

# Practice file answer key

## Unit 1

### Working with words

#### Exercise 1

- |              |             |
|--------------|-------------|
| 1 read       | 2 build     |
| 3 weighed up | 4 processed |
| 5 keep       | 6 take      |
| 7 form       | 8 gave      |
| 9 build      | 10 work     |
| 11 managing  | 12 kept     |

#### Exercise 2

- down-to-earth
- out-of the way
- outspoken
- low-key
- run-of-the-mill
- unexpected
- an easy-going
- time-consuming
- open-minded
- self-assured
- up-and-coming
- tedious

### Business communication skills

#### Exercise 1

- |              |                  |
|--------------|------------------|
| 1 convinced  | 2 anticipated    |
| 3 wouldn't   | 4 I'm not saying |
| 5 wary       | 6 anything       |
| 7 've got to | 8 confident      |
| 9 a reason   | 10 can't         |

#### Exercise 2

- I'm just **not 100%** convinced
- I'm **absolutely / quite** sure that
- To be **fair / honest**, the whole matter
- I **gathered** from your report
- I wouldn't go so **far / as far** as to say
- From **what** I could see

#### Exercise 3 (suggested answers only)

- From what I could see the meeting went much better than we expected.
- I'm not saying the trip didn't go well – it's just that there were some problems.
- I've got to say that / I'm fully confident that the proposed site would be perfect for the company.
- According to / I gathered from Fred that the project is going fairly well.

### Language at work

#### Exercise 1

- are growing, has made
- have expanded, have been
- reflects, have continued
- takes, is stepping

#### Exercise 2

- We will have completed ...
- We had originally hoped ...

- ... who have been working on it ...
- I'll be taking ... / I'll take ...
- ... there seems to be ...
- We're going to send ... / we'll be sending ... / we're sending ...
- I'm now handing over ..., She has been working ...
- Our sales had been levelling off ...
- ... I was thinking about this ...

## Unit 2

### Working with words

#### Exercise 1

- |     |     |     |      |      |      |
|-----|-----|-----|------|------|------|
| 1 d | 2 i | 3 g | 4 b  | 5 e  | 6 f  |
| 7 l | 8 a | 9 j | 10 k | 11 c | 12 h |

#### Exercise 2

- |                 |                  |
|-----------------|------------------|
| 1 stay ahead of | 2 hold on to     |
| 3 get on with   | 4 look out for   |
| 5 stand up for  | 6 stand out from |
| 7 cling on to   | 8 move on to     |
| 9 keep in with  | 10 come up with  |
| 11 stick up for | 12 stand up to   |

#### Exercise 3

- |          |              |
|----------|--------------|
| 1 take   | 2 move       |
| 3 follow | 4 Broadening |
| 5 grow   | 6 goes       |
| 7 put    | 8 reach      |

### Business communication skills

#### Exercise 1

- |                  |              |
|------------------|--------------|
| 1 get            | 2 talk       |
| 3 like           | 4 mention    |
| 5 understand     | 6 come back  |
| 7 suppose, think | 8 keen on    |
| 9 come in        | 10 get on to |

#### Exercise 2

- |        |     |            |
|--------|-----|------------|
| a 2    | b 7 | c 1, 6, 10 |
| d 3, 8 | e 5 | f 4, 9     |

#### Exercise 3

- Do you want to ... Would you **like** to
- The obvious solution to this problem **must** be ...
- The **purpose** of today's meeting ...
- It's interesting you **said / say** that ...
- Could I **just** say something?
- I'm not sure **what** your feelings are about ...
- But what makes you so **sure** ...
- Given that Arturo **doesn't** have ...

#### Exercise 4

- |     |           |     |
|-----|-----------|-----|
| a 1 | b 4, 7, 8 | c 3 |
| d 6 | e 2       | f 5 |

### Language at work

#### Exercise 1

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 c | 2 h | 3 e | 4 b | 5 g  |
| 6 j | 7 a | 8 d | 9 i | 10 f |

#### Exercise 2

- Even if I had asked for a pay rise, I wouldn't have got one.
- If the company had renewed our season ticket, I could have gone to the football game.
- If only they hadn't got rid of the air-conditioning, the office wouldn't be so unbearably hot.
- If the airport staff hadn't called off their strike yesterday, I wouldn't be in Spain now.

#### Exercise 3

- |          |             |
|----------|-------------|
| 1 should | 2 might     |
| 3 would  | 4 have, had |
| 5 should | 6 have      |
| 7 had    | 8 might     |
| 9 would  | 10 should   |

## Unit 3

### Working with words

#### Exercise 1

- efficient
- entering, access
- option
- transformed
- carried out
- process, procedures
- means
- purpose
- energetic, dynamic
- installed

#### Exercise 2

- targets
- objections
- ideas
- performance
- productivity
- objections
- development
- potential difficulties

#### Exercise 3

- measure the performance
- exchange ideas
- anticipate objections
- facilitate productivity
- assess the situation
- accommodate the needs
- generate enthusiasm
- achieve good results

### Business communication skills

#### Exercise 1

- Just to fill you
- something to think about
- I'd like to start
- put it another way

# Practice file answer key

- 5 I mean
- 6 moving on
- 7 for example
- 8 turning to
- 9 I said earlier
- 10 This is where
- 11 Just to digress
- 12 And this brings me

## Exercise 2

- 1 I've divided my talk up into ...
- 2 First of all I'll ... After that I'll ...
- 3 I'll say more about that in a moment.
- 4 Just to fill you in on some of the background ...
- 5 Now I don't know if you're familiar with ...
- 6 And this is my key point.
- 7 I'll now be happy to take any questions.

## Language at work

**Exercise 1** (other forms are possible, but these are the best)

- 1 'll call
- 2 'll be rolling
- 3 'll give
- 4 'll have been listening ... will take
- 5 'll learn
- 6 will have spoken
- 7 will yield / should yield
- 8 might / could / would be worth

## Exercise 2

- 1 The consultants will probably suggest merging the departments.
- 2 They'll almost certainly deliver the stock in time.
- 3 The management are bound to ask our opinion before making the changes.
- 4 It's probable that the tax changes will turn investors away.
- 5 I've got to go now, but there's a good chance I'll see you at the launch party later.
- 6 The training course is unlikely to be useful. / It's unlikely that the training course will be useful.
- 7 The CEO is expected to make an announcement at the dinner. / It's expected that the CEO will make an announcement at the dinner.
- 8 They'll perhaps need more identification than a credit card. / Perhaps they'll need more identification than a credit card.

## Unit 4

### Working with words

#### Exercise 1

- 1 l 2 g 3 j 4 a 5 e 6 f  
7 c 8 k 9 i 10 b 11 h 12 d

#### Exercise 2

- |             |                 |
|-------------|-----------------|
| 1 reckless  | 2 over-cautious |
| 3 prudent   | 4 rash          |
| 5 cautious  | 6 bold          |
| 7 foolhardy | 8 risk-averse   |

Hidden word = sensible

### Business communication skills

#### Exercise 1

- 1 could you talk us through this
- 2 can I just check – we are now talking about
- 3 you're saying that
- 4 I'm not fully convinced as yet
- 5 could you let Torsten finish, please
- 6 Maybe we're digressing a little
- 7 bring the conversation back to the agenda
- 8 I'd be really interested to hear what you think about the printer issue
- 9 we seem to have some sort of consensus ...

#### Exercise 2

- |                |             |
|----------------|-------------|
| 1 let          | 2 left      |
| 3 thoughts     | 4 respect   |
| 5 is getting   | 6 to sum up |
| 7 reservations | 8 in        |
| 9 draw         |             |

### Language at work

**Exercise 1** (Other answers are possible, but these are the best.)

- 1 Yes, that was one of the most useful conferences I've been to.
- 2 Aleph's submitting his evaluation by email. It / That should be very helpful, I think.
- 3 We need to minimize the chances of a downturn. That would be disastrous.
- 4 We need to minimize the chances of a downturn. It's / That's just good business practice.
- 5 The auditors are arriving tomorrow. This is what's worrying me: firstly ...
- 6 That's my problem too.

#### Exercise 2

- |               |               |
|---------------|---------------|
| 1 That / It   | 2 That / This |
| 3 It / This   | 4 This / That |
| 5 This / That |               |

#### Exercise 3

- 1 b 2 a 3 a 4 b 5 a

## Unit 5

### Working with words

#### Exercise 1

- 1 c 2 b 3 a 4 c 5 b  
6 a 7 c 8 b

#### Exercise 2

- |             |              |
|-------------|--------------|
| 1 pay, to   | 2 keeps, to  |
| 3 steer, of | 4 fallen, of |
| 5 focus, on | 6 cope, with |

#### Exercise 3

- 1 Admittedly, there are certain tasks that I tend to **neglect** ...
- 2 Part of my job is making sure that the team **meets** the budget.
- 3 I like to **avoid** arguments at work ...
- 4 I'm afraid your work **hasn't achieved** the standards ...
- 5 Technical people are often able to **pinpoint** solutions ...
- 6 I don't know how to **handle** this situation ...

### Business communication skills

#### Exercise 1

- 1 I just don't understand how ...
- 2 Look, can we try and avoid any ...?
- 3 How do you propose we deal with this issue?
- 4 Can we try and stay focused on the facts?
- 5 The real issue here is ...
- 6 Do you understand what I'm trying to say?
- 7 I see what you mean, but ...
- 8 Let's try not to get personal here.
- 9 Can I just make sure I've understood this correctly?
- 10 I don't know if you are aware ...?

#### Exercise 2

- 1 if you are aware
- 2 I be right in thinking
- 3 just don't understand
- 4 prepared to
- 5 you be happy
- 6 a bit worried
- 7 what you mean
- 8 be more than happy
- 9 we try and avoid
- 10 not happy with

### Language at work

#### Exercise 1

- 1 Only at the end did he contribute to the meeting.
- 2 My main question she didn't even answer / wasn't even answered.



- It's her lack of professionalism I can't stand.
- What's impressive is his boundless enthusiasm.
- The person who's the best listener in our meetings is Zoe.
- It's absolutely vital that you inform me of matters like that.
- Creativity (is what) I value above anything else.
- It's his constant need to make stupid jokes (that) I don't like.

#### Exercise 2

- We were **very impressed indeed** with ...
- are **absolutely / really essential** ...
- She's **just so close** ...
- Not only is the report** a month late ...
- Mo is **very / really good** ...
- What was** annoying was ...
- What I **like** best about ...
- Never have I / I have never** seen ...
- Which is why** I decided ...
- The person **who** is chairing / **The person chairing**
- The** reason why I'm saying this
- ... **who** is on the phone / **Someone** from HR is on the phone.

## Unit 6

### Working with words

#### Exercise 1

- |          |          |
|----------|----------|
| 1 figure | 2 bounce |
| 3 think  | 4 Look   |
| 5 hit    | 6 fall   |
| 7 get    | 8 try    |
| 9 run    | 10 get   |

#### Exercise 2

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 c | 2 h | 3 b | 4 f | 5 j  |
| 6 d | 7 g | 8 a | 9 i | 10 e |

### Business communication skills

#### Exercise 1

- I'm not sure how this would work in practice, but how about ...?
- I would have thought it would be possible to ...
- What makes you think that would work?
- Thinking about it, we could even ...
- Would you like to expand on that?
- Well I just thought that in that way ...
- It's certainly worth thinking about.
- Shouldn't we be thinking more about ...?
- I was thinking along the lines of ...

#### Exercise 2 (Other answers are possible in some gaps.)

- Couldn't we consider
- Supposing we were to
- Sorry, are you saying
- so you're thinking
- that's not such a bad idea
- I'm concerned about
- We should at least consider it

#### Exercise 3

- I'm a bit worried **about** the deadline ...
- I'd be more **than** happy to help out ...
- I just won't be able **to give** my full attention to this project ...
- Let's try not to get **personal** here ...
- The real issue **here is** that management simply ...

### Language at work

#### Exercise 1

- |                      |                  |
|----------------------|------------------|
| 1 rather / quite     | 2 quite / rather |
| 3 little             | 4 only           |
| 5 absolutely / quite | 6 Even           |
| 7 quite / absolutely | 8 all            |
| 9 just               | 10 actually      |

#### Exercise 2 (Other answers are possible in some gaps.)

- quite / rather
- absolutely / really / completely
- honest
- very / rather / quite / really
- in fact / actually
- even
- only / just
- course
- just
- really
- actually / definitely

## Unit 7

### Working with words

#### Exercise 1

- shared vision
- structural change
- collective aspiration
- employee participation
- performance management, personal development plans
- paradigm shift
- skills deficit

#### Exercise 2

- across the board  
get in the **real** world  
in the long run  
the **bigger** picture

#### Exercise 3

- |                     |                    |
|---------------------|--------------------|
| 1 one-size-fits-all | 2 centrally-driven |
| 3 decentralized     | 4 job-specific     |
| 5 top-down          | 6 bottom-up        |
| 7 generic           | 8 self-directed    |

### Business communication skills

#### Exercise 1

- Could you clarify exactly what the problems were?
- Do you mean that
- What I'm saying is
- What was the name of the other logistics company again?
- That reminds me. Have you heard that Hans has handed his notice in?
- By the way, talking about
- Anyway, sorry. That's a bit of a digression.
- Let's get back to the main issue.

#### Exercise 2

- |           |         |           |
|-----------|---------|-----------|
| 1 say     | 2 about | 3 by      |
| 4 out     | 5 not   | 6 thought |
| 7 doesn't |         |           |

### Language at work

#### Exercise 1 (suggested answers only)

- I was going to finish working on the Kelner case, but too many other things came up.
- I was meeting Sue at 10.00 a.m., but she's off sick at the moment.
- I was supposed to meet the Hungarian rep at 12.30 p.m. and take him for lunch, but his plane was delayed.
- I was going to file my corporate credit card expenses, but I couldn't find my receipts.
- I had intended to book flights for the Atlanta conference, but the airline's website kept crashing.
- I was going to meet Sarah at Café Carlucci, but it was closed so we went to Spangio's instead.
- I was going to check my bank account, but there's no point because we don't get paid until tomorrow.

#### Exercise 2 (suggested answers only)

- Faced with a financial crisis, we cut 50 jobs.
- Given the new interest rates, I think now is a good time to borrow some money.
- Having retired, I decided to rethink my life.
- Not understanding what to do, I asked for help.
- Knowing what to do in situations like this, Paddy stayed calm throughout the meeting.

# Practice file answer key

## Unit 8

### Working with words

#### Exercise 1

- |            |               |
|------------|---------------|
| 1 make, to | 2 gained, for |
| 3 have, in | 4 feel, of    |
| 5 take, in | 6 see, for    |

#### Exercise 2

- |                 |                 |
|-----------------|-----------------|
| 1 live, up to   | 2 put, to       |
| 3 thinking, on  | 4 believe, in   |
| 5 seek, out     | 6 building, up  |
| 7 benefit, from | 8 striving, for |

#### Exercise 3

- |               |               |
|---------------|---------------|
| 1 recognition | 2 willingness |
| 3 ability     | 4 desire      |

### Business communication skills

#### Exercise 1

- 1 we are at the moment
- 2 just like to outline
- 3 it would be a good idea if I
- 4 the first thing is
- 5 a good point
- 6 remember exactly
- 7 I think you should be aware
- 8 have to admit that
- 9 I'll get back to you

#### Exercise 2

- 1 I'd like to ...
- 2 ... **we need to** address ...
- 3 I don't have the **exact** figures ...
- 4 I think this is a **really** / **this really is** an important point / **I really think** ...
- 5 I can **double check** if you like?
- 6 I think that's **covered** everything.
- 7 ... **I still need to** / **still have to** run that by ..

### Language at work

#### Exercise 1

- 1 Would you say you have many weaknesses?
- 2 I'd like to know what attracted you to this position?
- 3 You're not unhappy in your present job, are you?
- 4 What salary are you looking for?
- 5 You must have some questions to ask us?

#### Exercise 2

- |     |     |     |     |     |
|-----|-----|-----|-----|-----|
| 1 a | 2 b | 3 a | 4 b | 5 a |
| 6 b | 7 b | 8 b | 9 a |     |

#### Exercise 3

- |        |        |     |
|--------|--------|-----|
| a 1, 8 | b 2, 6 | c 7 |
| d 9    | e 5    |     |

## Unit 9

### Working with words

#### Exercise 1

- |     |     |     |     |
|-----|-----|-----|-----|
| 1 g | 2 e | 3 a | 4 f |
| 5 h | 6 c | 7 d | 8 b |

#### Exercise 2

- 1 corporate accountability
- 2 track record
- 3 knowledge base
- 4 assets
- 5 bottom line

#### Exercise 3

- 1 cost-benefit analysis
- 2 drain on resources
- 3 short-term profit
- 4 return on investment
- 5 quantifiable data
- 6 market value
- 7 long-term viability
- 8 competitive advantage

### Business communication skills

#### Exercise 1

- |     |     |     |     |
|-----|-----|-----|-----|
| 1 b | 2 a | 3 b | 4 a |
| 5 b | 6 b | 7 a | 8 b |

#### Exercise 2

- 1 provided we all work together
- 2 assuming we decided to hold
- 3 have to bear in mind the long-term viability
- 4 there's no point going ahead with this meeting if we don't

### Language at work

#### Exercise 1

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 e | 2 a | 3 g | 4 c | 5 b  |
| 6 j | 7 d | 8 h | 9 f | 10 i |

#### Exercise 2

- 1 If I **knew**
- 2 we **said** / **would say** so
- 3 I'll be amazed
- 4 **wouldn't have** so many
- 5 **had** had a pay rise
- 6 If they **offered** you

## Unit 10

### Working with words

#### Exercise 1

- |                  |               |
|------------------|---------------|
| 1 commitment     | 2 decisive    |
| 3 conviction     | 4 self-aware  |
| 5 people-focused | 6 humble      |
| 7 collaborative  | 8 hands-off   |
| 9 adaptable      | 10 integrity  |
| 11 empathy       | 12 passionate |

Hidden word = micromanages

#### Exercise 2

- |                     |                     |
|---------------------|---------------------|
| 1 establish         | 2 instil            |
| 3 avoid             | 4 credibility       |
| 5 influence         | 6 generate          |
| 7 work together     | 8 culture of trust  |
| 9 sense of cohesion | 10 be consistent in |
| 11 recognize        | 12 reinforces       |

### Business communication skills

#### Exercise 1

- 1 it has been agreed that
- 2 Apparently, this decision was taken
- 3 As I understand
- 4 what this will allow us to do is
- 5 Another great thing about this change is
- 6 my understanding
- 7 it will be well worth the inconvenience
- 8 the benefits are clear
- 9 you and your teams are crucial to
- 10 has a key role to play in
- 11 I would encourage all of you to

#### Exercise 2 (suggested answers only)

**SH:** This is something I wanted to bring up. **I like the idea of making** departments more accountable for their training budgets. We could all try to be more cost-effective, I'm sure. **But I'm not very happy about** having to make choices between competing training needs that are equally valid. How do we ensure that essential training will still take place? **Can you give us an assurance that** this will be taken into consideration?

**CJ:** Well, of course, **that's a valid point,** but the difference is that at the moment the HR Department decides how much of the budget is spent on job-specific training, IT skills, language training, etc. In future, individual departments will be free to choose their own priorities. **My understanding is** that it should make everyone's lives easier, so **let's give this a chance to work.**

### Language at work

#### Exercise 1

- 1 Five of our products were being sold every minute in 2008.
- 2 Having been asked to email us details, he didn't get back in touch with us.
- 3 You will be interviewed before you are allowed to register for work here.
- 4 The flowers might have been sent yesterday.



- To have been selected was a great honour.
- Your order had been being processed, but then the whole system crashed.
- A formal reply is going to be written to address your complaints.
- 15,000 orders have been received – a staggering number.

#### Exercise 2

- had been more than made up for
- put
- were published
- showed
- were divided
- was reinvested
- paid out
- went
- was raised
- Looking
- to have been invited to put in
- to build
- Having been voted
- we anticipate

## Unit 11

### Working with words

#### Exercise 1

- In this day and age, it's really important for us to **conduct our business with** openness and integrity.
- We **pride ourselves on** the fact that our engineers personally oversee the construction of each vehicle, from start to finish.
- It's extremely important for us to **continue to be sensitive to** the needs of people in the communities where we conduct our business operations.
- We want everyone to know that we **are committed to** our employees as well as our customers and stakeholders.
- We **hold ourselves accountable to** all our stakeholders, no matter who they are or where they are.
- We **have a passion for** technical innovation.
- In everything we do, we always **strive to achieve** the highest possible standards.
- We recognize the need to **work cohesively with** our colleagues in other industries.

#### Exercise 2

- |                 |                 |
|-----------------|-----------------|
| 1 significantly | 2 surprisingly  |
| 3 irretrievably | 4 potentially   |
| 5 relatively    | 6 comparatively |
| 7 irretrievably | 8 potentially   |

## Business communication skills

#### Exercise 1

- |             |         |
|-------------|---------|
| 1 beyond    | 2 stuck |
| 3 possibly  | 4 firm  |
| 5 say to    | 6 out   |
| 7 way round |         |

#### Exercise 2

- |                  |             |
|------------------|-------------|
| 1 reached, where | 2 employing |
| 3 just not       | 4 budge     |
| 5 along          | 6 in        |
| 7 do             | 8 would     |
| 9 to say         |             |

#### Exercise 3

We are in a **very difficult** situation ...  
 ... this idea about job-sharing **just won't** work.  
 ... consider **re-allocating** jobs and **redefining** roles instead?  
 ... I'd be willing **to hear** ...  
 ... I have to say no to **redefining** roles ...  
 ... that's **out** of the question ...  
 I suppose that is **feasible** / **sounds feasible** / **would be feasible** / **could be feasible** / **might be feasible**.  
 Are we all agreed / Do we all agree that we need to think ...

### Language at work

#### Exercise 1

- Eric didn't get your email, and neither did he get your voicemail message.
- I don't know how often she's away from her desk. Nor do I care, really.
- Seldom have so many strong applicants applied for a post with us.
- Under no circumstances must / should visitors go beyond reception without a pass.
- Never have / had I seen such a wonderful production.
- Not until we're the market leader will I be satisfied.
- Not only do they offer a very generous pension scheme, they also offer flexitime.
- At no time have we failed to live up to our core values of decency, innovation, and trust.

#### Exercise 2

- Under no circumstances** will we accept food that hasn't been created with the sustainability of resources in mind.
- Nor** will we allow our food to travel thousands of miles unnecessarily.
- Only by** testing our produce regularly can we do this.
- But **rarely** do we have to change suppliers ...

## Unit 12

### Working with words

#### Exercise 1

- generate a demand
- reinforce an association
- play on
- tailor
- promote the consumption of

#### Exercise 2

- |          |        |        |
|----------|--------|--------|
| 1 across | 2 to   | 3 into |
| 4 in     | 5 up   | 6 up   |
| 7 out    | 8 into |        |

#### Exercise 3

- motivational
- aspirational
- market penetration
- exploitative
- status-anxiety
- USP
- materialistic
- consumer profiles

## Business communication skills

#### Exercise 1

- become apparent
- comes across
- first benefit
- second point
- having said
- is achievable
- strong position
- Because we
- very much
- serious consideration

#### Exercise 2

- 1 c 2 f 3 a 4 e 5 b 6 d

### Language at work

#### Exercise 1

- Basically
- obviously
- Anyway
- After all
- Quite honestly
- As a matter of fact
- Admittedly
- so to speak
- Mind you
- Of course
- To tell you the truth

#### Exercise 2

- |     |     |     |     |      |
|-----|-----|-----|-----|------|
| 1 b | 2 a | 3 b | 4 b | 5 a  |
| 6 a | 7 b | 8 a | 9 a | 10 b |