

7 | Practice file

Working with words

1 Complete these sentences with phrases from the list.

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

- 'We left the company and started our own business together. We knew it would work because we had a _____ of what we wanted to achieve.'
- 'The company was completely reorganized after those management consultants came in – a radical _____ was implemented.'
- 'In the next year, carrying out our business in an ethical way is both a _____ and a mutual responsibility for us all.'
- 'I would like to encourage _____ in all departmental decisions.'
- 'We need to have more control over staff progression, so we need to start taking _____ more seriously and I think we should introduce formalized _____ for each member of staff.'
- 'There was a real _____ in the team when Gareth left and Jens was appointed team leader. Everyone suddenly became far more target-orientated and enthusiastic. Sales went up dramatically.'
- 'Where are all the competent IT specialists? There seems to be a real _____ in this area!'

2 Correct the mistakes in this conversation.

Andrew Why haven't they put salaries up by 8% over the board? Why is it just management level that get that?

Tiago That's what always happens. You need to get in the reality world and realize that this is just the way it is.

Andrew I know, but I think this decision is actually counter-productive with the long run. Some staff might leave. It will cost a lot to recruit new staff.

Tiago True, but they'll always defend these types of decisions. They'll argue that management deserve bigger pay rises because they're the ones who have to think about the huge picture and make decisions.

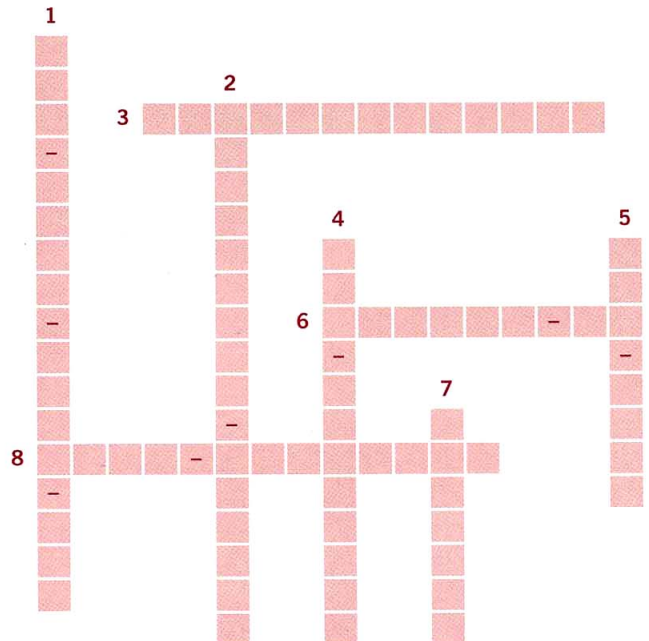
3 Complete these sentences. Use the answers to complete the crossword.

Across

- We wanted a more _____ structure so we gave a lot of decision-making power to the regional offices.
- I don't think the CEO and the board should continue to alter strategy. Any changes should come from the people who are actually doing the work – it should be a _____ approach.
- I planned and implemented my own learning programme – it was completely _____.

Down

- When looking for a job, you can't just have a _____ cover letter – you should adapt the letter for each job that you apply for.
- Head Office decide which training courses should be made available to staff, so I guess you'd say that training is _____.
- We can offer _____ language training – we'll teach you exactly what you need for your role.
- A few of your team are unhappy about your traditional management style and I think you need to develop a more inclusive and less _____ approach.
- Franchises use a _____ business model that is then adapted to meet local markets.



Business communication skills

- 1** Put the words in *italics* in the right order to create a conversation.

Gerhard Hi, Nicole. I'm calling to discuss the recent delivery problems we've been having.

Nicole Oh, hi, Gerhard. I've heard there have been a few delivery issues with recently. ¹ *problems / the / Could / were? / what / you / exactly / clarify*

Gerhard Yeah, sure. Basically it's White Route Logistics, they just don't seem able to deliver on time any more.

Nicole ² *mean / you / Do / that* the other logistics companies we use aren't causing any of the problems?

Gerhard Well, not exactly. ³ *is / I'm / saying / What* _____ that it's mainly an issue with White Route Logistics, but we have also had a couple of problems with Utome.

Nicole ⁴ *logistics / of / What / name / other / again? / was / the / company / the*

Gerhard Utome.

Nicole Oh, yes. That's right. ⁵ *That / Have / notice? / Hans / you / handed / that / his / has / reminds / in / me. / heard* _____ He's been headhunted by that web company, Utopia.

Gerhard Really? I knew he wasn't particularly happy. ⁶ *about / way, / By / talking / the* _____ people leaving, have you heard about Helga?

Nicole No. What's happened?

Gerhard Apparently, she's taking early retirement. ⁷ *That's / of / digression. / a / bit / sorry. / a / Anyway,*

Nicole ⁸ *main / back / issue. / to / Let's / get / the*

- 2** Choose the correct answer from the words in *italics*.

- A Can I speak to Rachel Warner, please?
B Did you *ask / said / say* Rachel Ward?
- I'm not quite clear *with / about / at* your last suggestion.
- Could you run it *by / through / along* me again?
- Could I ask you to spell *it / with / out* some details?
- No, it's *bad / not / problem* that we don't have the resources. We don't have the time to do this.
- Just a *second / little / thought*. It may not be entirely relevant, but have you noticed how tired David looks?
- Actually, it *doesn't / won't / isn't* matter – it's a bit off topic right now.

Language at work

- 1** Use Joanna's 'to do' list to make sentences using 'the future in the past'. Use the past continuous, *would*, *was to*, *was supposed to*, as well as *was going to*.

Tuesday: To do

- finish working on Kelner case (too busy)
- meeting: Sue, her office, 10.00 a.m. (she was off sick)
- meeting & lunch, Hungarian rep, 12.30 p.m. (his plane was delayed, didn't arrive till 3.00 p.m.)
- file corporate credit card expenses (couldn't find receipts)
- book flights for Atlanta conference (website kept crashing)
- meet Sarah at Café Carlucci for after-work drink (closed, went to Spangio's instead)
- check bank account – salary will go in today (I was wrong – will have to wait until tomorrow!)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

- 2** Rewrite these sentences using a participle clause.

Example: *Because I had worked on similar projects before, I was made team leader on this one.* ➔ *Having worked on similar projects before, I was made team leader on this one.*

- We were faced with a financial crisis, so we cut 50 jobs.

- Because of the new interest rates, I think now is a good time to borrow some money.

- After I had retired, I decided to rethink my life.

- Since I didn't understand what to do, I asked for help.

- Because he knows what to do in situations like this, Paddy stayed calm throughout the meeting.
