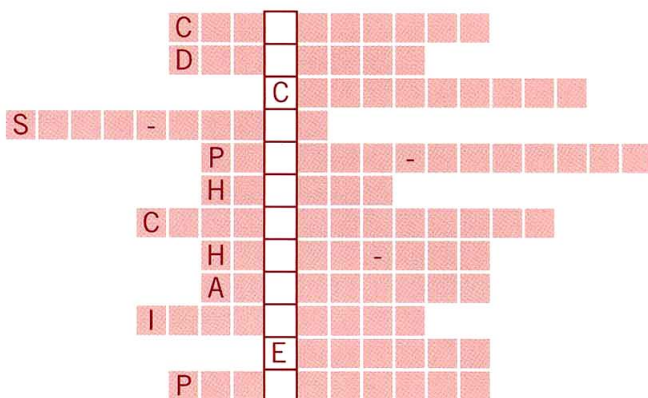


10 | Practice file

Working with words

1 Complete the puzzle using these clues. Find the hidden word (clue = a bad leader may do this).

- 1 If you have this, you are totally dedicated to what you are doing.
- 2 Able to make decisions.
- 3 If you have this, you believe completely in what you do.
- 4 Knowing your capabilities and your limitations.
- 5 Interested in, and good with, people.
- 6 Modest, not arrogant.
- 7 Working together and involving everyone.
- 8 Letting people do their work without interfering.
- 9 Flexible, willing to adjust to different situations.
- 10 If you have this, people believe you are honest.
- 11 Understanding other people's feelings.
- 12 If you are this, you feel very strongly about something.



2 Complete this advice for someone taking on a team-leadership role with the words / phrases from the list.

avoid be consistent in credibility culture of trust
 establish generate influence instil recognize
 reinforces sense of cohesion work together

'Be especially careful at the beginning. You won't
 1 _____ your authority as a team leader by
 being too heavy-handed. Your team need to accept that you
 have the right to lead them. And you certainly won't
 2 _____ confidence in your team by being
 too hands-on – they may see that as a sign that you don't
 trust them. So at all costs, 3 _____ the
 temptation to micromanage.'

'Your team need to know you can do the job, so it's
 important to establish your 4 _____ right
 from the start. You're unlikely to be able to exert any
 5 _____ over people if they don't believe in
 you. Show them that you recognize their professionalism,
 and they're more likely to see you in the same way – in

other words, make an effort to 6 _____
 mutual respect.'

'You have to get them to 7 _____. If they're
 suspicious of each other, or too competitive, that has to
 change, so try and build a 8 _____ between
 the individual team members. It takes time, but it's worth
 it. Getting them to collaborate on projects can work, or
 sharing responsibility for key tasks – anything to bring
 individuals closer together and develop a
 9 _____ within the team. This enables the
 team to work "as one".'

'People need to know where they stand. It's important
 to 10 _____ your expectations and your
 feedback – so treat everyone the same. Always
 11 _____ individual achievement when
 it's appropriate to do so. But also acknowledge successes
 that are a team effort – any manager that does this
 12 _____ a sense of team spirit.'

Business communication skills

1 Complete this briefing with phrases from the list.

the benefits are clear as I understand
 another great thing about this change is
 you and your teams are crucial to
 has a key role to play in it has been agreed that
 I would encourage all of you to
 it will be well worth the inconvenience
 apparently, the decision was taken
 what this will allow us to do is my understanding

'As you may have heard, 1 _____
 from 1st January, the activities of all the European offices
 will now be independently managed from Brussels rather
 than reporting directly to New York.

2 _____ at yesterday's meeting
 of the new senior management team, and obviously it
 affects all of us. 3 _____
 it, although the initiative came from Head Office, it has been
 welcomed by all the regional offices.

Now, firstly, 4 _____ to offer a
 faster and more tailored service to all our European customers.
 5 _____ that we will
 have complete independence, and the freedom to develop
 our own ways of operating that are right for our market.

Now, there is likely to be some restructuring on a local
 level, but 6 _____ is
 that there will be no job losses. Even if a few people do have
 to relocate, 7 _____
 to have so much more control over our destiny. And long-
 term, 8 _____: more
 freedom, more opportunities, more rewards.

Obviously⁹ _____
 the success of this strategy. It's up to you to seize the
 opportunity and to make it work. As I see it, each one of you
¹⁰ _____ ensuring that
 the transition is as smooth as possible. It is proposed that
 we hold an initial planning meeting next week, so
¹¹ _____ consult with
 your teams and come up with some initial ideas for this.'

2 Write spoken extracts from two meetings using the notes. Use as many phrases from the list as possible.

- I like the idea of ..., but I'm not very happy about ...
- That's a valid point, but ... My understanding is ...
- Let's give this a chance to work.
- I have some concerns / reservations about ...
- Are there any guarantees that ...?
- Can you assure us / give us an assurance that ...?
- I understand where you're coming from.

Reduction in departmental training budgets

SH has some reservations about the proposed changes. He understands the need to be more cost-effective, and make departments more accountable. However, he's worried that the essential training needs of individuals and small teams will not be met due to increased competition for a limited budget.

CJ recognizes SH's concern, but it will now be the responsibility of individual departments to decide how the money is spent – not the HR Department. At the moment, departments have to spend a certain proportion on job-specific training, IT skills, and language training, but in future, they will be free to choose their own priorities.

- 1 **SH:** This is something I wanted to bring up. _____

- CJ:** Well, of course, _____

- 2 **We** asked him to email us details, but he didn't get back in touch with us. (perfect *-ing* form, start the sentence with the *-ing* form)

- 3 **Immigration** will interview you before they allow you to register for work here. (*will* + present simple)

- 4 **Someone** might have sent the flowers yesterday. (*might* + perfect)

- 5 **Someone** selected me. It was a great honour. (perfect infinitive, start the sentence with *to*)

- 6 **An employee** had been processing your order, but then the whole system crashed. (past perfect continuous)

- 7 **Someone** is going to write a formal reply to address your complaints. (*going to*)

- 8 **We** have received 15,000 orders – a staggering number. (present perfect)

2 Choose the correct answer from the words in italics.

By the end of the year, the third quarter's losses
¹ *had more than made up for* / *had been more than made up for* by final quarter gains. This ² *put* / *was put* us back on target for a strong year-end performance, and indeed, when our annual figures ³ *published* / *were published*, they ⁴ *showed* / *were showed* a year of record profits.

These profits ⁵ *divided* / *were divided* as follows: 50% ⁶ *reinvested* / *was reinvested* in the business, we ⁷ *paid out* / *were paid out* 20% as bonuses to employees, and the remaining 30% ⁸ *went* / *was gone* into dividends for shareholders. Our dividend ⁹ *raised* / *was raised* to 8%, the highest rate for some years.

¹⁰ *Looking* / *being looked* towards the future, we're delighted ¹¹ *to have invited* / *to have been invited* to *put in* / *to be put in* a proposal for the competition ¹² *to build* / *to be built* a major new skyscraper in London. ¹³ *Having voted* / *Having been voted* Britain's most innovative architecture firm for the third year in a row, ¹⁴ *we anticipate* / *are anticipated* success in this.

Language at work

1 Rewrite these sentences with passive forms of the tenses / verbs in brackets. The underlined> words are not relevant in the passive sentence.

- 1 Shops were selling five of our products every minute in 2008. (past continuous)

