Role play the dialogues.*

Secretary: I'm afraid Mr. Smith is (1) _____ .
Ms. Anderson: I see. Can you ask him (2) _____ ?
Secretary: Certainly can I (3) _____ ?
Ms. Anderson: Yeah. Yes it's four four four one two three four.
Secretary: Thank you.
Ms. Anderson: Goodbye.
Secretary: Bye.

Secretary: Here you go.
Mr. Smith: Well. Did she say what she wanted?

Secretary: No. She just (4) _____ .
Mr. Smith: Anything else?
Secretary: No.
Mr. Smith: Ok, thanks.

c) Listen to Part 3 ***Leaving Messages*** *(2:26—3:29) and fill in the gaps. Role play the dialogues.*

Mr. Smith's Secretary: Hello. Mr. Smith's office.
Mr. Jones' Secretary: Can I speak to Mr. Smith, please?
Mr. Smith's Secretary: I'm sorry. Mr. Smith is (1) _____ .
Mr. Jones' Secretary: I see (2) _____ .
Mr. Smith's Secretary: Could I ask (3) _____ ?
Mr. Jones' Secretary: Yes. I'm calling from Mr. Johnson's office. To whom (4)_____ ?
Mr. Smith's Secretary: My name is Jane. I'm Mr. Smith's new (5) _____ .
Mr. Jones' Secretary: Nice to meet you Jane. Could you please (6) _____ ?
Mr. Smith's Secretary: What is it about?
Mr. Jones' Secretary: Mr. Johnson would like to talk about (7) _____ .
Mr. Smith's Secretary: Okay. I'll tell him (8) _____ .
Mr. Jones' Secretary: Okay, thank you. Goodbye.
Mr. Smith's Secretary: Goodbye.



3. *a) Jennifer North, Sales Director at Madison in New York, makes two telephone calls to Cristina Verdi, a fashion buyer in London. Listen and note:*

– the purpose of each call;
– the result.

b) Listen to the first call again and complete the dialogue. Answer the questions below and reproduce the conversation with your partners.

– What is Cristina's extension number?
– Why is Jenifer calling?
– What day does Cristina agree to meet with Jenifer?

Receptionist: Good morning, the Fashion House. How can I help you?
Jenifer: This is Jennifer North here. Could you put me through to extension 4891, please?
Receptionist: Certainly. Putting you through now.
Cristina: Hello, Cristina Verdi speaking.
Jenifer: Hello, Cristina. It's Jennifer North from Madison in New York.
Cristina: Hi, Jennifer, how are things?
Jenifer: Fine, thanks. I'm calling because I'll be in London next week and (1) _____ to see you. I want to tell you about our new collection.
Cristina: Great. What (2) _____ ? I'm fairly free next week, I think.

Jenifer: (3) _____ ? In the afternoon? Could (4) _____ then?
Cristina: Let me look now. Let (5) _____ . Yes, that'd be no problem at all. (6) _____ two o'clock? Is that OK?
Jenifer: Perfect. Thanks very much. It'll be great to see you again. We'll have (7) _____
Cristina: That's for sure. See you next week, then.
Jenifer: Right. Bye.
Cristina: Bye then.

c) Listen to the second call again and complete the dialogue. Answer the questions below and reproduce the conversation with your partner.

– Why did Jennifer decide to leave a message and not to use voicemail for Cristina?

– What massage did Jennifer leave?

Receptionist: Good morning, The Fashion House. How may I help you?
Jennifer: I'd like to speak to Cristina Verdi, extension 4891, please.
Receptionist: Thank you. Who's calling, please?
Jennifer: It's Jennifer North from Madison.
Receptionist: Thank you. I'm putting you through ... Hello, I'm afraid she's engaged at the moment (1) _____ or can I put you through to her voicemail?
Jennifer: Urn, would you be able to take a message for me, please? I'm in a bit of a hurry.
Receptionist: Yes, certainly.
Jennifer: The thing is, I should be meeting Ms Verdi at 2 p.m., (2) _____ . My plane was delayed, and I've got to reschedule my appointments. If possible, (3) _____ tomorrow, (4) _____ in the morning (5) _____ here at the hotel, please, to confirm?
Receptionist: Certainly. What's the number?
Jennifer: It's (6), and I'm in Room 611. I'll be leaving the hotel soon, so if she can't call me back within the next half an hour, I'll call her again this morning. Is that OK?
Receptionist: Right, I've got that. I'll make sure (7) _____
Jennifer: Thanks for your help. Goodbye.

4. *Read the information in the table below and do the tasks that follow.*

Changing an Arrangement

If you want to change an arrangement, it is polite to give a concrete reason for doing so.

I'm afraid ***something has come up****. One of my clients has brought forward our appointment.*

The phrase ***something has come up*** means that something unexpected has happened and it is probably not something you can control.

Here are some ways to suggest or ask about changing an arrangement. Mind the polite use of indirect questions.

*So **I wanted to ask you if** we could meet **a bit** earlier in the morning.*
***I was wondering if** we could reschedule our appointment.*
***Could** we **possibly** postpone the presentation?*
***Would it be possible** to meet a bit later?*



a) It is now Monday morning and Alexa is calling Simon's personal assistant, Thorsten Hofmeister. Listen and tick the sentences you hear.

1. I'm afraid something has come up.
2. I'm afraid I have to reschedule our appointment.
3. One of my clients has cancelled our appointment ...
4. One of my clients has brought forward our appointment ...
5. So I wanted to ask Simon if we could meet a bit earlier ...
6. So I wanted to ask Simon if we could postpone our meeting ...
7. Just let me know if there are any more changes.
8. Just give me a call if there are any more changes.

b) Listen again and complete Thorsten's message for Simon. You may start sentences like this:

Simon, Alexa Johnson called. She asked if she ...
I changed it to ...
Hope that's ...

5. *Match the small talk questions and answers. Use the information in the table below.*

Small Talk

When we call someone we know, we usually make a little bit of small talk before we start talking business. Here are some typical telephone small talk questions.
How are things in (name of town) / at (name of firm)?
How is (name of husband / wife / partner) / are the kids?
We usually mark the change from small talk to business with a signal word like ***listen*** or ***anyway***, possibly followed by the name of the person we are talking to.
***Listen** Frank, I was **actually** calling about ...*
***Anyway** Uta, I **actually** wanted to ask you if ...*

1. How are things in Paris?
2. How's the weather in Glasgow?
3. How was your holiday in Spain?
4. How are the kids?
5. What have you been up to?
6. Are things busy with you?
7. How did the conference go?

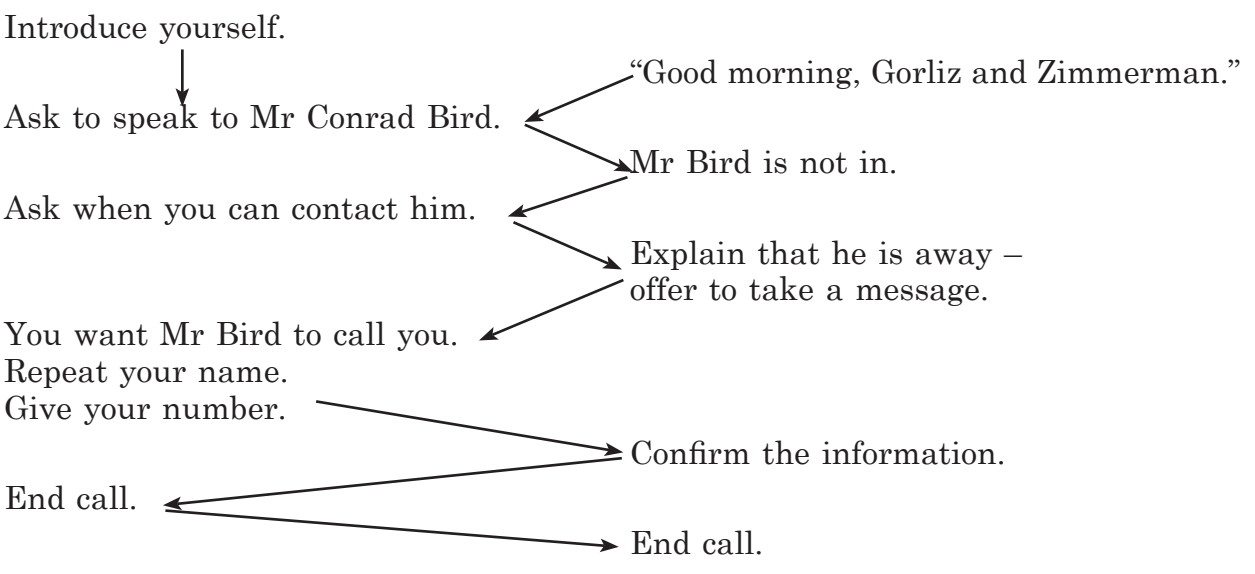
a) Nothing much, apart from work, to be honest. It's been really hectic here.
b) Very well, thanks. The oldest one has just started school.
c) Wet, as usual!
d) It's not too bad, actually. Bu last month was a nightmare!
e) Very nice. We had a great time.
f) Great, I made lots of contracts.
g) Oh, you know what it's like. Some old things as always.



Role Play

Task

*Use the following flow chart to make a complete telephone conversation. Refer to **Useful Language Bank** to use common telephone phrases.*





A. *Work with your partner. Take turns in asking and answering the following questions.*

1. What tips will you give about voice pitch on the phone?
2. What is the right way to greet customers on the phone?
3. How can you let the customer know that you are listening?
4. Why is it important to ask the caller repeat the information?
5. What topics can be discussed during small talk?
6. What is the right way of dealing with holdings on the phone?
7. Who usually hangs up first?

B. *1. Make dialogues with your partner. Use the expressions from the **Useful Language Bank** above and the Partner Files below.*

Caller 1	Caller 2
1. a) You are Monica Thompson's voice mail! Prepare a message saying that you are not here and asking the caller to leave a message after the beep. Read it out to the caller. Then listen and make a note of the caller's message.	**1. a)** Your name is Hubert Adamczyk. You are going to phone your client Monica Thompson from Prackles Ltd. Unfortunately she is not in the office so you will have to leave a message on her voicemail. Plan what you are going to say, then call her and leave the message. Here is the information you need.

b) You are Monica Thompson. Phone the caller back and leave a message on his voicemail, thanking him for his help. You are also interested in talking to him about a new project – ask him if he can call you back later this week.	*Hi,* *I'm afraid there is a problem with the invoice you sent us last week. The total seems to be incorrect. Could you check this and get back to me?* *Thanks,* *Monica.* *I checked the invoice – there's a mistake in it. Can you phone her back and tell her we'll send her a new invoice asap? Thanks. Rashel.* *P.S. Don't forget to apologize for our mistake.* **b)** You are Hubert Adamczyk. You will be in and out of the office for the next three days. Prepare a greeting for your voice mail service, saying when you will be available. Read it out to the caller. Then listen and make a note of the caller's message.
2. Your name is Jay / Jill Thurber and you work for Soncha Engineering. Your colleague Gina Wilson is out of the office at the moment. Someone will call and ask for her. Take a message, checking all the details to make sure you understand them.	**2.** Your name is Alessandro / Alessandra Vieri and you work for Advanta Architeturra, an architect's office. Your business partner Gina Wilson from Soncha Engineering sent you an e-mail but forgot to include the attachment. It's an important document and you need it by tomorrow. Call Gina and ask her to send you the document again.

2. *Student A, you are a company employee who has arranged to meet Student B, a colleague from one of your subsidiaries. Explain that you cannot keep the appointment and give a reason. Suggest an alternative day.*

3. *Student B, you are on a business trip to Singapore and need to stay an extra day. Your hotel is full. Telephone the airline office. Talk to the representative, Student A, to arrange a different flight and a night at another hotel.*



Interactive Quiz
http://www.bbc.co.uk/worldservice/learningenglish/business/talkingbusiness/unit1telephone/challenge.shtml
On-line Testing
http://www.englishclub.com/speaking/telephone_practice2-messages.htm
How to Make Effective Business Phone Calls
http://www.wikihow.com/Make-Effective-Business-Phone-Calls
Ten Things Never to Say on a Business Call
http://www.microsoft.com/business/en-us/resources/marketing/customer-service-acquisition/10-things-never-to-say-on-a-business-call.aspx?fbid=FgXzKDH6d-6
Conversation Skills – Understand PHONE Conversations in English
https://www.ssyoutu be.com/watch?v=6qSXlTPr2HA



NETWORKING

The richest people in the world look for and build networks, everyone else looks for work.
Robert Kiyosaki



Lead-in

Business networking is a socioeconomic activity by which groups of like-minded businesspeople recognize, create, or act upon business opportunities. A business network is a type of social network whose reason for existing is business activity. Many businesspeople consider business networking is a more cost-effective method of generating new business than advertising or public relations efforts. This is because business networking is a low-cost activity that involves more personal commitment than company money.

Discuss the following questions with your partner and share the ideas in the class.

1. How do you understand the term networking?
2. How important is networking? Who do people network with, when and where?
3. Do you think networking has a big impact on people's careers?
4. What types of online networking exist?
5. What networking sites are the most useful for a business?



Read the following tips that make your networking successful, and do the task that follows.

- *Never sell your product or service while networking:* remember that you are there for the purpose of networking, not to recruit clients. The sole purpose of networking is to acquire, build and maintain informal business relationships. These business relationships carry the potential for future advantages in business opportunities that benefit both sides.
- *Never be the first one out the door as soon as the networking event is over:* being the first one out the door defeats the purpose of the networking event because soon after the major part of the event is over, people are more willing to talk about what they've just heard and how it applies to their business.
- *Never wear your old jeans and sweatshirt to a networking event:* it doesn't matter what anyone tells you about being yourself and being comfortable, it reflects poorly if you show up at a business net working event in your old jeans and sweatshirt.
- *Never wait for someone to come and talk to you:* You may feel a bit shy or out of place in the beginning, but remind yourself of the purpose for your coming to that event. It's your business and you need to be proactive if you expect to succeed.
- *Never allow yourself to feel inferior:* others may have more experience than you in the networking arena but you are all at that event for the same reason. Be open to learn from others and put any feelings of inferiority aside.
- *Never run out of business cards:* People will not take you serious if you run out of business cards. Find out ahead of time the approximate number of people expected to turn out for that particular event.

Imagine that a young colleague of yours is going to attend a professional conference. Note down some advice on developing networking that you would give him. Use the phrases to express advice from the box that follows and the tips above:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* put on some smart clothes.
Make sure you take enough business cards with you.



Useful Language Bank

Greetings	**Responding**
Hello … . Nice to see you again. Hi … . How are you? How's everything going?	Fine, thanks. Not too bad, thanks. Nice / Pleased to meet you. It's a pleasure.
Introducing yourself	**Establishing common interests**
I'm from … / I'm with … / I work for … I'm in sales / finance/ marketing. I'm in charge of … I'm responsible for …	Maybe we could help you out there. Are you in sales or product development?

Introducing someone else	**Talking about common interests**
I'd like you to meet Miriam. Can I introduce you to Miriam? Robert, have you met Vladimir?	You and Heinz have something in common. You both like / enjoy / are interested in …
Mentioning people you know	**Asking for help / contacts**
Harry Kaufman suggested I give you a call. I was given your name by Jon Stuart.	Can I mention your name when I call him? He mentioned that you might be able to help me. You haven't got his phone number by any chance? Is this a convenient time or shall I call back later?
Expressing/asking for an opinion	
So, what did you think of the talk / presentation / conference? I thought the part about … was really interesting / useful / surprising. I` m afraid it wasn't my sort of thing/was not exactly what I was expecting.	
Talking about your company	**Networking**
The company was founded in … We make / manufacture / sell / distribute … We have subsidiaries / factories / branches in … We have a workforce of 2000. Our main competitors are …	We're very interested in … Do you know anyone who could help us? Could you let me have their contact details? Could I call him and mention your name? Let me give you my business card.
Invitations	**Finishing a conversation**
Here's my business card. Please give me a call if you're ever in … (region / city). Would you be interested in visiting our company / having lunch / playing golf some time? Thank you. That would be great / lovely / nice / very interesting.	It's been a pleasure talking to you. Enjoy the conference / your stay / your meal.

1. *Look at the following tips on communicating and networking with people you don't know very well. Which of these tips are essential, desirable or best avoided in your culture? Discuss your answers.*

1. Ask the person questions about themselves; don't just talk about yourself.
2. Show that you are really interested in the other person's answers.
3. Remember the person's name if you have met him/her before.
4. Arrange to meet again in the near future.
5. Allow the other person to finish his / her response without interrupting.
6. Compliment the person on their tie / bag / jewellery, etc.
7. Introduce him / her to someone you know.
8. Remember parts of previous conversations you have had with the person.
9. Give him / her your business card and ask for his / her card.
10. Make regular eye contact during the conversation, including with members of the opposite sex.

 **2.** *a) Listen to a conversation* ***Making Connections*** *at a company social event and answer the questions.*

– Do Michaela and Dev know each other?
– What are their jobs?
– What news and gossip do they exchange?
– What doesn't Michaela want to talk about?

b) Here's the first part of their conversation, but it's in the wrong order. Put the parts of the conversation in the correct order from a) to k).

a) Are you? Congratulations!
b) Hi, I don't think we've met before. I'm Michaela Perry.
c) Me, I'm taking over from her next month.
d) Nice to meet you, Michaela. I'm Dev Sharma.
e) Oh terrific. So who will be in charge when she goes on maternity leave?
f) Oh yes, I hear she's expecting.
g) PR. I'm the Assistant to the Events Coordinator, Amrita Krishen.
h) Really? That's cool! How's it going?
i) So, tell me about yourself, Dev. Which department are you in?
j) Things are pretty quiet at the moment. It's going to be hectic next month, though. And Amrita's going to be away.
k) That's right. Twins!

c) Read the conversation above with a partner. Then listen to part one to check your answers.

d) Work in pairs. Here is the second part of their conversation, but some parts are missing. With your partner try and remember what they said. Then listen again to check your answers.

Dev: So, how about you Michaela? (1) _____ ?

Michaela: Well, I work in IT. (2) _____ Head of Special Projects, and I'm still finding my (3) _____ .

Dev: Wow! Sounds (4) _____ ! Doesn't Massimo work in your department?

Michaela: Well, yes, he did. Actually, (5) _____ .

Dev: No! I'm (6) _____ to hear that.

Michaela: It's probably best not to talk about it.

Dev: I see. So, Michaela (7) _____ sort out a new database for the PR department.

Michaela: (8) _____ Hey! (9) _____ at the same time you could give me some ideas for some team building activities for my new staff.

Dev: Um, It's not my area, (10) _____ , but I know just the man to help you. (11) _____

Michaela: He's just over there.

e) Match the news you heard in tasks b) and d) to the responses.

News and Gossip	**Responses**
1. I'm the Assistant to the Events Coordinator.	a) Are you?
2. I hear she's expecting.	b) I see.
3. I'm taking over from her next month.	c) No! I'm sorry to hear that.
4. I've just become Head of Special Projects.	d) Really? That's cool! How's it going?
5. Actually, he left under a cloud.	e) That's right. Twins!
6. It's probably best not to talk about it.	f) Wow! Sounds interesting.

3. *In what ways might these expressions help people build alliances? Think of more expressions to add to the table.*

News and Gossip
Tell me about … So, Michaela, perhaps you could help me … Maybe at the same time you could give me some ideas for … I know just the man to help you. Let me introduce you to …

4. *Work in pairs and role play this situation. Make use of the expressions from* ***Useful Language Bank.***

The US owner of an up-market chain of restaurants phones a Canadian supplier of shellfish. The supplier was recommended by a friend of the owner.

Student A

You are the US owner of an up-market chain of restaurants. You phone a supplier who was recommended by a friend. You want the supplier to make regular deliveries of lobster and crab to your restaurants in New York.

Introduce yourself, and mention your friend's recommendation.

Find out if the supplier is interested in doing business with you.

Student B

You are a Canadian supplier of shellfish. A US restaurant owner phones you. You have never met the caller, so get more information about the person and his company.

Find out how the owner heard about your business.

Do not offer to supply the owner, as you have too many orders at present and are under-staffed. However, it may be possible later.



5. *a) Networking at business conferences is an essential way of establishing good business relationships. Listen to the first conversation and say whether these statements are true or false. Correct the false ones.*

1. Howard Clark's company is probably less successful this year than last year.
2. Howard's company does not have time to redesign the website itself.
3. Judy Masters thinks that Howard will have no problems contacting Martin Englemann.

b) Listen to the second telephone conversation, then answer these questions.

1. Why does the website need redesigning?
2. How does Martin Engelmann react to Howard's offer to redesign the website?

c) Now listen to both conversations again and complete these extracts.

1. Hello. Haven't we (1) _____ somewhere before?
2. Maybe I could (2) _____ there. I know someone who's a top-class web designer. I'm sure he'd be interested. Why (3) _____ him?
3. Great. You haven't got his phone number (4) _____ ?
4. Yep ... 07B2S 300646. Can I (5) _____ your name when I call him?
5. OK, I'll (6) _____ him. Thanks very much (7) _____ .
6. I was (8) _____ your name by Judy Masters.
7. I was wondering (9) _____ well ____ would you be (10) _____ in helping us to redesign it?
8. Can I suggest (11) _____ at our office, say, at the end of the month?

6. *Good networkers often have a couple of questions prepared. Look at these examples and decide which ones you would or wouldn't use. Give reasons for your choice. Add five of your own questions to ask a person you meet for the first time or don't know very well.*

Questions for Networking

– How much do you earn?
– What do you like most about (living in … / your job / this event)?
– What's your opinion on (this restaurant / event / place)?
– Do you come here often?
– What do you recommend I do / see (in your town / country / region)?
– What's the weather like in your country / city / region at the moment?
– What do you think of the new boss?
– What's the political situation in your country/city/region at the moment?

7. *Read the conversations. In each case from A, choose an appropriate response from B.*

A	B
1. Are you free tomorrow?	a) OK, I'm seeing you then.
2. What are your plans for next year?	b) Not at all. It's my pleasure. Would you like something to drink?
3. What do you think of their new marketing campaign?	c) It sounds very interesting. I'll be sorry to miss your talk at the conference.
4. What about Monday after work – say, six thirty?	d) Sorry, I'm having a meeting with a client.
5. I can e-mail you my slides from the talk.	e) I think it'll probably do well.
6. I have a short presentation prepared on my laptop. It explains everything. Would you like to see it?	f) We're going to open a new factory in Hungary.

7. Thank you so much for your invitation to come and see you.	g) Of course. Let me make some space here on the desk.
8. You know, I really enjoyed your talk, Professor.	h) Did you? That's very kind of you to say so.
9. I've done a lot of research into how international bank mergers can go terribly wrong if cultural issues aren't taken into account.	i) If it wouldn't be too much trouble.
10. Look, here's my card. And do e-mail me if you have any questions.	j) Well, I might just take you up on that. Here's mine.

8. *Put the dialogue in the correct order. Then role play it.*

1 a) Fine, thanks. I haven't seen you for ages. We last met at the Frankfurt fair, didn't we? How's everything going?
2 b) Hi, Louise. How are you?
3 c) Actually no. I changed my job last year. I'm in marketing now. I'm really enjoying it.
4 d) Hello, Marcus, nice to see you again.
5 e) Really? That's great! Well, congratulations! Anyone I know?
6 f) Pretty well at the moment. I'm still in the same department and I got promoted last year, so I'm now head of data processing. I'm in charge of about thirty people.
7 g) That's good.
8 h) How about you? Are you still in Accounts?
9 i) Fantastic!
10 j) Yes, but the big news is, Marcus, I got married last year.

9. *a) Work with a partner. For each of the situations below make a short list of things you could say for networking your way to success. Compare lists with other people in your group.*

1. The person standing next to you at the hotel bar is a good customer of your company. You've heard a lot about them from your new boss, who was about to introduce you, but was suddenly called to reception.
2. You're at a trade fair. The person on the stand hasn't met you before. A friend gave you their name, told you they might be able to help you make some business contacts and said they'd mention you'd be dropping by to say hello.
3. You unexpectedly bump into a very good friend at a conference who you haven't seen for ages. You've loads to talk about but unfortunately you were just on your way to a business appointment when you met him.
4. You meet your x-boss at your children's school sports day. You used to get on quite well, but somehow lost touch after they took early retirement.
5. You are in the middle of a very interesting conversation with a potential client at a trade fair, but you suddenly notice the time and remember that your taxi will be arriving shortly to take you to the airport.



b) Listen to five short conversations and match them to the situations in a)?

Conversation 1
Conversation 2
Conversation 3
Conversation 4
Conversation 5



c) Listen again to the conversations 1 and 5 and fill in the gaps. Work with the partner and role play the dialogues.

Conversation 1

A: Alessandro!
B: Hello, Jeanine! (1) _____ I didn't expect to see you here!
A: No, I don't normally come to (2) _____ But a colleague couldn't make it, so I stepped in at the last minute.
B: How long has it been?
A: Oh, ages. A year, at least. (3) _____
B: Just got back from holiday. St. Lucia.
A: Lucky you! Look, Alessandro, I was just (4) _____ an appointment.
B: Oh, OK. No problem. Don't (5) _____ Perhaps I'll catch you later.
A: I hope so. As a matter of fact, I should be free in about an hour or so. Will you still (6) _____ ?
B: Oh, yes. It's just me on the stand this year, (7) _____
A: Oh, well, in that case, (8) _____ here when I'm done and perhaps we can go out for a drink or (9) _____ if you're free. I've lots of news to tell you. And I want to find out all about your holiday!
B: Great. No, I've no plans for this evening. (10)_____

Conversation 5

A: Good morning, Ms Vatland.
B: (1) _____
A: We (2) _____ . I'm Daniel Crane. Ana Lindstrom gave me your name. She (3) _____ me.
B: Ah, Mr. Crane! Yes. Ana said you'd be stopping by. (4) _____ A coffee, mineral water, fruit juice, perhaps?
A: Thank you, a mineral water (5) _____ .
B: OK. ... There you go. So, how are you enjoying the Fair?
A: Well, this is all new to me, but I'm hoping (6) _____. It's certainly been an eye-opener so far. I'd no idea the industry was so developed here.
B: Oh, yes. There's a lot of interest right now, I understand from Ana that you're (7) _____ Scandinavia, is that right?
A: Yes, that's right. We're also looking for a good business lawyer with local knowledge to work with over here. I don't know if you (8) _____ of anybody.

B: Well, I can think of several people who might be able to help you there. And, (9) _____ , I can certainly put you in touch with some very professional operations.

A: That would (10) _____ , Ms. Vatland.

B: Please, Lena.

A: Lena, Ana said you were the person to talk to and I can see that she was right.



Role play

1. *Work in pairs and role play this situation.*

You are socializing with someone from another subsidiary or organization at a party.

– Greet your partner.
– Say what has been happening in your department recently.
– Include two items of gossip.
– Respond to each other's news and gossip.



Case Study

Working for Logistaid

Background

Logistaid is an NGO (non-governmental organization) that provides emergency assistance in more than 80 countries. A group of logistics managers is undergoing a training programme in Amsterdam before being relocated to Indonesia with the organization.

The logisticians are receiving training from the Centre for Intercultural Communications in Amsterdam. The programme includes how to adapt to their new environment and improve interaction in social and workplace settings.

Task 1. *You are applying for the position of Logistics Manager with Logistaid. Look at the advert and make a note of any relevant skills and experience required. What kind of candidate do you think might be interested in this kind of work?*

Logisticians

Logistaid is currently looking for trainee logisticians to work in various worldwide locations. Candidates will possess leadership skills, have a good command of English and other language, and be willing to work alongside local teams in a challenging intercultural context. Relevant experience in logistics is desirable but not essential. Training provided.

Logisticians are responsible for the technical and operational support of medical activities. Activities include:

– purchasing, transporting and distributing aid supplies;
– maintaining vehicles, communications equipment, office and housing accommodation;

– training and supervising local non-medical staff;
– supervising and implementing repair and construction work;
– related administrative activities;
– liaising with local authorities and other organizations.

Task 2. *Work in pairs. You are trainee logisticians for Logistaid and you are on your lunch break during the course. Read the intercultural communication programme and then talk to one of the other participants.*

Centre of Intercultural Communication: International Relocation Programmes

Organizations working internationally cite the following reasons for failure in a foreign country:

1) culture shock and adaptation challenges (including re-entry into the home culture);
2) difficulty in earning trust and establishing relationships;
3) failure to understand local systems;
4) language barriers and intercultural misunderstandings;
5) differences in business practices and management styles.

Student A

These are your incomplete notes for the country-orientation session as, unfortunately, you had to leave early. Ask the other trainee to explain to you what you missed. When you have finished, discuss how useful these notes are for working and living abroad.

– Don't underestimate culture shock; initial excitement can soon turn to criticism.
– Find a balance between finding out about the new culture and spending time with people from your own culture.
– When you return home, don't expect family / friends to be interested in all your stories. It is important, however, to find people that you can talk to who have had similar experiences.
– Building relationships is highly important in many non-western cultural contexts; make sure you spend some time getting to know local people.

Student B

These are your incomplete notes for the country-orientation session as, unfortunately, you arrived late. Ask the other trainee to explain to you what you missed. When you have finished, discuss how useful these notes are for working and living abroad.

– Apart from obvious language problems, misunderstandings often arise due to differences in attitudes to time and punctuality, dress codes, importance of loss of face and so on. Be respectful of the traditions, customs and behavior of the people you are working with.
– Be careful when using humour, what is funny in one culture may be offensive in another.
– Do not jump to conclusions about work practices; you may have only a superficial understanding of why things are done the way they are.
– Go into your project with the philosophy "what am I going to learn from this experience?" rather than "what am I going to teach the locals?" You will have a less stressful time, frustrate fewer people and build up long-lasting work relationships.

Task 3. *Work in groups of three. You are networking with some of the course participants.*

Student A

Last year, you were working as an office manager for a transport company in Argentina when you lost your job due to cost cuts and re-structuring. You are now living with friends in Amsterdam. When you saw the job advert for Logistaid in the newspaper, you thought it would be an opportunity to get back into the job market. In the past year, you have travelled to Mozambique and Nigeria for short periods as a volunteer on emergency aid projects. You haven't found the course particularly useful, as you already have plenty of experience in intercultural communication.

1. Network with the other course participants and find someone who:
   – took the job for the same reason as you;
   – has found the course useful;
   – has some basic medical knowledge;
   – has been to the Indonesian jungle.
2. Think of some hobbies or interest you may have; find someone with similar hobbies / interests.
3. Agree to a further meeting before being relocated and promise to keep in touch when you are in Indonesia.

Student B

Until recently, you have been working in the logistics department of an American computer company in London. When a friend told you that Logistaid were looking for logisticians, you thought it would be the perfect opportunity to combine your experience in logistics with helping people in developing countries. You went to Indonesia and Thailand a number of years ago on a family holiday. You have found the course interesting, but think it's not enough before going to work abroad.

1. Network with the other course participants and find someone who:
   – took the job for the same reason as you;
   – is worried about being relocated to Indonesia;
   – has previously done similar work in Nigeria and Mozambique;
   – has worked in Germany.
2. Think of some hobbies or interests you may have; find someone with similar hobbies / interests.
3. Agree to a further meeting before being relocated and promise to keep in touch when you are in Indonesia.

Student C

Until recently, you have been working as a purchasing manager for a pharmaceutical company in Germany. You left the job because, after five years, you were getting bored. When you saw the ad for Logistaid on the Internet, you thought it would be the perfect opportunity to travel, to get to know people from different cultures and broaden your horizons. You have learnt a lot of things on the course, but are worried about being relocated because you don't know the area.

1. Network with the other course participants and find someone who:
   – took the job for the same reason as you;
   – hasn't found the course very useful;
   – has previously done similar work in Nigeria and Mozambique;
   – has been to Indonesia and Thailand on holiday.
2. Think of some hobbies or interests you may have; find someone with similar hobbies / interests.
3. Agree to a further meeting before being re-located and promise to keep in touch when you are in Indonesia.



A. *Revise **Helpful Tips** and browse the Internet to find information on welcoming visitors. Discuss the questions that follow. Keep on by asking questions of your own.*

1. Why is networking is a vital part of establishing good business relationships?
2. Apart from obvious language problems, what other reasons for misunderstanding often arise while working and living abroad?
3. What tips for building relationships in western/non-western cultural contexts could you give?
4. Which tips on networking with people you don't know very well are essential or desirable and which should be best avoided?
5. What business networking websites are most popular? How do these networking tools allow professionals to build up their circle of business partners they trust?

B. *Work in pairs and role play this situation.*

A conference entitled 'Entry Strategies for Overseas Markets' gives participants an opportunity to do some networking.

Student A

You are a sales manager for a mobile phone company. While having lunch, one of the speakers at the conference sits next to you. You met the speaker briefly at a conference in Vienna (Austria) two years ago.

1. Re-introduce yourself.
2. Find out if the speaker is interested in visiting your company and leading a training session for your sales force.

Student B

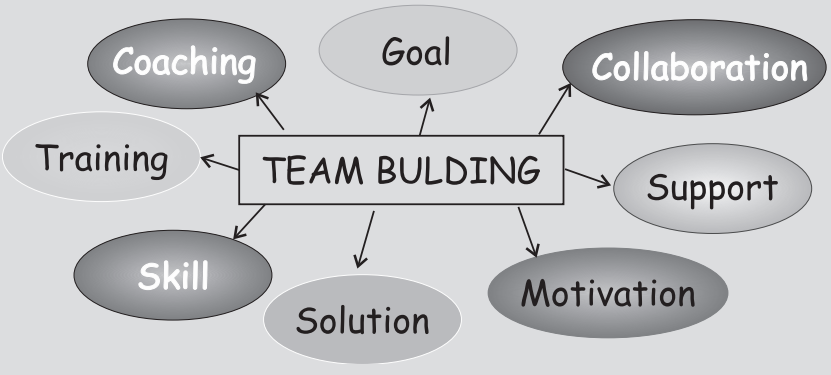
You are a speaker at a conference. You sit down next to one of the participants. You think you may have met the person before, but you're not sure.

1. Show interest when they introduce themselves.
2. If they want you to give a talk at their company, find out what date they have in mind and mention that your fee for an afternoon session is $2,000 + transport costs.



How to Network: 3 Tips to Advance Your Career
http://www.youtube.com/watch?v=38rRJz46YUA
Ask The Experts: Improve Your Networking Skills
http://www.youtube.com/watch?v=-KJ12wlSc6g
How To Improve Your Networking Skills
http://www.youtube.com/watch?v=wM6ZBLMLd7s
Networking for People Who Hate Networking
http://www.youtube.com/watch?v=k4SoiYvxWZk
Job-Networking Tips– Executives Network on KMGH-TV
http://www.youtube.com/watch?v=cJ4d2u4IQSI
How to connect with people? (Corporate Global Citizens – Video S)
http://www.youtube.com/watch?v=XuM0KtW73WU&list=PLDB61BCF93D7FD123
How not to network
http://www.youtube.com/watch?v=2odtqcZRKc0&list=PLDB61BCF93D7FD123
How not to network – don't talk jargon!
http://www.youtube.com/watch?v=-f8h4owjwAU





TEAM BUILDING

No matter how brilliant your mind
or strategy, if you're playing
a solo game, you'll always
lose out to a team."
Reid Hoffman



Lead-in

A team is a group of people working towards a common goal. Team building is a sequence of planned activities designed to gather and analyze data on the functioning of a team, to initiate changes designed to improve teamwork and increase group effectiveness, productivity and motivation.

Discuss the following questions with your partner and share the ideas in the class.

1. Think of at least two advantages and two disadvantages of working in teams.
2. What would you find difficult about working in a team?
3. Which sort of people make the best/worst team members?
4. Does a team always need a leader, and if so, should a team change its leader regularly?



Read the following tips that take your team from great to extraordinary, and do the task that follows.

- *Creating Common Vision*. Define what you want to create and where you want to go.
- *Developing Common Goals*. Make sure that your goals are understood and supported by all team members.
- *Encouraging Creativity and Innovation*. Allow your team to explore and experiment the new ideas that come up in the meetings and group discussions. While you do this, you give them freedom that they will use it to meet the organization's goals.
- *Providing Open, Honest, and Respectful Communication*. Open communication brings out new ideas and solutions to the problem. The team members will get equal chance to express their thoughts about the workflow, which is favorable to the organization.
- *Giving Recognition*. Recognition is a crucial thing that not only makes the contributing employee stand out, but motivates the other team members to work harder to out go them the next time. This in fact makes the team more efficient and innovative.
- *Being a part of the team*. It is very important to be a part of the team to know if the team is progressing or not. Meet your team face-to-face regularly, share your thoughts while you listen to what they have to say and do not forget to motivate them with positives.
- *Viewing team members as unique people* with irreplaceable experiences, points of view, knowledge, and opinions to contribute. After all, the purpose of forming a team is to take advantage of the differences.

Imagine that a friend of yours got his first position as a team lead. Give some advice on how to build an efficient team and achieve better results. Use the phrases to express advice from the box below:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *Make sure your* team members understand why the team was created.
The sooner team members are excited and challenged by the team opportunity *the better*.



Useful Language Bank

Expressing your feelings	Expressing satisfaction	Showing sympathy	Resolving the conflict
My main concern is ... What really worries me is ... What concerns me is ...	Yes, that would be very helpful. Yes, that's a good idea. Mmm. I think that's the right approach to take.	I know how you feel. I understand what you're saying. I can see where you're coming from, but ...	How do you think we should deal with this? What's the best approach, do you think? What's your solution?

Making suggestions	Expressing dissatisfaction	Identifying the real problem	Reviewing the situation
One thing you could do is ... It might be worth ... It could be helpful if you ...	I don't think that would do much good. I'm not sure that would work. I don't think that's the answer.	What's really bothering you? What are you really worried about? What's the real problem?	Let's look at this again in a few days' / weeks' time. Let's meet next week and see how things are going. Let's review this when the situation's a bit clearer.



1. *Listen to an interview with Janet Greenfield, an American specialist in Human Resources. What are three key points for effective team building that she mentions? Use these headings to help you: corporate culture, expectations and contributions.*

The corporate culture must (1) _____ . All the members of the team must have (2) _____ and must understand how these relate to (3) _____ . All the members of the team must feel that their contribution is (4) _____ by the management.

2. *a) What sort of team player are you? What qualities do you think you possess or lack? For each category in this quiz, tick the three statements that most apply to you. Then read the explanations below.*

Doers vs. Thinkers	Details vs. Ideas	Mind vs. Heart	Planners vs. Improvisers
a) I consider what I say. b) I contribute a lot in discussions. c) Action is more important than reflection. d) I listen to others before I say anything. e) Discussion gives me energy and ideas. f) I don't say a lot at meetings.	a) I often come up with unusual solutions. b) It's important to be realistic. c) People see me as a creative person. d) I like practical solutions. e) You shouldn't overlook details. f) You shouldn't get lost in details.	a) I like to think logically. b) I keep emotions out of decision-making. c) I avoid confrontation. d) I sometimes tread on people's toes. e) Understanding people is as important as being right. f) I care about other people's feelings.	a) Meetings have to be prepared for carefully. b) I like surprises. c) I hate time-wasting at meetings. d) Too much time can be spent on preparation. e) People say I'm a punctual person. f) I need a deadline to get me going.

Score 1 point for each of the following answers: Doers vs. Thinkers: a, d, f Mind vs. Heart: a, b, d Details vs. Ideas: b, d, e Planners vs. Improvisers: a, c, e	*18–24 points* You are definitely a creative type. You value original ideas over detailed planning. You are likely to show consideration for others. You can get bored easily and sometimes need to be under pressure to get results.
Score 2 points for each of the following answers: Doers vs. Thinkers: b, c, e Mind vs. Heart: c, e, f Details vs. Ideas: a, c, Planners vs. Improvisers: b, d, f	*12–17 points* Clear thinking and careful planning are of great importance to you. You are not afraid of challenging others in order to get results. You are likely to be ambitious and well organised.

b) Work in groups and compare your answers. Do you think your group would make a good team, based on the results of the quiz?
Why?/Why not?



3. *a) Listen to the first part of an interview with Dan Collins, founder of team building specialists Fresh group. According to Dan, what is a team, and what is a leader's role in a team?*

A team is (1) _____ working towards (2) _____ . A leader's role is (3) _____ that goal is (4) _____ , and then to (5) _____ along the way as they work towards that objective.

b) Listen to the second part and fill in the gaps. What kind of communication problems do people at work often have?

Communication is always an area of challenge. People have got (1) _____ they have conversations, but they are conversations with a subject heading, i.e. formal. So people are responding to an e-mail with a (2) _____ or they're having a (3) _____ to a set subject. What is harder for people to find time to do is to have more (4) _____ , which explore new (5) _____ . And so, part of a leader's role is to take people away from their (6) _____ and to give them the opportunity to have meaningful, significant conversations about what they (7) _____ and the (8) _____ that each individual brings to that team.

c) Listen and complete the third part. Work in pairs. Which four-team roles does Dan mention? Take notes on what he says about each role.

1. ____: either appointed to the position or (1) _____
2. ____: (2) _____ problems either by having random ideas or by (3) _____
3. ____: put (4) _____ , motivated by relationships, pastoral needs (/personal matters/ this means looking after the emotional or 'spiritual' needs of people) of team, e.g. arranging a Christmas party or birthday cards.
4. ____: look at (5) _____ , so that things are done on time, accurately and to a high quality.

d) Listen to the final part. What does Dan say about the attitudes to teams and how they are led in a) Europe and the US, and b) India and China? Choose from the following options:

– Empowered form of leadership, where someone is given an instruction and left to do it how they want to.
– Command-and-control approach, with specific instructions and people working to those instructions.

4. *Watch the video* ***Teamwork on the Job*** *at http://www.learn-english-conversation.net/teamwork-on-the-job/#.WLLaZ_KxVVF and put the sentences in italics in the correct order. Then role play the conversation between the department manager and the adviser.*

M: I am having trouble with my job.
A: *When is your project due?*
M: I have been assigned to work with five other people on a project.
A: *If your group does not come together, then they will not know what is done and what needs to be done.*
M: No, but no one is working together on it.
A: *Is the project too hard for everyone to work on?*
M: Yes, and I don't know what to do about it.
A: *What is the problem?*
M: We have until next week to finish it.
A: *Let them know that this project is important, and so is working as a team to get it done.*
M: No, everyone is just doing their own separate work on it.
A: *So your group is having a problem with teamwork.*
M: But how do I get them to work together as a team?
A: If your group does not have a leader, then you should step up and be one.
M: How do I do that?
A: *That is a good idea, as well as finding out what still needs to be done.*
M: And then what should I do when I have them all together?
A: *Is there anyone that is in charge of the team?*
M: Should I be bossy and mean to them?
A: *Exactly, and that way you will be sure that the project is done correctly.*
M: I will ask them what they have gotten done so far.
A: *You should call everyone together for a meeting so they are all in one place.*
M: Then we can go over what is done and split up what is left.
A: *No, a good leader listens as well as directs.*
M: Thank you for your help, I will call them for a meeting in the morning.

5. *Laurie Mullins is the author of Management and Organisational Behaviour.*

a) Listen to the first part of the interview. Which two factors influence the managerial function today, and what are the two examples that Laurie gives of these factors?

b) Listen to the second part. Which six managerial philosophies does Laurie mention?

c) Listen to the final part and complete these extracts. Which management style do you think gets the best out of people authoritarian or democratic?

Some managers believe in the need for (1) _____ and control through an (2) _____ system of central control, formal organization (3) _____ , systems of (4) _____ , and the belief that it's natural for people to try to get away with what they can.

Other managers believe in the integration of (5) _____ and (6) _____ goals and that people can be (7) _____ to the goals of the organisation, in which case they will exercise self-(8) _____ and self-(9)_____ .

6. *Work in groups. Analyze the following management styles and say which approaches to team building would you like to experience if you were an employee?*

– Command-and-control approach, with specific instructions and people working to those instructions.
– Empowered form of leadership, where someone is given an instruction and left to do it how they want to.
– Continuous improvement approach – the manager, team leader and members take responsibility for ongoing team building.
– Outdoor experience approach – team players engage in physically challenging situations that require teamwork. Taking employees out of the office helps groups break down political and personal barriers, eliminate distractions, and have fun. Team building activities motivate people to pool their talents and perform at their best individually and as team players.

7. *a) Read these suggestions about ways of managing team conflicts. Put each of them under one of the headings: Do or Don't. Explain your choice.*

1. Delay taking action if possible.
2. Get angry from time to time with difficult members.
3. Try to see the problem from the point of view of the team.
4. Be truthful about how you see the situation.
5. Encourage open and frank discussion.
6. Try to ignore tensions within the team.
7. Bring potential conflict and disagreement into the open.
8. Give special attention to team members who are creating problems.
9. Persist with "impossible people" – you may win them over.
10. Try to find "win-win" solutions.



b) Listen to the conversation between Karen, Head of Department, and Larissa. Which suggestions from 7 a) does Karen use to deal with the conflict between Larissa and her colleague, Sophie?

c) Listen again and note down the phrases Karen uses to deal with the conflict. Add them to the appropriate sections in the Useful language box.



8. *a) Listen to Elizabeth Jackson, Managing Director of DirectorBank, an executive recruitment company. Which five areas does Elizabeth think are important for a good business leader?*

b) Listen to the second part and answer the questions.

1. What qualities do natural born leaders possess?
2. Can people who have acquired leadership skills beat natural born leaders?

c) Listen to the final part and decide if these statements about Elizabeth Jackson's husband are true (T) or false (F).

1. He is a natural leader.
2. He is a creative thinker.
3. He is a strategic thinker.



Role Play

Managing Conflicts or Disagreements

Work in pairs. Role play this situation. Use phrases from the Useful language box to discuss the problems.

A team of six multinational staff is managing a number of key accounts at an advertising agency. However, one of the team is unhappy. The employee is difficult to work with and uncooperative.

Student A

You are the team leader. You meet a member of your team who is uncooperative and unhappy.

Find out what the problems are and try to offer solutions so that the employee performs better as a member of your team.

Student B

You are a member of the team. You meet your team leader to discuss your performance at work. You are unhappy for these reasons:

– You feel you are working harder than everyone else. You are always the last to leave work.
– Your hard work is not recognised and appreciated by the team.
– You recently married and are missing your partner and young child.
– You do most of the boring paperwork for the accounts while your colleagues are given more face-to-face contact with clients. You are not happy with how the workload is being distributed.
– You think the team leader is too young and inexperienced, and is not managing the team well.

This is the main reason why you are unhappy.



Case Study

Orbit Records

Background

Orbit Records was founded in London 20 years ago, and now has 12 large stores in the UK and five in Germany. The company grew quickly because it had a successful marketing strategy. The stores offer a wide range of CDs, which they sell at reasonable prices. Their record stores carry over 80,000 titles – about three times more than their main competitors.

About five years ago. Orbit stores diversified into selling computer games, DVDs, videos, T-shirts, adventure holidays, concert tickets, books and comics. Not all the new areas of business were profitable and, as a result, the company's profits fell sharply.

A Change of Leadership

After the founder of Orbit Records died, a new Chief Executive, Sheldon Drake, took over. However, he failed because he had no clear vision of where the company was going. In addition, he did not communicate well with employees, who started to lose confidence in the business. They began to worry about losing their jobs and their morale suffered.

Three months ago, Sheldon Drake resigned and his place was taken by someone from outside the company.

Task of the new CEO

One of the new CEO's main tasks was to motivate staff and raise morale, so that staff would be more productive. The HR Department sent questionnaires to all employees below senior management level. The results are summarised in the chart.

Staff attitudes, %	Yes	No	Don't know
1. Do you feel you participate fully in decision-making?	12	70	18
2. Do you feel valued by the company?	48	46	6
3. Do you understand the company's objectives?	16	20	64
4. Do you have enough contact with senior management?	18	50	32
5. Do you have enough opportunities to express your ideas or make suggestions?	42	26	30
6. Are you paid adequately?	48	45	7
7. Do you think you will be working for this company in five years' time?	25	14	61
8. Do you have enough opportunities to meet each other socially?	55	42	3

Tasks

1. Work in small groups. Discuss the results of the survey. What are the most important findings?
2. Think of six practical ideas for motivating staff, improving morale and increasing loyalty?
3. Listen and make notes on the CEO's ideas on these issues.
4. Chose the six best ideas from the CEO's list and your own list, giving reasons for your choices.
5. As one team, try to agree on the six best ideas for further action.



A. *Work in small groups and discuss.*

1. What is a team? What factors do you think contribute to the success of a team?
2. What is a leader's role in a team? What qualities do you think are important for a good business leader?
3. What is emotional intelligence? What kind of communication problems do people at work often have?
4. What does the term "team player" mean to you?
5. How do team players with different backgrounds and personalities contribute to productive and successful teamwork?
6. What sort of team player are you? What qualities do you think you possess or lack?
7. If you are managing people from different cultures what qualities and skills do you need?

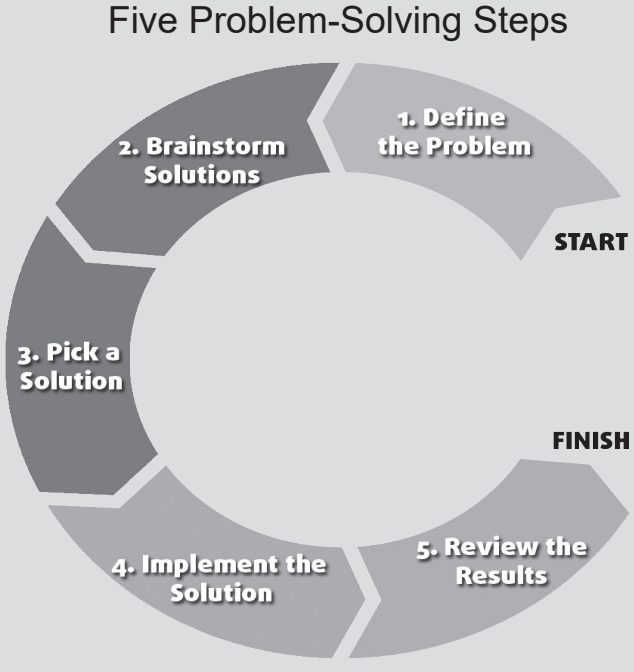
B. *Work in groups. Discuss what you, as a positive team player, would say in each of the following situations.*

1. The team is working to a very tight deadline. Everything could be late and team morale is very low. You've spoken to management and they've refused to extend the deadline, but they've agreed to assign two new people to the project and to pay overtime. Talk to them.
2. One of your colleagues, who is usually a hard worker and positive team member, seems depressed and tired. He doesn't seem to be concentrating on his work and he is slowing down the team's progress. You feel sure he has personal problems at the moment and that it would help to talk things over.
3. You have been assigned the task of collating the team's work and putting forward the best proposals they've come up with. Two solutions appear to be potentially good. One was suggested by you and would be a quick and easy solution. The other, a little more complicated, was suggested by a team member who had very negative feedback on her last project and whose morale needs boosting. Present the best proposal.

C. *Then role play these situations. Try to get a good outcome in each one and be sure you use phrases from* ***Useful Language Bank****.*



The meaning of TEAM. Together Everyone Achieves More!
https://www.youtube.com/watch?v=o9mdHMtxOjY
Teamwork
https://www.youtube.com/watch?v=cFJ4Tug2_Ws&list=PLJtw61qZ4J7vWkGjhJOER4Iyr00tddrmU&index=45
Inspirational Team Building Video.flv
https://www.youtube.com/watch?v=s46M7AGG39I
Why employee engagement matters
https://www.youtube.com/watch?v=dSfDROxCuxI
Employee Engagement Strategy https://www.youtube.com/watch?v=HNr4tE74xUE
10 ways to motivate employees https://www.youtube.com/watch?v=_GiuysFb-iY
Teamwork PowerPoint https://www.youtube.com/watch?v=cFJ4Tug2_Ws&t=340s



DECISION-MAKING VS PROBLEM-SOLVING

Our problems are man-made, therefore they
may be solved by man.
No problem of human destiny
is beyond human beings.
John F. Kennedy



Lead-in

Decision-making and problem-solving are two very different techniques for conquering different challenges that businesses face. Choosing the right one in the right situation can mean the difference between business success and failure. However, businesses frequently use decision-making techniques when they should be using a problem-solving approach. This leaves important problems unsolved and value locked away. Both decision making and problem solving involve using information to inform an action. However, this is where their similarities end.

Decision-making involves choosing between different courses of action.

Problem-solving involves finding a root cause among many possible root causes. The problem should be solved in order to bring a business process back to optimal performance.

Discuss the following questions with your partner and share the ideas in the class.

1. What typical problems do you face in your work / study? How do you usually deal with them?
2. Have you had to deal with people who caused you continual problems?
3. How do you usually deal with people who are rude or uncooperative?

4. What is the role of the problem-solving process in an enterprise?
5. Do you naturally discuss problems openly or do you tend to keep things in?
6. Do you know any rules for a wise problem-solving process?



Read the following tips that make problem-solving process successful and do the task that follows.

- *Learn your problem*. Explore everything that is somehow related to the problem in question – read books, newspapers, magazines, e-articles, discuss your problem with friends or experts, absorb their opinions, mistakes and experience.
- *Set a right goal*. Your goals should be: practical (realistic or achievable), effective (dealing with problem causes and not consequences), clear (understandable), positive (avoiding negatives in statement), time-set and measurable.
- *Analyze resources*. How much money, time and energy are you willing to spend on reaching your goal? What special knowledge, skills or tools you will need in the process?
- *Generate solution alternatives*. In addition to general methods of situation analysis you may employ such creativity tools as brainstorming, random simulation, focus groups, mind mapping, etc.
- *Take a first step*. The key point here is that no problem is solved without your action.
- *Evaluate your progress*. Mark off your results regularly and take notes what was right and what should be removed, added or adjusted.
- Note down some advice that you would give a) for efficient decision-making.

b) successful problem-solving. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* balance emotion and reason.
Make sure you evaluate the options.

DECISION-MAKING



Useful Language Bank

Asking for the facts	Agreeing
Can you bring us up to date? Can you give us the background? Where do we stand with ... ?	You're absolutely right. I totally agree with you. I suppose we could do that. Exactly / Good / Excellent idea / Great.

Expressing your feelings	**Expressing satisfaction**
My main concern is … What really worries me is … What concerns me is …	Yes, that would be very helpful. Yes, that's a good idea. Mmm. I think that's the right approach toe.
Disagreeing	**Expressing doubt**
I don't agree with that at all. I totally disagree.	I am worried about the store's location. I'm not sure about that.
Making a suggestion	**Expressing dissatisfaction**
We should sell out as soon as possible. Why don't we sell out/encourage staff to … ? One thing you could do is … It might be worse … / It might be a good idea to … It could be helpful if you …	I don't think that would do much good. I'm not sure that would work. I don't think that's the answer. I'm not sure / I still think it's not a good idea. I'm afraid that's out of the question because …
Showing sympathy	**Identifying the real problem**
I know how you feel. I understand what you are saying. I can see where you're coming from, but …	What's really bothering you? What are you really worried about? What is the real problem?
Making a decision	**Identifying needs**
The solution, then, is to keep the store going. I think, on balance, we feel we should keep the store going.	We've got to get more information. We need more information about where we're going wrong.
Resolving a conflict	**Stating future action**
How do you think we should deal with it? What's the best approach, you think? What's your solution?	So, the next thing to do is … What we've got to do now is …

1. *Which of these statements best describes what happens in meetings you attend?*

1. Decisions are already made be the managers beforehand. Most meetings are just informative.
2. Meetings are generally the best place to make important decisions.
3. Not everyone's opinions carries equal weight when we are deciding issues.
4. It takes a lot of convincing for me to change my mind during the meeting.
5. Arguing is a healthy part of trying to solve problems and reach decisions.
6. It's not always clear what decisions have been made, or who is responsible for carrying them out.
7. Humour is a good way to release tension during heated discussions at meetings.
8. Participants are sometimes reluctant to put forward proposals because they might be criticised.

2. *a) Listen to the meeting and tick the points discussed.*

1. Freeze on recruitment ____ .
2. Cut back on overtime ____ .
3. Reduce office resources ____ .
4. Change telephone provider ____ .
5. Reduce client expense accounts ____ .
6. Cut back on business trips ____ .

b) Listen again and complete the phrases in these sentences.

1. Yes, well, ____ our costs for personnel are very high.
2. ... number of employees. ____ the overtime figures. They're ____, and they're costing us ...
3. The ____, we need to look at why we have so much overtime.
4. ... a lot of waste. __ printing emails out on expensive copy paper.
5. So ____ is monitoring the office supplies ...
6. I'm ____ .
7. As ____, we'd make hardly any savings ...
8. Matt ____. But ____ cut expense accounts ...

3. *a) Listen to five short conversations about plans for the evening / weekend / holidays. In which conversation is the second speaker:*

– certain about plans? ____
– certain about plans but unhappy with them? ____
– certain about having no plans? ____
– fairly certain about plans? ____
– uncertain about plans? ____

b) Listen again. For each conversation, make a note of the phrases used to

– ask about plans
– respond to a question about plans
– react to someone's plans



Role play

Role play the following situations making use of the expressions from ***Useful Language Bank.***

1. *Work in a group. Imagine that you are all members of the same department. Choose one of the problems below and have a discussion on how to deal with it.*

1. One of your main customers hasn't paid you in three months. You want to put some pressure on them to pay but you don't want to lose their business.
2. You work for a multimedia production company. You are currently making a documentary on wine-making in France. Unfortunately, the main consultant, who was supposed to be featured in the programme, has fallen ill and is unable

to continue working with you. The filming is scheduled to start in three days' time.

3. You are an office furniture manufacturer. A new competitor has entered a market with a similar but much cheaper product line as yours. A few of your main customers have decided to start purchasing from them.

PROBLEM-SOLVING

Useful language Bank

Stating on the main problem	**Changing your approach**
There are several ways we could deal with this. What is the main problem? What is the real issue? (I think) the major problem is … Our primary concern is … (as I see it), the most important thing is … The crux of the matter is … The main problem we need to solve is … It all comes down to this …	Let's look at this from another angle. **Considering less obvious options** We could try … **Discussing possible effects** If we do this, then … **Making a decision** The best way forward is to … **Stating future action** The next thing to do is …
Asking for input	**Giving advice**
What should we do about it? What needs to be done? What do you think we should do? What are we going to do about? Do you have any suggestions? Any ideas?	Another thing you could do is … You might like to … The important thing is to … Oh, dear, that's tricky one. If it were up to me, I'd … You have to weigh up the pros and cons. On balance, I think … What I say, though, is … Are you sure you *really* want to … ?
Balancing arguments	Making recommendations
Let's look at the pros and cons. On the one hand … On the other hand …	I recommend that … I suggest that … I would like to propose that … Why don't we …

1. *Study the expressions at the **Useful Language Bank**. Which ones are more diplomatic or neutral? Which ones sound more forceful and direct?*

2. *Match the comments below to the correct headings in the **Useful Language bank**.*

1. Let's discuss the advantages and disadvantages.
2. My solution, then, is to …
3. We have a number of options.

4. Let's look at this a different way.
5. Let's think about the consequences of …
6. It might be worth considering …
7. What we've got to do now is …

3. *a) Study the following adjectives:*

Critical	irrelevant	Ongoing	severe	unimportant
insignificant	minor	Persistent	trivial	urgent

b) Which five adjectives describe problems or issues that usually need serious attention?

c) Now describe the following problems using the adjectives from this exercise.

1. You are stuck in traffic and will be a few minutes late for your English lesson.
2. Your computer suddenly breaks down.
3. You are making breakfast and you discover that you have run out of coffee.
4. One of your colleagues is late for work almost every day.
5. A financial crisis has seriously affected your company's profits.
6. You are in an important business meeting and it starts to rain outside.

4. *a) Read the dialogue between two conference presenters about the problem of a technical failure of the laptop and answer the questions below.*

– What are the solution proposed by one of the presenters to solve the problem of a technical failure?
– What do the conference presenters finally decide to do?

b) Insert the following expressions.

1. I'm not sure about that idea
2. Right, that makes sense
3. I don't suppose you
4. What I suggest is that
5. Are you saying
6. It looks like we have a serious problem
7. The best thing would be to
8. I'll send down

A: Hi Daniel, (1) _____ . I'm at the conference and I've got my presentation on in 25 minutes but the damn laptop has just crashed on me and I've lost all my PowerPoint slides!
B: Good grief! (2) _____ it won't even start up?
A: Yes, exactly.
B: OK, let's not panic. (3) _____ made a backup of the data?
A: Yes, I did actually. There should be a CD on my desk.
B: Yes, I can see it from here. Look, (4) _____ you get on to the organisers and have them reschedule your presentation. (5) _____ my assistant with a replacement laptop.
A: (6) _____ . The conference centre seems quite far from our office. How long will it take her to get here?

B: Only about 30 minutes, assuming the traffic doesn't hold her up. So, (7) _____ arrange your presentation for 3 o'clock.
A: (8) _____ . I'll go and sort it out right away.

c) Now put the expressions inserted from the dialogue in the following categories:

Declaring a problem:
Finding out more details:
Making a suggestion:
Accepting a suggestion:
Rejecting a suggestion:
Taking action:

5. *You are managers of a national newspaper. Consider the situation.*

One of your top foreign correspondents, Mike Harris, has been reporting on events in a country at war. To get his story, he went behind enemy lines and was kidnapped. In the operation to rescue him, one of the rescue team was killed and two were seriously injured.

Harris is known to be one of the best foreign correspondents in the world. However, he has been widely criticised in the national press because of the "unnecessary risks" he took to get the story. He had been advised by local officials that it was extremely unwise to go into such hostile territory, but he ignored their warning.

Use the expressions from the box below, hold a meeting and decide:

a) how to deal with the criticisms, which are harming your newspaper's image.
b) whether to disciple Mike Harris for his behaviour.

Asking for opinions	**Disagreeing**	**Emphasising**
How do you feel about this? What's your view on this?	Hold on now, don't you think … ? I can't go along with that?	I don't want to repeat myself, but … I'm sorry to go on about this, but … I don't think this is really important.
Giving opinions	**Adding a condition**	**Summarising**
Well, I'm sorry to say, I think … I can't see what the problem is.	I agree, providing we can … We can do this as long as … That's OK if …	So, we've agreed that … OK, let me recap.
Agreeing	**Making a suggestion**	
I couldn't agree with you more. Absolutely! Exactly!	What about if we … How about.	



Role Play

In pairs, role play the following situations using the expressions from ***Useful Language Bank****. Take turns to be Colleague A and Colleague B.*

Problem 1: *You can't get hold of the sales director and you need to speak to her immediately because one of your clients has an urgent request.*

Colleague A	Colleague B
Declare the problem. *Provide details*: She's not answering her calls. You've tried emailing her. *Accept or reject suggestions. Take action.*	*You want to know more details:* Is she not answering her calls? Has Colleague A tried emailing? *Diagnose the problem and make suggestions.*

Problem 2: *You haven't received any payment from one of your clients.*

Colleague A	Colleague B
Declare the problem. *Provide details:* The payment was due one month ago. You've sent the invoice twice. You've sent an email reminding the client. You haven't called the client about it. This is the first time you've had a problem with this client. *Accept or reject suggestions. Take action.*	*You want to know more details:* When was the payment due? Has the client received the invoice? Has Colleague A emailed the client? Has Colleague A called the client? Is this the first time? *Diagnose the problem and make suggestions.*

Problem 3: *One of your best clients is thinking about switching to one of your competitors.*

Colleague A	Colleague B
Declare the problem. *Provide details:* The competitor is offering a cheaper price. You have offered your client a 5 per cent discount. *Accept or reject suggestions. Take action.*	*You want to know more details:* Why? Has Colleague A offered the client a discount? How much? *Diagnose the problem and make suggestions.*



Case Study

Background

Nikos Takakis is the CEO of Livewire, an Australian manufacturer of electrical appliances. During the last three years, his General Manager Carl Thomson, has turned Livewire round from being a loss-making company into a profitable organization with an exciting range of new products, both men want the company to grow as fast as possible.

Problems

Valerie Harper is Personal Assistant to Carl Thomson. Valerie joined Livewire just over a year ago. In the beginning she was considered to be an outstanding employee. However, more recently she has been having difficulties working with Carl. They have been seen shouting at each other, and often Valerie appears upset when leaving his office. Nikos has received the following memo.

Valerie's memorandum

I would like to make a formal complaint about Carl Thomson's unprofessional behaviour.

1. Mr Thomson has been putting pressure on me to have a personal relationship. When I showed no interest he became aggressive and unpleasant. He gave me too much work, set impossible deadlines, and criticised me in front of the other staff.
2. Mr Thomson gives orders to me rather than polite instructions. He never encourages or praises me. I think he would like to hire a new Personal Assistant who would be more 'friendly' to him.
3. He has frequent long lunches with female staff. He returns to the office late in the afternoon, then expects me to work overtime (unpaid) in the evening.

I feel that unless the situation improves, I shall be unable to continue working for the company.

Tasks

You are members of Livewire's board of directors. Hold a meeting to discuss these questions.

1. What is the best way to deal with the bad relations between Valerie Harper and Carl Thomson?
2. What action should you take concerning Carl's behaviour?
3. What action should you take concerning the possible leak of information?



A. *Work in small groups and discuss.*

1. What is decision making?
2. What is a leader's role in decision making?
3. What is emotional intelligence?
4. What does it mean to be a member of a problem solving team?
5. What factors do you think contribute to the success of problem solving?
6. What qualities do you think are important for a good problem solving leader?
7. What kind of communication problems do people often have during problem solving process?
8. What are the key problem solving approaches?
9. What is the role of a manager in problem solving?
10. What do you think are the key qualities for a successful problem solving manager?
11. Do you think problem solving process could be a rewarding activity?

B. 1. *Think about a typical dilemma you might have at work. Student A, explain the dilemma to your partner. Student B give your partner some advice. Decide how direct you are going to be. When you have finished, swap the roles.*

2. *Work in pairs. You work in a human resources department of a large company. Discuss how you would deal with these problems.*

a) More and more staff are taking medicine, e.g. anti-depressants, because they feel highly-stressed at work. They are often sick, or pretend they are sick, and take days off work.
b) Many employees feel uncertain about their jobs and careers in the company. They worry about the future. They are constantly anxious and don't sleep well.
c) Some staff are stressed because they feel they have no control over their work and they don't participate in decisions. They say they feel 'worthless' and are not valued by management.



7 Step Problem Solving
http://www.youtube.com/watch?v=bZXDGQSuF9I
Problem solving through creativity
http://www.youtube.com/watch?v=6SVUo2dGcUk
Creativity and Problem Solving
http://www.youtube.com/watch?v=IKuX-sLqtNkpwIF1o



NEGOTIATING

Let us never negotiate out of fear.
But let us never fear to negotiate.
John Kennedy



Lead-in

Negotiation can be described as a process that involves two or more people dealing with each other with the intention of forming an agreement. There are different types of negotiations.

Win-Win negotiation is a situation in which both sides benefit. This type is often called collaborative negotiating.

Win-Lose negotiation is a zero-sum game. This term refers to a competitive negotiating – a situation in which a benefit gained by one side means a loss to the other side.

Lose-Lose negotiation means that all parties end up being worse off. An example of this would be a budget-cutting negotiation in which all parties lose money.This approach is the least effective when it comes to negotiation.

Discuss the following questions with your partner and share the ideas in the class.

1. How do you understand what negotiations are?
2. How would you define successful negotiations?
3. What makes a good negotiator?
4. Have you ever been involved in formal or informal business negotiations? Describe your experience.



Read the following tips that make negotiating successful, and do the task that follows.

- *Do your homework:* Preparation is key to negotiation success. Learn as much as possible beforehand about the needs and interests of both parties at the table. The more information you have, the stronger you will be in the negotiation.
- *Mention your BATNAs (best alternative to a negotiated agreement)*: Negotiators who have many alternatives will be considered more attractive business partners and will capture a higher percentage of the value in negotiations.
- *Listen more than you talk:* Negotiators are detectives. They ask probing questions and then remain silent. The other negotiator will tell you everything you need to know – all you have to do is listen.
- *Create rapport:* Try to establish a good rapport with your opposite number from the moment you first meet.
- *Expand the pie (negotiation tactic used to increase the benefit for all):* Change the frame of the negotiation from a zero-sum, win-lose game to a win-win scenario where both sides can benefit more by working together on mutual benefits. Use "we" language rather than "you" and "I".
- *Aim high and be realistic:* People who aim higher do better. If you expect more, you'll get more. Successful negotiators are optimists. Sellers should ask for more than they expect to receive and buyers should offer less than they are prepared to pay.
- *Don't accept the first offer:* The other side's first offer is usually not in your best interest, but it can tell you a lot about what they hope to gain in the negotiation.
- *Never give anything away for free:* If you make a concession, always ask for something in return, quid pro quo. If you give them something for free, they'll simply ask for more.

Imagine that your partner is to hold negotiations on signing a sales contract. Note down some advice that you would give him. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: Not being afraid to ask for what I want *always works for me.*
If I were in your place, I'd show the other party how their needs will be met.



Useful Language Bank

Stating objectives	Checking understanding
Our objective here is to … What we need to achieve today is … We'd like to reach a deal with you today. Right, let's try get 10 % off their list prices	Sorry, could you repeat that? Have I got this right? If I understand you correctly … Can you give me some details, please? Could you let me have more information?

Showing understanding / agreement on a point	**Raising an objection to a proposal**
I agree with you on that point. That's a fair suggestion. You have a strong point there. I think we can both agree that … I don't see any problem with / harm in that.	I'm prepared to compromise, but ... If you look at it from my point of view … That's not exactly how I look at it. From my perspective … I'd have to disagree with you there. I'm afraid that doesn't work for me.
Signalling phrases	**Softening phrases**
I'd like to make a proposal. I think we should leave this point and come to it later. Could I make a suggestion, why don't we … ? I want to ask a question. How are we going to pay for this?	I'm sorry, we can't go that high. We were hoping to pay a little less. I'd like to think about it. I'll have to consult my colleagues about that. Let me know if there are any problems.
Open questions (require more thought and more than a simple one-word answer)	**Closed questions (can be answered by a simple "yes" or "no")**
Why do you need a loan? What other sources of finance do you have?	Do you have any other backers? Can you transfer the money by next week?
Making offers and concessions	**Diplomatically giving bad news**
If you order now, we'll give you a discount. We'd be prepared to offer you a better price if you increased your order.	I'm afraid your price is rather high. We were hoping for … We were expecting … We might not be able to do that. It could be a problem.
Accepting an offer	**Raising a problem**
Sounds a good idea to me. Good, we agree on price, quantity, discounts …	Could I have a quick word with you? I need to talk to you about …
Refusing an offer	**Summarizing**
I'm not sure about that. That's more than we usually offer … That would be difficult for us.	Can we just summarize the points we've agreed so far? I'm satisfied with this decision. I think we should get this in writing. Would you be willing to sign a contract right now?

1. *Which of the negotiating tips below do you agree with? Compare them with the tips listed above and say which of them you like best.*

1. In the early stages, you need to ask the other side a lot of questions.
2. Always interrupt if you don't understand something.
3. Never make a concession for fee. Always get something in return.
4. Use simple, direct language and be open about your aims.
5. Signal what you are going to do. For example, say, "I'd just like to clarify that".
6. Summarise often so that everyone is clear when you reach agreement.

7. Adapt your language so that you don't appear aggressive.
8. Talk about your emotions and how you are feeling.

 **2.** *Listen to the dialogue and complete these expressions. Then place each expressi under the correct heading in the* ***Useful Language Bank****.*

1. Could I ask you, what other people are _____ for you?
2. Have you _____ any other bank, if I may ask?
3. I'd like to make a _____ . Why don't you revise your business plan?
4. Good. Could I ask what sort of _____ you have in mind?
5. _____ what the money's for. The 250,000 would be for working capital.
6. We seem to be getting somewhere now. Let me _____ what we've agreed so far.

3. *a) Research shows that skilled negotiators often use* ***negotiating techniques*** *below (1—5) to achieve their objective. Match the techniques to their definitions.*

1. Open questions	a) say what are you going to do before do it
2. Closed questions	b) modify language so that it doesn't appear too aggressive
3. Softening phrases	c) go over the points covered to highlight when agreement is reached
4. Signaling phrases	d) gather information and explore the opposite number's views
5. Summarizing	e) check understanding and ask for precise information

 *b) Listen to five expressions and match each one to the correct technique listed above.*

 **4.** *Bella Ford, a buyer for All goods supermarket chain, is negotiating with the Sales Director for a fair trade organisation in Sri Lanka. Listen and complete their conversation.*

Bella: If I order 5,000 boxes of tea, _____ ?
SD: On 5,000, nothing. _____, then we'll offer you 10 %.
Bella: OK, I'll think about that. And tell me, _____ , say 15,000 boxes, _____?
SD: _____ to dispatch a large order within two weeks. But _____ , like just before Christmas, _____ that quickly.
Bella: I take it _____ ?
SD: Actually, no. Usually, _____ . But if the order were really large, _____ , I'm sure.
Bella: What _____ ?
SD: To be honest _____ as this is our first contact with you. If _____ , we would offer you 30 days' credit, maybe even a little more.
Bella: That's alright. _____ .
SD: Look, _____, and continuing later this afternoon? Then _____ .
Bella: Yes, let's continue after lunch. If I had more time, I _____ , but unfortunately _____ .

5. *In his book The Art of Winning Harry Mills says that* ***most negotiations*** *have seven stages. These are listed below, but are in the wrong order. Put the stages in order. What word do the initial letters of the stages spell?*

Tie up loose ends.
Confirm what has been agreed.
Summarise the details on paper.
Explore each other's needs.
Build rapport. State your opening position. Learn the other side's position.
Ready yourself.
Prepare your objectives, concessions and strategy. Gather information about the other side.
Probe with proposals.
Make suggestions and find areas of agreement.
Close the deal.
Bring the negotiation to a clear and satisfactory end.
Signal for movement.
Signal that you are prepared to move from your original position. Respond to signals from the other side.
Exchange concessions.
Give the other side something in return for something you need or want.

 **6.** *Listen to a negotiation between two buyers for a department store and a supplier of T-shirts, Eastern Fabrics, which is based in Hong Kong. Match each extract from the dialogue to one of the seven stages in Harry Mills' list.*

Extract 1	a) Probe with proposals
Extract 2	b) Close the deal
Extract 3	c) Signal for movement
Extract 4	d) Ready yourself
Extract 5	e) Tie up loose ends
Extract 6	f) Exchange concessions
Extract 7	g) Explore each other's needs

7. *a) Work in pairs. Try to sell something you have on you (watch, bracelet, etc.) or a household object, to your partner.*

b) Discuss these questions.

1. Were you pleased with the outcome of the negotiation?
2. What strategy or tactics did you use to achieve your objective?

 **8.** *Work with a partner. Listed below are the* ***ten most common high-pressure tactics*** *negotiators use*

a) One of you should match the first five to their description. The other should match the second five. Then compare notes.

b) How might you respond to each of the tactics? Can you see any risks in using them yourself?

Tactics	Description
1. The shock opener	a) Make it look as though you are ready to leave the negotiating table if your demands are not met, that you are not prepared to move an inch further.
2. The vinegar and honey technique	b) Point out at the start that, though you are prepared to negotiate A, B and C – X, Y and Z are definitely not negotiable.
3. The strictly off-limits ploy	c) Having obtained a concession from your opponent, inform them that you need your boss's approval before you can do what they ask in return.
4. The take-it-or-leave-it challenge	d) Make unreasonable demands early on in the negotiation. When you later 'see reason' and modify your demands, they'll be all the more welcome.
5. The I'll-have-to-check-with-head office ploy	e) Make a ridiculous initial demand (or offer), but keep a straight face as you make it. This works particularly well on inexperienced opponents.
6. The sorry-about-my-English ploy	f) Don't make all your demands right at the start. Make a small demand and get agreement on it before you make the next, and the next.
7. The good cop, bad cop approach	g) Pretend not to understand any proposal you don't like the sound of. You'll make your opponent uncomfortable by forcing them to repeat it.
8. The once-in-a-lifetime offer	h) Pressurize your opponent by suggesting that the offer – you're making is only for a limited period and if they don't act quickly, they'll miss it.
9. The salami technique	i) After the deal has been done, make one modest extra demand in the hope that your opponent will not want to jeopardise the agreement for one small detail.
10. The last-minute demand	j) One of your team is friendly and flexible, the other unpleasant and unreasonable. Your opponent will want to please Mr / Ms Nice to avoid Mr / Ms Nasty.



Role Play

Work in small groups and role play the situation.

The manufacturer of a range of high-quality herbal tea products, sold under the brand name Quality Leaf, meets a business angel to get additional investment to develop its business. The business owner has already borrowed €100,000 from a family member, and in return has given that person a 5 % stake in the business.

Student A *You are the business owner. You want to:* – get an equity investment of €500,000 to extend the range of your products and enter a new overseas market – France or Germany. – keep a shareholding of at least 50 % so that you continue to own and control your business. – get management advice from the angel when necessary. – keep control over recruiting senior managers.	*In return, you expect to:* – offer the angel a 25 % stake in the business. – give the angel a seat on your board of directors, with voting rights. – offer the angel a 10 % share in the profits of any future business development. Negotiate a good deal for your business.

Students B, C *You are the business angel. You want to:* – invest €1 million of equity capital in the herbal tea products business. – help to expand the business in Europe and the United States. – provide excellent contacts with sales outlets in France and Germany. – put the owner in touch with other potential investors in the business. – encourage the manufacturer to grow the business internationally.	*In return, you expect to:* – have a 55 % stake in the business. – be offered a seat on the board of directors, with voting rights. – have a 30 % share in the profits of any future business development. – advise on future recruitment of senior managers as the business expands. Negotiate a good deal for yourself.



Case Study

Asbury Guitars

Background

The Kim Guitar Company (KGC) in Seoul, South Korea, makes electric guitars for Japanese manufacturers and distributors in Europe and the US.

A major US distributor, Ashbury Guitars, has contacted KGC about marketing a range of guitars under its own brand name for the Californian market. Ashbury Guitars is a well-established company with an up-market image. It has had no previous dealings with KGC. Ashbury's owner, Richard Grant, plans to put three models on the market: the Ashbury SG1000 (the most expensive model), the SG500 and the SG200. The body of the guitars will have an experimental shape as well as advanced technical features.

It is now early January. KGC has agreed to manufacture the guitars for Ashbury, even though it is a very busy time of the year for them. The two companies have had some initial correspondence by e-mail and now a face-to-face meeting is required.

Several points of the contract need to be negotiated. KGC's owner, David Kim, has flown to San Francisco to meet Richard Grant. At the meeting, the Marketing Director of each company will be present. The purpose of the meeting is to make a deal acceptable to both sides, and which could be the basis for a long-term relationship.

Task

You are negotiating as either:

– **The KGC team:** David Kim and Marketing Director

– **The Ashbury team:** Richard Grant and Marketing Director

Read your information files. Identify your priorities and work out your strategy and tactics. Then negotiate so that you get the best deal for your company.

Information file: KGC

Models	You can supply three models in the first year: Ashbury SG1000, SG500, and SG200. The SG1000 will be costly to produce because it has advanced technical features.
Quality	To reduce costs of production, you want 40 % of the order to be manufactured by other Korean firms.
Quantity	You want Ashbury Guitars to place a first order of at least 2,000 guitars. You need a large order to cover the costs of setting up the production lines. Try to persuade Ashbury to buy a large number of the SG1000 model because your profit margin on this guitar is high.
Listprice (US$)	Estimated cost Prices quoted of production to Ashbury
SG1000	510 920
SG500	340 550
SG200	290 475
Payment	By bank transfer, as soon as the goods have been dispatched.
Delivery	30 June. If an earlier delivery is required, production costs will increase by 10 % because of overtime payments to workers. Before 30 June, the factory will be fulfilling orders for other customers.
Discounts	Your company policy is to offer new customers 3 % off list price for a first order, and 5 % for second and further orders.
Guarantee	You usually offer a guarantee of 5 years.

Information file: AshburyGuitars

Models	You want KGC to supply three models: Ashbury SG 1000, SG 500 and SG 200. The SG 1000 has some special additional features.
Quality	You want KGC to produce *all* the guitars in their own factory. If they use other manufacturers for part of the order, the quality of the guitars may not be very good.
Quantity	You want to place the following first order: Model SG 1000 – Quantity-400 Model SG 500 – Quantity-1,200 Model SG 200 – Quantity-200 You are sure that demand will be good for the SGiooo. The cheaper guitars may sell well. However, there is strong competition in the lower price ranges.
Price	KGC have quoted these prices: SG 1000 – US$ 920 SG 500 – US$ 550 SG 200 – US$ 440 All prices include transport costs to Pusan, Korea.

Payment	By bank transfer. You want to pay a deposit of 50 % immediately, and the remaining 50 % one month after receiving the goods.
Delivery	By 1 June. A later date will result in reduced sales. (Music festivals in California in May create demand.)
Discounts	Although this is a first order, you hope to negotiate a discount of at least 6 % off the quoted price. If you place other orders in the future, you hope to have a discount of 8 %.
Guarantee	At least three years.



A. *Revise **Helpful Tips** and browse the Internet to find information on successful negotiations. Discuss the questions that follow. Keep on by asking questions of your own.*

1. What is the meaning of negotiation in business?
2. What is an effective negotiation?
3. What does BATNA in negotiating stand for?
4. For successful negotiations is it more important to listen or talk? Why?
5. How will you comment on a negotiation tactic called Expand the Pie?
6. Why is it important to aim high in negotiations?
7. How will you comment on the tip "Never give anything for free"?
8. Why is it important to build negotiation expertise into your company culture? How can this be achieved?

B. *Objective: Conclude a Deal.*

a) Read negotiation situations 1 and 2 below. For situation 1, two people should negotiate a deal and the other two should observe. Switch roles for situation 2.

b) You have five minutes to decide on your target for the negotiation and prepare arguments. Each pair then has about fifteen minutes to negotiate and reach agreement.

Ok – It's a deal! Right – I agree! Good – We have an argument!

Situation 1

Partner A: You are an inventor with designs for a new and exciting product. You have no capital to produce the product yourself.

Partner B: You are a manufacturing company Haggler&Co that wants to produce and sell this product.

The product life span is predicted to be about three years.

You have the following three possibilities for a deal between you:

1. Haggler&Co pays a fixed price of €200K. The inventor gets no further income from sales.
2. The inventor gets a ten per cent share of profits. If sales are low (200,000 units per year), this would provide an annual income of €40K for the inventor. But sales could be as high as 100,000 units per year, providing an annual income of €200K for the inventor.
3. You could negotiate a combination of 1 and 2.

Situation 2

Partner C: You are a consultant with valuable expertise. Your usual fee is €300 per hour.

Partner D: You are a company Barters Group that needs the consultancy skills of Partner C for a specific project. You have a budget for the consultancy work of €12,000. The amount of work is estimated at 30 to 45 hours. However, there is a small chance that it could be more than 50 hours.

You have the following three possibilities for a deal between you:

1. Barters Group will pay a lump sum for the work.
2. The consultant will receive a fee based on the number of hours worked.
3. You could negotiate a combination of 1 and 2.

Observers should make notes on the following:

1. Who used the most persuasive arguments?
2. Who got the best deal?
3. Who could have won a better deal?

C. *Objective: Review achievement.*

The observers for each situation in B should now give their feedback. You may want to use some of the following language.

Positive	Negative
It was a very successful negotiation ...	I'm disappointed that you didn't …
I'm impressed with the way you …	You could have …
One thing you did really well was …	I don't think you should have …



Negotiation
https://www.youtube.com/watch?v=1FeM6kp9Q80
Win-Win Negotiation: Learn how to Negotiate Effectively Without Damaging Relationships
http://www.youtube.com/watch?v=hqn4azeHikc
How to Prepare for a Job Interview: Questions to Ask During a Job Interview
http://www.youtube.com/watch?v=PgKXn_lrGlg
The 4 Steps in a negotiation process
https://www.youtube.com/watch?v=3T0FaGPe4R4&list=PLU-9HaZTK2hQF1Fi3ldXd3ATV9mxKe9N6&index=30



MEETINGS

Always go into meetings or negotiations with
a positive attitude.
Tell yourself you're going to make this the
best deal for all parties.
Natalie Massenet



Lead-in

Workplace meetings are an important element of business management. Meetings enable you and your employees to communicate and share information, solve problems or resolve disputes, improve performance, build teamwork and move projects forward. Workplace meetings can be formal or informal, and the number of participants can range from two to several hundred, depending on the size of your company. Your suppliers, customers and business partners may also participate in workplace meetings if your company has a policy of collaboration. The following three types of meetings are formal:

– Annual General Meetings.
– Extraordinary General Meetings (AGM).
– Board Meetings.

They all have an agenda and a notice of meeting. Motions are put, discussed and voted on following certain rules. Proposers and seconders of motions have their names recorded in the minutes. Structured minutes are taken.

Semi-formal and informal meetings (project / team meeting, meeting with customers / suppliers, stand-up / sprint meetings) do not necessarily follow all the rules of formal meetings, though they usually have the same documentation, such as an agenda and minutes.

Discuss the following questions with your partner and share the ideas in the class:

1. What are the main reasons for holding a meeting?
2. What is the role of the chairperson?
3. Why are so many meetings unsuccessful?
4. Describe a meeting that you have attended recently. How effective was it and why?



*Read the following tips for an **Effective Meeting**, and do the task that follows.*

Do you know that tips for effective meetings and action points are often called **PARTAKE**?

The acronym **PARTAKE** stands for:

- **PART**icipants: choosing the right ones is the key to the success of any meeting. Make sure all participants can contribute and choose good decision-makers and problem-solvers. Try to keep the number of participants to a maximum of 12.
- **Agenda**: The purpose of an agenda is to speed up the meeting and keep everyone to the point. All items on which a decision is to be taken should appear on the agenda.

  Here is an example of an agenda:

  Management meeting
  AGENDA
  Date: 1 March
  Time: 14.00
  Venue: Room 23M, Shaw House
  1) Complaints about reception staff
  2) Price list for next year
  3) New product presentation
  4) A.O.B. (any other business)
- **Key points and actions:** summarise the who / what / when. Minutes should be short and concise and issued within 24 hours.
- **End** by allocating ten minutes to review how you performed as a team: what were the positive / negative points, e.g. time-wasting, misunderstandings or conflicts?

Imagine that a friend of yours is about to hold company general meeting. Note down some advice that you would give. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better* obtain written agenda in advance.
Make sure you manage the meeting by the clock / follow up on the meeting.

RUNNING A MEETING BY CHAIRPERSON



Useful Language Bank

Opening the Meeting Good morning / afternoon, everyone. If we are all here, let's ... get started (OR) start the meeting. (OR) ... start.	**Stating the Principal Objectives of a Meeting** We're here today to … Our aim is to ... I've called this meeting in order to ...
Welcoming and Introducing Participants We're pleased to welcome (name of participant). It's a pleasure to welcome (name of participant). I'd like to introduce (name of participant).	**Giving Apologies for Someone Who is Absent** I'm afraid.., (name of participant) can't be with us today. She is in ... I have received apologies for the absence of (name of participant), who is in (place).
Reading the Minutes (Notes) of the Last Meeting First let's go over the report from the last meeting, which was held on (date). Here are the minutes from our last meeting, which was on (date).	**Dealing with Recent Developments** Jack, can you tell us how the XYZ project is progressing? Jack, how is the XYZ project coming along?
Moving Forward So, if there is nothing else we need to discuss, let's move on to today's agenda. Shall we get down to business?	**Introducing the Agenda** Have you all received a copy of the agenda? There are three items on the agenda. First, … Shall we take the points in this order? Skip item 1 and move on to item 3. I suggest we take item 2 last.
Allocating Roles (secretary, participants) (name of participant) has agreed to take the minutes. (name of participant) has kindly agreed to give us a report on this matter. (name of participant) will lead point 1, (name of participant) point 2, and (name of participant) point 3. (name of participant), would you mind taking notes today?	**Agreeing on the Ground Rules for the Meeting (contributions, timing, decision-making, etc.)** The meeting is due to finish at ... We'll have to keep each item to ten minutes. Otherwise we'll never get through. We may need to vote on item 5, if we can't get a unanimous decision.
Introducing the First Item on the Agenda So, let's start with … Shall we start with … So, the first item on the agenda is	**Closing an Item** I think that covers the first item. Shall we leave that item? If nobody has anything else to add

Next Item/Giving Control to the Next Participant	**Summarizing**
Let's move onto the next item. The next item on the agenda is … I'd like to hand over to Mark, who is going to lead the next point.	Before we close, let me just summarize the main points. To sum up, ... In brief,
Suggesting and Agreeing on Time, Date and Place for the Next Meeting	**Finishing Up**
Can we fix the next meeting, please? So, the next meeting will be on... (day), the ... (date) of ... (month) at ... So, see you all then.	Right, it looks as though we've covered the main items. Is there Any Other Business?
Thanking Participants for Attending	**Closing the Meeting**
I'd like to thank Marianne and Jeremy for coming over from London. Thank you all for attending. Thanks for your participation.	The meeting is closed. I declare the meeting closed.

1. *Match the definitions in **A** with the words and phrases from **B**.*

A	B
1) the person in charge of the meeting	a) action points
2) the people at the meeting	b) chairperson
3) to go to a meeting	c) propose
4) a list of topics to be discussed	d) attend
5) one topic on the list	e) to send your apologies
6) the last topic on the list	f) item
7) to make a suggestion formally	g) vote
8) to support a formal suggestion	h) any other business (AOB)
9) a method of making a decision	i) participants
10) an official record of what was said / or decided	j) Second
11) to say that you cannot go to the meeting	k) Minutes
12) what needs to be done after the meeting, and by whom	l) agenda

2. *Analyze the meeting structure below and say what expressions from **Useful Language Bank** are appropriate at each stage of a meeting.*

I – Introductions
- – Opening the Meeting
- – Welcoming and Introducing Participants
- – Stating the Principal Objectives of a Meeting
- – Giving Apologies for Someone Who is absent

II – Reviewing Past Business
- – Reading the Minutes (notes) of the Last Meeting

– Dealing with Recent Developments

III – Beginning the Meeting

– Introducing the Agenda
– Allocating Roles (secretary, participants)
– Agreeing on the Ground Rules for the Meeting (contributions, timing, decision-making, etc.)

IV – Discussing Items

– Introducing the First Item on the Agenda
– Closing an Item
– Next Item
– Giving Control to the Next Participant

V – Finishing the Meeting

– Summarizing
– Finishing Up
– Suggesting and Agreeing on Time, Date and Place for the Next Meeting
– Thanking Participants for Attending

3. *Practice some common expressions used at business meetings. Play the video at https://www.youtube.com/watch?v=on95du5vhdc, listen and repeat each sentence. Make up short conversations using these structures and act them out with your partner.*

4. *a) Look at the list of steps involved in opening a meeting. In which order from 1 to 7 would you expect them to take place?*

1. Agreeing the timing of the meeting.
2. Allocating or confirming the participants' responsibilities.
3. Defining the output or results.
4. Outlining the agenda.
5. Welcoming the participants.
6. Stating the purpose or objectives of the meeting.
7. Introducing the participants (where necessary).

b) Read the opening of the meeting between the managers of different departments in a large company. Complete the extract with the phrases in the box and reproduce the speech of the facilitator.

let's begin • the purpose of this meeting is to • as you'll see from the agenda • start by welcoming you all • I would you like to start • I would like to finish by • I'd like to hear what you all think

Right, if everyone is here, _____. I'd like to _____ to this first meeting of the Bay Project Management Group. As you all know, _____ discuss the initial feasibility report which was completed last week. At the end of the meeting we should have a clear idea of how to proceed, but _____ before we make any decisions.

_____, there are four items for us to discuss. In terms of timing, I know you are all busy with our projects too, so _____ by 3.30. OK, the first item on the agenda is an overview of the project plan. Alain, _____?

c) Which of the phrases from the task above are:

– asking for opinions;
– giving opinions;
– agreeing or disagreeing;
– making suggestion.



5. *a) Four marketing executives at a cosmetics company, Marvel Plc, are talking about licensing their 'Luc Fontaine' product range to an Asian manufacturer. Listen to the conversation and answer the questions.*

1. Why do the marketing executives at Marvel Plc want to license their "Luc Fontaine" product range?
2. What advantages does Susan Li offer to Marvel?
3. According to Barbara, what is the disadvantage of offering a licence to Susan Li?
4. What suggestion does Barbara make to her colleagues?

b) Listen again and complete the extracts.

Marcia: Alain, how (1) _____ about this? Is she the right person for us?
Alain: Definitely. In my opinion, she's ideal.
Marcia: Right. Valerie, what (2) _____ ?
Valerie: I (3) _____ because she's very good at marketing. I've met her several times.
Marcia: Barbara, you're shaking your head. (4) _____ ?
Barbara: I'm (5) _____ agree. I don't think she's suitable at all.
Marcia: So what do you suggest then?
Barbara: (6) _____ find someone else. I do have someone in mind.
Barbara: In my opinion, his company has a lot to offer. (7) _____ meet him and see if he's interested?

c) Act out the conversation above.

6. *Read two extracts from the closing stages of two meetings. Identify which of the following language functions each speaker carries out, and where.*

– Checking that agenda is complete.
– Agreeing and disagreeing actions
– Ensuring that everything is clear.
– Summarizing.
– Asking for clarification.
– Closing the meeting.

Extract A:

Chairman: OK, we're running short of time now, so let me just go over the main points of the discussion. We've agreed that we are not happy with any of the suppliers' bids so far, and that we will ask other possible suppliers to tender. We also agreed that we would review the overall budget for this project. I think the next step is to identify and contact those other potential supplies as soon as we can. Laurence, can I leave that with you? Right, well, I hope everything's clear. Does anyone have anything else to add?

Extract B:

"I think that just about covers everything, but let me just clarify one thing. If this project is going to succeed, it needs everyone to work together. The finance is only going to be available if we can persuade the government that it will bring real economic benefit to the whole area. And they need to be satisfied that all the partners in this venture can work together. So, to sum up, it's vitally important that all the departments co-operate with each other, to make sure it all goes smoothly. Well, that was a very useful discussion, and we seem to have finished on time. Now, if there are no more points for consideration, I'll declare this meeting closed".

7. *Look at the example of a typical business meeting. Study its parts carefully. Identify the common meetings expressions and use them as a sample in the role play that follows.*

Introduction

Meeting Chairman: If we are all here, let's get started. First of all, I'd like you to please join me in welcoming Jack Peterson, our Southwest Area Sales Vice President.

Jack Peterson: Thank you for having me, I'm looking forward to today's meeting.

Meeting Chairman: I'd also like to introduce Margaret Simmons who recently joined our team.

Margaret Simmons: May I also introduce my assistant, Bob Hamp.

Meeting Chairman: Welcome Bob.

Reviewing Past Business

Meeting Chairman: Let's get started. We're here today to discuss ways of improving sales in rural market areas. First, let's go over the report from the last meeting which was held on June 24th. Right, Tom, over to you.

Tom Robbins: Thank you Mark. Let me just summarize the main points of the last meeting. We began the meeting by approving the changes in our sales reporting system discussed on May 30th. After briefly revising the changes that will take place, we moved on to a brainstorming session concerning after sales customer support improvements. You'll find a copy of the main ideas developed and discussed in these sessions in the photocopies in front of you.

Beginning the Meeting

Meeting Chairman: Thank you Tom. So, if there is nothing else we need to discuss, let's move on to today's agenda. Have you all received a copy of today's agenda? If you don't mind, I'd like to skip item 1 and move on to item 2: Sales improvement in rural market areas. Jack has kindly agreed to give us a report on this matter. Jack?

Discussing Items

Jack Peterson: Before I begin the report, I'd like to get some ideas from you all. How do you feel about rural sales in your sales districts? I suggest we go round the table first to get all of your input.

John Ruting: In my opinion, we have been focusing too much on urban customers and their needs. The way I see things, we need to return to our rural base by developing an advertising campaign to focus on their particular needs.

Alice Linnes: I'm afraid I can't agree with you. I think rural customers want to feel as important as our customers living in cities. I suggest we give our rural sales teams more help with advanced customer information reporting.

Donald Peters: Excuse me, I didn't catch that. Could you repeat that, please?

Alice Linnes: I just stated that we need to give our rural sales teams better customer information reporting.

John Ruting: I don't quite follow you. What exactly do you mean?

Alice Linnes: Well, we provide our city sales staff with database information on all of our larger clients. We should be providing the same sort of knowledge on our rural customers to our sales staff there.

Jack Peterson: Would you like to add anything, Jennifer?

Jennifer Miles: I must admit I never thought about rural sales that way before. I have to agree with Alice.

Jack Peterson: Well, let me begin with this Power Point presentation (Jack presents his report).

Jack Peterson: As you can see, we are developing new methods to reach out to our rural customers.

John Ruting: I suggest we break up into groups and discuss the ideas we've seen presented.

Finishing the Meeting

Meeting Chairman: Unfortunately, we're running short of time. We'll have to leave that to another time.

Jack Peterson: Before we close, let me just summarize the main points discussed.



Role Play

Unite into two groups — the managers of the company and operatives. Hold the meeting observing all its stages.

Task for managers: *You are managers of a retail fashion chain called Space. You are supposed to inform the participants about the time, the place and the agenda of the meeting. While holding your regular management meeting use the Managing Director's notes below as an agenda for your discussions. A different person should chair each item.*

1. *Dress Code.* Following complaints from customers, we need to discuss ideas for a dress code for all employees, as well as guidelines on personal appearance.
2. *Policy for Smokers.* Non-smoking staff complain that staff who smoke take frequent 'cigarette breaks' outside the store. Should smokers work extra time to make up for the time lost?
3. *Commission Payments.* At present, commission is based on quarterly sales at each store and is divided equally between all staff. Now, our Sales Director wants each person to receive commission according to their individual sales.

4. *End-of-year Bonus*. Staff receive sales vouchers as an end-of-year bonus. The vouchers give discounts on a range of goods at major department stores. Some managers are proposing to issue no sales vouchers this year. Instead, staff will be invited to an end-of-year party.
5. *Staff Turnover*. Staff tend to be young so employee turnover is high. As a result, training costs have increased dramatically. What can be done to keep staff longer

Task for the operatives: *First you are supposed to participate in the discussion and then estimate the effectiveness of the meeting in accordance with the checklist below.*

Checklist – What Makes a Good Meeting?

1. **Have the participants been informed of:** date, time, place, agenda, objectives, special preparation, and specific roles?
2. **Purpose.**
   – Do the participants:
   share the same expectations?
   have clear objectives?
   – Understand the scope / limit of the meeting?
3. **Procedure.**
   – Has the agenda been agreed and understood?
   – Are the time limits clear (duration, finish time)?
4. **Roles.**
   – Are the roles clearly understood?
   – Chairperson: how much control is appropriate?
   – Minute-taker: detailed minutes or just a summery?
   – Participants: general or specific contribution?
5. **Communication.**
   – Do all participants get a chance to contribute?
   – Is there a clear direction to the meeting?
   – Do the participants understand each other?
   – Is there a positive atmosphere?
   – Is there a clear outcome to the meeting?



Case Study

Background

Caferoma, a well-known brand of coffee, is owned by PEFD, a company based in Turin in Italy. It is promoted as an exclusive product for people who love ground coffee. Its image is of an Italian-style coffee. It has a strong and slightly bitter taste, and costs more than almost every other ground coffee product on the market.

Problems

In the last two years, Caferoma's shares of the quality ground coffee market has declined by almost 30 %. There are several reasons for this.

a) Brand loyalty: Consumers have become less loyal to brands and more price conscious. They are willing to buy lower-priced coffee products.
b) Price: Supermarkets are selling under their own label, similar products to Caferoma at much lower prices.

c) "Copycat" products: Competing products of Italian-style ground coffee are selling at prices 30 to 40 % lower than Caferoma.
d) Brand image: the Caferoma brand no longer seems to be exciting and up-to-date.

Task

As members of PEFD's marketing team, hold an informal meeting. Consider the advantages and disadvantages of each solution that follow. Then decide what to do to stop the decline in the product's market share and to increase profits. Observe all the stages of the meeting and take the minutes.

Possible Solutions

1. *Repositioning the brand:* Change Caferoma's image to appeal to a different market segment. (Which segment? What changes to taste, quality, packaging, logo, labeling, distribution?).
2. *Pricing:* Reduce the price by, say 20 to 35 % so that it is in medium range of prices.
3. *Advertising:* Develop a new advertising campaign to relaunch the brand.
4. *Multiple brands:* Sell Caferoma, with small changes to product, under different brand names at lower prices.
5. *Own brand label products:* Allow supermarket and hypermarkets to sell Caferoma under the supemarkets' own brand labels. Continue to market the Caferoma brand at the same time.
6. *A new product:* Bring out an instant coffee or decaffeinated product under the Caferoma brand as soon as possible.
7. *Stretching the brand:* Allow some makers of coffee equipment (cafetieres, coffee machines, etc.) to use the Caferoma brand on their goods, for licencing fee.



Claudia, Cferoma's marketing manager, has some recent news from one of Caferoma's biggest Caferoma's biggest customers, Majestic Hotels, a major European hotel chain. She discusses the news with Caferoma's Sales Director, Pietro. Listen to their conversation. How does this new information affect your decisions?



Work in small groups and discuss.

1. What are the tips for successful meetings?
2. What does the acronym **PARTAKE** stand for? Take turns to comment on its components.
3. What is an agenda? What are its main parts? Why are meeting agendas important? Think over the example of the agenda of any business meeting.
4. What roles do the meeting participants perform? How do they differ?
5. What is the meeting structure? Comment on its stages. Name at least three expressions the participants use at each stage of the meeting.
6. The key for productive knowledge workers is to build a collaborative environment that encourages openness, dialog, creativity, innovation, and productivity. Do you agree that effective meetings are a powerful tool for fostering this environment? Explain your point of view.



TELECONFERENCING

Using multi-sensory conferencing tools like web and audio or video creates more engagement and interaction.
Rob Bellmar

Lead-in

A teleconference is a telephone meeting among two or more participants involving technology more sophisticated than a simple two-way phone connection. At its simplest, a teleconference can be an audio conference with one or both ends of the conference sharing a speaker phone. With considerably more equipment and special arrangements, a teleconference can be a conference, called a videoconference, in which the participants can see still or motion video images of each other. From a business perspective, teleconferencing makes a lot of sense: with a simple set-up, a company can host a meeting with employees, customers and suppliers from around the world at very low cost. These factors make teleconferences an efficient way of exchanging information.

Discuss the following questions with your partner and share the ideas in the class.

1. What are the main reasons for holding a teleconference?
2. How can we encourage group members to participate in teleconferencing?
3. What technology do they need for teleconferencing?
4. What general teleconferencing tips do you know?
5. What are the pros and cons of teleconferencing?



Read the following ***Teleconference Tips*** *that make your on-line meeting successful, and do the task that follows.*

- *Get familiar with the equipment.* If you are responsible for the meeting, learn how to use the teleconference equipment before the meeting. If you have technical problems, they will be easier to solve, which will save everyone time.
- *Do a roll call.* Take a moment at the beginning of the teleconference to allow everyone to identify themselves. This will let you know who is involved, but can also serve as a technical check: if someone is too loud or too soft, the problem can be addressed now. Also, make a note of the names and use them later to identify participants.
- *Have an agenda and refer to it often.* An agenda is a good idea for most meetings, and teleconferences are no exception. Frequent reference to the agenda can be a good tool for making sure participants keep their attention
- *One person should take the role of the* ***facilitator****, i.e. the chairman of the meeting.* The facilitator should lay out the ground rules for the meeting at the start and control the participants. Only the facilitator should interrupt another speaker otherwise, it can get very confusing. The facilitator should do a summary of all points discussed at the end of the teleconference.
- *Clarity is essential in a teleconference*, so native speakers should aim to speak clearly, for example minimizing the use of difficult idioms, and non-native speakers should ask if anything is unclear.

Etiquette guidelines for conference call participants

- Call in on time, and announce yourself as you join.
- Do not interrupt the call if you are late, wait for a break and then announce yourself.
- No cell phones or music on hold.
- Take the call in a quiet place, and put your phone on mute to block any noise when you are not speaking.
- State your name before speaking.
- Be prepared for the meeting with copies of the agenda and any other relevant materials.
- Make your comments and questions brief, relevant, and to the point.

Imagine that a coworker of yours is about to participate in teleconferencing. Note down some advice that you would give. Use the phrases to express advice from the box that follows:

... (always) works for me. If I was / were in your place, I'd ... You'd better ...	Have you thought about ... ? Make sure you (don't) ... The sooner you ... the better.

Model: *You'd better get* a good headset if you plan to use a VoIP (Voice over Internet Protocol) connection and test it prior to the call.
Make sure you send a written recap and/or meeting minutes to participants after the call.

Useful Language Bank

Beginning a Conference Call Are we all on? Can I ask that we all state our names, please? I'm here. It's [your name] in [your city]. I think we're all present now, let's just check (-read participant's names) I'm going to keep this brief, as I know you're all busy people.	**Agreeing on the Ground Rules (contributions, timing, decision-making)** We will first hear a short report on each point, followed by a discussion of ... I'd just like to remind you of the etiquette for this conference call Let's make sure we finish by ... There will be five minutes for each item.
Introducing the Agenda Today I would like to outline our plans for … Firstly I'll talk about … / I'll start with some general information on … Then I will look at … / then we'll go over … And finally we'll look at … / To conclude we'll touch on …	**Clarifying Things on a Phone Call** Could you speak more slowly, please? Could you explain that in another way, please? I'm afraid I didn't get that.
Being an Active Participant in Meetings I'm sorry, but could you speak up a little? I didn't quite hear that, sorry, can you say that again?	**Getting a contribution from someone who hasn't spoken (for a while or at all)** John, did you want to comment on this? We haven't heard what Jill has to say yet.
Taking a Break from the Conversation [Your name] speaking. I need to leave for ten minutes. Is that okay with everyone? [Your name] here. I'm back on the line again.	**Emailing a document** I'll send it to you now. Just a second, I'll find the document on my laptop and email it to you.
Signal phrases for when you have a question. Am I to understand that … Sorry, but just to clarify …	**Summarizing** Before we close today's meeting, let me just summarize the main points. Shall I go over the main points? We appear to have reached agreement on the following ...
Problems with equipment Your image has frozen / disappeared. The image and sound are out of synch. The camera seems to be pointing in the wrong direction. Can you try moving / adjusting?	**Problems with hearing** You're quite quiet. Just a second, I'm going to turn the volume up.
Suggesting and Agreeing on Time, Date and Place for the Next Confcall Can we set the date for the next meeting, please? So, the next meeting will be on ... (day), the ... (date) of .... (month) at ... (time) Can we agree on the time of our next meeting?	**Closing the Confcall** The meeting is finished, we'll see / speak to each other next ... The meeting is closed. Until next time, goodbye and thanks to everyone That's it for today, see you / speak to you ...

1. *a) Match the language functions in **A** with the pairs of sentences in **B**. Brainstorm some more phrases for each of the sections in **A**.*

A	B
1. Taking a break	a) Who was it who said … ? Was that you, John?
2. Dealing with names	b) Sorry. Alex. I'd like to come in here if I may. Sorry, could I just jump in for a second?
3. Trying to interrupt someone	c) You're out of focus You're quite jerky
4. Checking what someone means	d) There's a bit of a delay / echo. Can you move the microphone?
5. Talking about the sound	e) Let's take five, shall we? Shall we take a comfort break?
6. Talking about the image	f) Sorry. Alex. I'd like to come in here if I may. Sorry, could I just jump in for a second?
7. Leaving the room	g) Let's first check who is with us. There are two Akiras, so please call me Aki and him Akira.
8. Checking who said something	h) Any reactions? I think maybe Dan has something to add.
9. Making sure everyone has a chance to speak	i) Sorry, could I just confirm something? Sorry, I didn't catch the last / first part.
10. Talking about documents	j) The one with the heading Personnel in bold Do you all have it (on the screen) in front of you now?

*b) Check the **Useful Language Box** for the phrases to use in the following situations:*

– a facilitator starts a conference call;
– a facilitator introduces the agenda;
– participants have problems with the video;
– participants have problems with the hearing;
– a facilitator gets a contribution from someone who hasn't spoken (for a while or at all);
– a facilitator is finishing up.

2. *Watch the video at https://www.youtube.com/watch?v=5ePYn3QTPvk. Answer the questions that follow and comment on the advantages of teleconferencing.*

1. What position does Ron hold?
2. Where is the headquarters of the multinational company located?
3. Where does the company have its offices?
4. What do the executives have to do every month? What inconveniences does it cause? What is CFO Karen concerned about?

5. What prudent conclusion do the executives come to? What do they do to make the whole process enjoyable?
6. How does the executive work-life balance improve? Why are Karen, Dave and Ron happy now?

3. Teleconferencing is a marvel of modern technology, but it presents significant challenges to participants for several reasons, e.g. nobody can see each other, and there may be a variety of distractions that you, as the leader, can't shut out simply by closing the door.

Watch the video "Teleconference in Real Life" at https://www.youtube.com/watch?v=JMOOG7rWTPg and name the factors that make teleconferencing a stressful experience.

4. *a) Read and analyze the way Janette is facilitating a telephone conference from London. The participants Petra, Carlo, Sanjay, and Lee Ming are from other countries.*

Janette: ...so that's Petra, Carlo, Sanjay. We're just waiting for Lee Ming and then…

System: *Ping!* Speaker five is entering the conference room.

Lee Ming: Hi, this is Lee Ming here.

Janette: Great! So, it's Janette here. Thank you all for participating today. Before we start, let's just check some ground rules for telephone conferences. Please always give your name first, so that we all know who's speaking. Also, don't interrupt other speakers, please. I'll make sure that we keep the conversation on track and don't lose any time. Finally, please could you make sure that you speak clearly and just let me know if anything is unclear? OK?

Petra, Carlo, Sanjay, and Lee Ming: Yes. Fine. Good. OK.

Janette: Right, let's run through the agenda. First of all we want to look at...

Petra: ...the hardware and the software is now being tested and will be ready –

Carlo: But Petra, that's not the problem at all! We need to know when!

Janette: Janette here. Sorry Carlo, can you let Petra finish? As I said at the beginning of the teleconference, just one speaker at a time.

Carlo: Ah yes. Urn, Carlo here. Sorry about that. Could you repeat that, Petra? About the software testing?

Petra: Petra here. No problem. So it'll be ready...

Sanjay: and we think that the advantages of outsourcing all activities to Mumbai will be much greater if we are working closely with Singapore.

Lee Ming: Hmm. Lee Ming here. I'm not sure what you mean by "closely".

Sanjay: Sanjay here. Well, we have a lot of software programmers who could quickly develop the products that your people in Singapore design.

Janette: Janette here. What do you think about that, Lee Ming?

Lee Ming: Lee Ming here. Urn, well it depends on what the designers are looking for because...

Janette: ...Well, that was all very helpful, I think. So, let me recap our discussion. The next step is for all of us to begin work on speaking with all the key suppliers in Mumbai...
...and when that's finished, the project will be over. Is that acceptable to you, Sanjay and Lee Ming?

Sanjay and *Lee Ming:* Yes. That's fine.

Janette: And how about you, Petra and Carlo? Any questions?

Petra and *Carlo:* No, I'm happy. Sounds good.

Janette: Excellent! Then, I think that's enough for today. We have another meeting scheduled for...

b) A secretary took some notes for the minutes. Complete her notes.

At the start Janette laid out ground rules. She asked speakers to:

– _____

– _____

– _____

– _____ interrupted _____ when she was talking about software testing.

_____ asked _____ to clarify what he meant by working "closely" together.

Everyone agreed on an action point to start discussion s with

_____

Another teleconference is booked.

c) Put these sentences from the beginning of a teleconference in the correct order.

1. Before we start, let's just lay out some ground rules for telephone conferences.
2. Finally, just let me know if anything is unclear.
3. Firstly, please always give your name first.
4. So, it's Karen here.
5. Right, let's run through the agenda.
6. Secondly, don't interrupt other speakers, please.
7. Thank you all for participating today.
8. Thirdly, please could you make sure that you speak clearly?

d) Complete the sentences with words from the box.

Finish • come • interrupt • sorry • speaker • finished • there • let

1. Excuse me, may I (1) _____ you there?
2. Sorry Hans, let Zara (2) _____ .
3. Excuse me, I'm (3) _____ to interrupt, but...
4. O n e (4) _____ at a time, please.
5. Sorry, can I (5) _____ in here?
6. Sorry Kim, can I stop you (6) _____ ?
7. Fabrice, I don't think Chris has (7) _____ yet.
8. Gill, please could you (8) _____ Alex finish?

e) Match the two halves of these questions used to ask for clarification and repetition.

1. Sorry, but I don't ...	a) ... I missed that. Could you say it again,
2. Sorry, but I didn't quite catch that. Could you ...	b) ... quite follow you. Could you repeat what you just said.
3. Sorry, I'm afraid ...	c) ... what you meant by that. Would you mind repeating it?
4. Excuse me, but I'm not sure	d) ... run that by me one more time?



Role Play

1. *a) Role play these phrases in short call conferences of your own.*

– OK, so we're just waiting for (name).
– I think we should just start (without him / her) / Let's go ahead and get the meeting started and hopefully he'll join us later.
– (Name), could you first of all just fill us in on what's going on?
– Excuse me, (name) has joined.
– (name) (Are you) still there?
– That's it (for now).
– I suggest we schedule another conference call for (day and time).
– Okay, thanks everyone.

b) Choose eight to ten phrases from ***Useful Language Bank*** *and copy them onto blank paper. Role play a teleconference or videoconference to solve some current issues and use as many of the phrases during it as you can.*

2. *a) Watch Video-Conference Sample at https://www.youtube.com/watch?v=wiUqgwZSkqM.*

b) Divide into several teams. One team produce a product in the UK. The other side have an exclusive agreement to sell that product to retailers in Japan. (Decide what kind of product it is before you start). The UK side are not very happy with the present arrangement, even though the contract they have signed runs until the end of next year. Choose a facilitator and hold a teleconference to discuss what to do. Be sure to include phrases signaling that:

– the video / equipment has some problems;
– you have problems hearing;
– you need a break from the conversation;
– you have a question;
– you want to get a contribution from someone who hasn't spoken;
– planning for a future meeting.

Use the information from the previous exercise and the expressions from ***Useful Language Bank****.*



Case Study

Video Conference Desert Island Blues

The RJK Group is one of the world's leading advertising agencies with an impressive list of blue-chip clients. At the moment RJK (UK)'s top creatives are on location on the remote island of Oamu-Oamu in the South Pacific, filming a commercial for Vivacity, the new shower gel range from French cosmetics and toiletries giant Eternelle. But after eight days on the island, the film shoot is turning into a disaster.

Step 1

Work in groups of three. You are the senior management of RJK (UK). Add your names to the list below.

1. RJK Group President Nathan T. Auerbach
2. SEO RJK (UK) _____
3. CFO RJK (UK) Garvin Hartnell
4. Creative Director _____
5. Account Director _____
6. Film Unit Director (freelance) Ridley Hurst
7. Senior Account Manager Amelia Devine
8. Account Manager Jason Roberts

Step 2

You are about to take part in a teleconference to decide what to do about the situation. First check your latest e-mail and make a note of any points you want to bring up.

Speaker A. *CEO of RJK (UK): You are currently attending an international conference in Milan. Read two e-mails.*

E-mail 1

I'm hearing the rumours of a budget overrun on the Vivacity campaign. Please tell me I'm imagining things! I had lunch with Eternelle's new head of marketing, Thierry DuPont, and he sounded pretty annoyed with what he called our "endless production hold-ups". He even said they may be forced to postpone the Vivacity launch. I'm sure I don't need to remind you that Eternelle is by far this company's biggest European client (worth €I0 m annually) and that the loss of their account would have a drastic effect on both Group turnover and our reputation in the industry. Your creative director must be in contact with our team on Oamu-Oamu. Are they still having weather problems or what? I'm counting on you to sort this one out. Don't let me down.

Nathan T. Auerbach,
RJK Group President

CEO of RJK (UK)
Here's your e-mail

I'm becoming increasingly concerned about the costs we're running up on the Eternelle account. I think we're in serious danger of exceeding our budget.

As you know, the Eternelle marketing people were extremely unhappy when we came in €250,000 over budget last time, and it was for this reason that they insisted at the planning stage on a ceiling of €2.5m for the Vivacity campaign. I've been looking at the figures and we're well past the €2m mark already. The main problem is this two-day film shoot on Oamu-Oamu which has already cost us €I m. The Hollywood actress the client insisted on using is costing us €100,000 a day! What on earth is going on there? I estimate that with post-production costs, we could run €500,000–700,000 over budget on this one.

We desperately need to talk.

Gavin Hartnell,
Chief Financial Officer, RJK (UK)

Speaker B. *Creative Director, RJK (UK): You are currently in the middle of a pitch for the $15m Heiniken account. Read e-mails 3 and 4.*

E-mail 3
Creative Director of RJK (UK)
Here's your e-mail

Well, we've had eight days of incessant rain, two cameras damaged in transit and now the electricity generator's broken down. Whose idea was it to use a real desert island for the shoot? Flying Sandra in and out from Fiji every day is proving totally impractical. Didn't I say using a big Hollywood star was asking for trouble? She came down with some kind of tropical fever two days ago and hasn't come out of her hotel room since. So far we've only got about 15 % of the commercial in the can. To keep costs down the crew are staying on Oamu-Oamu until we're finished. Today is the first fine day, but there's still no sign of Sandra, so we're just getting some footage of the island. I strongly suggest we either fly out a replacement or seriously consider filming the whole thing in a studio in Britain.

Ridley Hurst,
Film Unit Director

E-mail 4

No doubt you've already heard from Ridley. The good news is that Sandra's PA tells me she may be well enough for filming tomorrow. My suggestion is that we forget Oamu-Oamu and find a nice secluded spot here in Fiji. I'm sure that would suit Sandra much better if she's still not feeling too well. I've sent some of the team out scouting the beaches for possible locations.

The bad news is that the animal handler's gone missing. You remember that we wanted to use real animals on this shoot instead of adding them digitally later? Well, now I'm left here with 36 African parrots and a rather lethal-looking python.

Ridley seems to think we'd be better off doing the whole thing in a studio, but I think it would be a shame to pack up and leave now we're all here. Might be rather hard to explain the unnecessary expense to the client, too. Are we insured for this?

Amelia Devine,
Senior Account Manager, RJK (UK)

Speaker C. *Account Director, RJK (UK): You are currently, on two weeks' holiday in Maurritius. Read e-mails 5 and 6.*

E-mail 5
Account Director of RJK (UK)
Here's your e-mail

Sorry to bother you on holiday, but we're having major problems with the Vivacity shoot. As you've no doubt heard through the grapevine, we're running six days over schedule owing to bad weather, logistical problems and a leading lady with a fever... I've been asked to look into alternatives and have come up with the following, which I thought I'd better copy you in on:

1. If we fly the film crew home to do the commercial in a studio, with set building, studio hire and post-production, we could be looking at an extra €750,000. Plus we'd be unlikely to finish on schedule.

2. Finding an A-list actress to replace Sandra at such short notice would be extremely difficult, although there is provision for her replacement, if unable to perform, in the terms of our contract. I did speak to someone at a lookalike agency who said he had "Sandra's twin" and could let us have her for €5,000 a day.

Jason Roberts,
Account Manager, RJK (UK)

E-mail 6

I must say I am very disappointed with the number of delays on the Vivacity project. These problems with the film shoot are just the latest in a series of expensive mistakes. I trust the extra costs will not be coming out of our agreed budget. Your Group President Nathan Auerbach tried to persuade me over lunch that everything was going well, but now I'm told we may have lost our actress for the commercial. I should emphasize that in France the use of celebrities to endorse products is a proven and powerful advertising technique. Sandra's appearance in the Vivacity commercial was part of the original brief to your agency and any replacement would have to be approved by my marketing department.

I might add that, as RJK's Account Director with overall responsibility for our account, I'm surprised to see you've found time to take a vacation in the middle of this crisis.

Thierry DuPont,
Director of Marketing, Eternelle (Europe)

Step 3

Hold the teleconferencing using the agenda below. The CEO should chair the meeting. Report what you have learned from your e-mail and try to commit to a definite course of action on which you all agree. The final decision, however, is the CEO's.

Agenda

1. Situation report: Clarification of the situation on location.
2. Financial considerations: Eternelle account – budgetary constraints.
3. Action plan:
   – *Change of location? If so, where?*
   – *Switch to studio filming? Implications?*

– *Change of actress? Contractual problems?*
– *How to present change of plan to client?*
– *Any other suggestions?*



A. *Work in small groups and discuss.*

1. What is a teleconference?
2. What are the main reasons for holding a teleconference?
3. What are general teleconference tips?
4. What factors make teleconferences an efficient way of exchanging information.
5. Though teleconferencing is a marvel of modern technology, it presents significant challenges to participants for several reasons. What are they?
6. What advice would you give someone who organizes a teleconference?

B. *Work in small groups and role play teleconferencing on the following situations.*

Teleconferencing 1

You work for a large company. Your meeting is to consider the regional investment conference to be held next autumn. You have the following points on the agenda:
1. Conference location (somewhere attractive and enjoyable).
2. Length of conference.
3. Suggestions for entertainment of delegates during conference.

Teleconferencing 2

You are all senior sales personnel. Your company is expanding rapidly, and you are going to take on new sales staff. The points on the agenda are:
1. Whether to recruit experienced sales people or train up relatively inexperienced sales people.
2. The most suitable incentives for new sales staff.

NOTE! Consider the following step:
– presenting the teleconferencing members;
– stating the purpose of the teleconference;
– introducing and welcoming the participants;
– going through the agenda
– summarizing;

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