

## CD 1

### Unit 1

#### 01

1

**Kimberley** So, on my first day here, it was at the afternoon meeting, and I was introduced to my colleagues. They were pleasant enough, but it was kind of annoying at the beginning, because to be honest, I found them a little dull and ... well, pompous. I guess I could have been more open-minded. I was too quick to judge – it was just different to what I was used to, but with time I think my impression probably changed ...

... Er, the building itself is in this out-of-the-way, purpose-built, industrial zone, as they call it here. In fact it's pretty upmarket and I think it has pretty much everything you could ask for ...

... One thing I found very time-consuming was the constant greeting and wishing people farewell. I can appreciate the need for formality, but it got kind of tedious, all that kissing and shaking hands every day ...

2

**Igor** When you're working here, you have to take into account the wide variety of cultural influences. It's quite amazing to me, really. I mean, it's so up-and-coming, investment is pouring in from everywhere. And it really is a melting-pot culture, so business tends to be more formal, which, personally, I think is not a bad thing. People dress smartly, and they are confident, you know, self-assured and outspoken ...

... Where I come from many things are out-dated and in some cases quite run-down, but over here it's the opposite. Everything is new and state-of-the-art ...

... I suppose a predictable outcome of this difference in cultures is that communication can sometimes break down, you know, in negotiations and business deals. So what happens is that language and concepts get simplified, which can lead to meetings that are, you know, run-of-the-mill – quite dull, really.

3

**Ho Lee Park** When you arrive in New Zealand, there are so many new things to take on board. A lot of new information to process. But New Zealanders are very down to earth people, and very easy-going ... I was surprised at first, but I like it ...

... Coming from a big city, I guess it's not surprising that New Zealand lifestyle is more low-key ... Yes, this helps to make it relaxing, but there are times when it can feel quite a lonely place.

... One of the most unexpected things for me was how entertaining the people can be. Laughter and joking are very much part of the culture, and it's nice at work sometimes, when people are not so serious. It helps to cheer me up.

## 02

### Extract 1

**Johanna** Hi, Peter, how was your trip? I've skimmed through your initial findings and I'm very impressed.

**Peter** Oh, well, I wondered what your reaction would be. I have to say, I had lots of help, and I'm actually quite excited about what I saw ...

**Johanna** OK, well, er, just before you start, can I just fill you in on what the client has said while you were away?

**Peter** Yeah, of course.

**Johanna** Well, basically, the client has told us that the site is likely to be around the Krakow area, so can we go over your thoughts on those sites first? Apparently, it seems that Krakow is quite an up-and-coming place.

**Peter** Yes, it is. I started off in the city centre, which I have to say is really beautiful and very lively. I get the impression that there's a lot going on there. According to the local tourist office, they're really pushing the area for development; however, from what I could see, there are already a number of hotels catering for the business market and I gathered from the locals that there were several interesting sites worth considering nearby. I had been looking around Krakow for a couple of days by that point. I had planned to spend an extra day in Krakow itself, but as it was made clear that I should go exploring, I cut this short so that I could visit other sites.

**Johanna** Sounds intriguing ...

## 03

### Extract 2

**Johanna** How did you feel about the mountain site? What was it called again? Zakopane?

**Peter** Zakopane, yes.

**Johanna** Apparently, you weren't that keen?

**Peter** No – to be fair, it could have been worse. It does have absolutely breathtaking scenery, but then that's not everything. And I've got to say that I have my doubts. I'm just not 100% convinced. I would say it's more of a ski resort than a business centre. Plenty of sport – guests can really do whatever they want in their free time – skiing, walking, saunas, plenty of that kind of thing. I'm not saying that's a bad thing, it's just that it's not really an ideal location for this type of hotel – and it's not even especially close to the airport – at least a couple of hours' drive. All in all, it's going to be a bit more complicated than we anticipated.

**Johanna** Yeah, I take your point. So are we saying this is still a serious contender, or not?

**Peter** I wouldn't like to say, really. Basically, I'm happy to do a bit more research if you're still interested, but I can't promise anything.

**Johanna** I see, OK, er ... Well, any other potential pitfalls? What's your impression of the local workforce, for instance?

**Peter** Well, I wouldn't go so far as to say that they don't speak English at all, but I did run into a couple of problems. I know English might not be their *first* second language – it's not that it's a bad thing that their German and Russian are pretty good, it's just that English will be a major factor as well, so I'm a bit wary of that. I'm a bit reluctant to recommend the site at this stage. But, look, why don't you come out and see for yourself?

## 04

### Extract 3

**Johanna** What about the third site? I understand you went back to Krakow at the end of your trip to visit a potential location on the edge of the city?

**Peter** I've never seen anywhere quite like it. I've got to say that I'm totally convinced by its potential – it has just about everything you could ask for. The major advantage is that the infrastructure is already all in place. I'm sure you'll agree that the local facilities are first class – I've brought some pictures and schematics to show you ...

**Johanna** ... Erm, you mentioned an abandoned factory?

**Peter** Yes. It's this old brewery which I'm fully confident our client can acquire and refit. Basically, the pros definitely outweigh the cons.

**Johanna** I'm not sure whether the budget will stretch that far ...

**Peter** No, OK, but surely that's not a reason to delay. As you'll see from my projected figures, the purchase value of the disused factory definitely makes it worth considering! We can't go wrong, really, not with the way property values are increasing. Anyway, I thought you'd be impressed, so I'd like to set up a meeting with the owner.

**Johanna** But we haven't talked the figures through in detail yet.

**Peter** Yes, but that needn't stop us at least making some further enquiries about the building. It's only a preliminary meeting.

**Johanna** Well, OK, but by then we need to have pinned down any other potential difficulties, don't we?

**Peter** I'm pretty sure I've covered everything in my analysis. I'll be writing everything up later this week.

**Johanna** Then ... it shouldn't be a problem.

## 05

**a** The major advantage is that the infrastructure is already all in place.

It has just about everything you could ask for.

**b** As you'll see from my projected figures, the purchase value of the disused factory definitely makes it worth considering. I'm sure you'll agree that the local facilities are first class.

**c** Basically, I'm happy to do a bit more research if you're still interested, but I can't promise anything.

I'm a bit reluctant to recommend the site at this stage. But, look, why don't you come out and see for yourself?

**d** That's not a reason to delay. That needn't stop us at least making some further enquiries about the building.

**e** I'm just not 100% convinced. It does have absolutely breathtaking scenery, but then that's not everything.

**f** It's not that it's a bad thing that their German and Russian are pretty good – it's just that English will be a major factor as well. I would say it's more of a ski resort than a business centre.



1

Hi, my name's Holly Cheng. I'm from the Singapore office, and, well, I'm accountable for everything that goes on in Production Planning. I'm pleased to say that after two years in the job I've now managed to get on top of things and can see ways of further improving our ability to deliver on time. Lately, I've been concentrating on local production, but with the worldwide strategy gathering speed, it's becoming more and more important to look at the global picture. What's the point of me being here today? I guess I'm ready to take on board anything I can about how to improve communication between my team and our counterparts around the world. I do have a tendency to talk too fast so, please slow me down! Or stop me if you can't understand what I'm saying!

2

Hello. For those of you who don't know me already, I am Elke Seifried from Graz in Austria. My responsibilities include optimizing the quality assurance procedures at our plant there to ensure that we only produce parts of the highest standard. I'm empowered to jettison any sub-standard products and have the task of working out what went wrong. I'd like to point out that over the years, I have been continually improving procedures, and I hope to share some of my ideas with you here.

3

Hi, there. As most of you will know, I'm Harvey Benson from Atlanta. What can I say? Well, it might surprise you to know that we've had a few great years and we're just rolling the stuff out. The point is, we're finding it really tough to keep on top of demand, but, well, you gotta give the customer what they want. Basically, my role is to coordinate what happens between departments, making sure that communication is optimal – this entails a lot of talking, mailing, getting on people's cases, and so on – so I might not be everyone's favourite person! You'll be happy to know that we've been selected as a benchmark for best practice, due to the process that I developed. To get to the point, we want to help out all the sites around the world in optimizing their communication processes – I can't wait to share our expertise with you and to help you embrace the changes you'll be facing over the next few months.

07

Hi, it's James here ... Thank you very much again for agreeing to do this for me. Basically, I just want to get an overall impression of the place from an outsider's perspective, and obviously, the restaurants and the local delicacies will be of particular interest to us. Er, let's think, what else ...? Er, well, any info about tourist numbers and origins would also be very useful. But probably more importantly for us, specific information on what type of business visitor the city gets. And, erm, what are these visitors doing there? You know the type of thing – what kind of trip is it? Are they coming alone, or with colleagues? Obviously, this means it would also be useful to gather

more first-hand knowledge about the local economy – type of business or industry, international connections, etc. ... Erm, we really need to establish early on who our target market would be, as this will affect our pricing and marketing strategy. And, erm, I guess the obvious question – is there any competition? And then are there any language or cultural issues which I need to bear in mind? Erm, OK, I think that's everything. Thanks.

## Unit 2

08

**Interviewer** ... and today I'm joined by Susan Whittaker, who's a career coach ... Susan, more and more people seem to be exploring less traditional career options. Realistically, what are the alternatives to a traditional career?

**Susan** Well, yes, people are beginning to realize that if you want to move forward you need to take responsibility for your own career development. And if you want to make a real change, you have to be prepared to take some risks. Talking yourself into that promotion, and climbing another rung on the vertical career ladder may not necessarily be right for you. If that's the case, then you have to take a serious look at your options, ask around for advice and see what you can do about following less conventional paths.

**Interviewer** So what kind of options are people looking for when they're contemplating a change?

**Susan** Well, there are several ways of approaching the issue. For example, you may want to stay in your current field, but with a change of role. Some people opt for a lateral move, I mean moving across or horizontally into a new role at the same level you're currently at – so that you can gain more experience in a similar position. Moving back or down is also possible – to explore a new direction, open up new opportunities or, increasingly often, to reduce stress. Or you might like to consider an exploratory, often temporary move to another location or department, just to give yourself a taste of what else is out there. But of course, something else to remember is that, over time, you will grow into your role. And then you can develop it on your own terms.

**Interviewer** Does this really work for everyone? I mean, essentially, aren't most people looking for a change – any change – because they're just a bit bored?

**Susan** Yes, that's right, there are times when we reach a stage in our careers when we feel stuck – we aren't sure which direction we should be moving in. Within a conventional organization, it's really up to managers to look out for the warning signs that people are looking to move on, and to discuss the options with them. They need to focus on the positives of being assigned to other departments or project teams. It needn't mean you're being sidelined – your horizons are simply being broadened. That sort of approach.

**Interviewer** And what if the changes suggested by your manager don't match your expectations?

**Susan** Well, then there's the ultimate step of moving on completely. You want to go beyond the scope of your current job, there's nothing suitable where you are, so you start looking around for an interesting position in another organization.

**Interviewer** And is a manager ever likely to encourage this?

**Susan** Well, you and your manager can see when you've looked at all the options and the fit just isn't there. Maybe your skills don't match those required for the job, perhaps your career goals are unrealistic within the organization. In such cases, the manager may just have to let you go, and if the move is done well, you can end up being the best ambassador for that organization after you leave.

**Interviewer** OK, can we just go back to your point about the move downwards or backwards? How is that supposed to be a progressive step? Surely most of us would find that demotivating?

**Susan** Good question. I know this can seem like some kind of voluntary demotion, but that's not necessarily the case. It's difficult to explain exactly, but sometimes, in order to move forward you need to take a step backwards to put yourself in a better position for the next move.

**Interviewer** OK, well, I may have to take your word on that.

09

### Extract 1

**Heidi** ... Right, everyone's here now, so let's get started, shall we? I'm afraid we don't have that much time. Now, as you know, the purpose of today's meeting is to look at our current recruitment problems. I've asked Arun to analyse the underlying causes of the difficulties we're currently experiencing in recruiting the right people. So, er, perhaps Arun, you'd like to talk us through some of your findings.

**Arun** Certainly. Well, this is an issue that has been affecting Coben Walsh for some time now. I've been following up on why so many candidates have rejected job offers. And basically, there's no getting away from it – we face serious competition from the larger, better-known accountancy firms. Top graduates know how much they're worth and they're attracted to the most prestigious, higher-paying firms.

**Rachel** Could I just say something here, Heidi? Heidi Yes, go ahead.

**Rachel** You probably won't like this idea, Andy, but I think that the obvious solution to this problem must be to increase the initial salary package we're offering. I really think we should consider doing so.

**Andy** I'm sorry, but I don't think we're in a position to do that, Rachel. Apart from anything else, it would mean we'd have to increase all salaries by the same amount to retain motivation in our current staff.

**Heidi** Can I suggest we come back to this point about salaries a bit later on, Rachel? Andy?



**Rachel** Yeah, OK.

**Andy** Agreed. Anyway, I'd rather investigate other options before we go down that route. I'd be interested to hear about your suggestion, Heidi, before we make any decisions.

**Heidi** Yes, of course. I'll get on to that in a moment. Arun, did you want to talk about staff retention issues as well?

**Arun** Yes, well, as you know, we're also experiencing a high turnover of staff, again, primarily among our younger employees. Based on what they say in their exit interviews, there seems to be a general feeling that we're a bit specialist, and they'll progress faster in their careers by moving companies. They don't seem to feel any particular loyalty to us. And ...

**Rachel** If I could just come in here for a moment, Arun? What makes you so sure it's an issue that only affects our company? I'd say it's the attitude in all industries these days – people simply don't stay with one company for that long any more.

**Andy** Of course, you're absolutely right, but we can't just ignore this problem. I know you're not keen on it, Rachel, but I really think we should hear about Heidi's school-leavers plan.

## 10

### Extract 2

**Heidi** OK, given the current situation, I'm sure you'll understand the need to improve our choice of candidates.

**Andy** Absolutely, yes.

**Heidi** Now, I'm not sure what your feelings are about this, but we think we need to move our focus away from university graduates. We were wondering if we could consider targeting school-leavers instead – offering them an apprenticeship with Coben Walsh and paying for them to study for their professional qualifications whilst gaining on-the-job experience.

**Arun** Er, Heidi, would this be the right moment to mention the conditions of employment?

**Heidi** Oh, yes, thanks, Arun. Well, basically, the new recruits could combine work and study for five years, during which they would receive a moderate salary. After five years they should then get their full professional qualification.

**Rachel** But surely the best students will want to go on to university? And won't there be bad feeling if we then recruit a graduate at a higher position with a higher salary?

**Heidi** Now, it's interesting you should say that, because actually I think the trend is changing. A lot of good students are really worried about the cost of going to university, and the prospect of being in debt. It could be that they would be really happy to take a secure employment opportunity instead.

**Andy** We'd have to demand very high grades from the school-leavers, you know, to make sure we get the best candidates.

**Heidi** Yes, quite. Now, coming back to the issue of graduates – they have to complete three years of training once they join us in any case. That means that effectively they'll only be two years ahead of the school-leavers, and since we're paying for five years of education I don't think the school-leavers will complain about their comparatively low salary.

**Rachel** Mm, I suppose so. But do you really think school-leavers will be able to make such big decisions about their career at the age of eighteen? Given that we need employees who are committed to the profession, wouldn't it be better to focus on ways of improving our graduate intake?

**Arun** Well, I think a lot of eighteen-year-olds do already have a clear idea of what they want to do. Er ... something else we've been thinking about is the introduction of an entry exam ...

## 11

### Conversation 1

**Arun** I'm so glad I finally had a face-to-face meeting with the partners – I haven't had much contact with them so far, and at least now they know who I am.

**Heidi** Yes, it's just as well I brought you along, Arun – as you're the one who's really going to have to deal with Andy and Rachel if we do go ahead with the changes. If I'd thought about it, I could have brought one of the recruitment consultants we use as well, but there's always next time. It would have been good if we'd made a bit more progress today.

**Arun** Yes, if only I'd known how Rachel would react to the school-leavers proposal.

**Heidi** Well, we should have anticipated it, really – we already knew she was quite resistant to the idea.

### Conversation 2

**Rachel** All I can say is, I'm still not convinced this is the right move, Andy. I might have been a bit too forthright, but I need to be sure any change is right for the company. We are partners here, after all!

**Andy** Well, it could have been awful if we'd just gone round in circles. At least we managed to have some kind of discussion.

**Rachel** True. But suppose I hadn't been there to present the other side of the argument? What would have happened if I hadn't suggested improving our graduate intake? And I still don't think Arun brought much to the discussion – basically, he relied on Heidi.

**Andy** Yes, but it's a good thing he came to the meeting, though. It sounds like we're going to be working quite closely with him from now on.

## 12

### Conversation 1

**A** So, what would you do if one of your key members of staff was off sick on the day of an important presentation?

**B** Um, well ... would it help if I gave you an example?

**A** Mm. Go on.

**B** I mean, something like this happened to me in my previous job ...

### Conversation 2

**A** Ela, is it OK if we make some changes to those plans you sent through?

**B** The ones attached with the proposal? I thought they'd all been approved.

**A** No, I was actually referring to the ones drawn up for internal purposes. Especially the one on page four – it looks a bit odd to me.

**B** Does it?

**A** Well, if you look at the scale at the bottom of the page, you'll see what I mean. Surely that can't be right?

### Conversation 3

**A** Sorry, I'm not really sure I've understood. Does everybody need to be informed?

**B** Sorry?

**A** Yes, sorry, let me rephrase that. Am I supposed to notify everybody in the department each time I receive one of these proposals?

**B** No, of course not, you won't have time to do that. What I'm saying is that it's worth sending it to the people responsible for that particular region. I know Alex is looking for new contacts, and so is Thierry. In other words, there's no point in it sitting in your in-tray for the next few weeks.

### Conversation 4

**A** Well, the last year has obviously had its ups and downs for you, but look, the fact of the matter is that I need to see a dramatic improvement in your performance over the next six months.

**B** But it's been so difficult with all the changes. I'm sure you can appreciate, these are factors which are out of my control.

**A** Yes, I understand that. It's been difficult for everybody in the group. But the point I'm trying to make is I'd like to see more evidence of how you deal with these challenges.

### Conversation 5

**A** I got some useful feedback from the morning session. Overall it seems they don't feel well informed about the product.

**B** Really? But don't we keep them informed with our newsletter?

**A** Yes, but what I mean by 'well informed' is, they'd have liked to be more involved with the product before it came to market. Look ... to put it another way, couldn't we consider letting them trial the products in their own markets first, so that they feel their views count?

## 13

Well, I guess the main reason for working with tpmg is that we needed their help with the design and implementation of the process, but also the necessary IT tools. The software we've worked on with tpmg provided all the information employees and managers needed for the career review interviews, and for the design of career development plans. And perhaps here I should just say, the career development plan is something which the individual employees manage themselves – they can use it to help them plan their progression from their existing role to their preferred new role.

Obviously, our managers needed to get up to speed with the new process, and so the first thing we did was to run a series of briefings. Once the managers were trained, they could begin the interviews with their staff. After all the initial interviews were over, tpmg ran 20 functional meetings, where each functional management team was able to take an overview of their expected requirements and the talent already identified.



And that's where I think this process has been really useful – managers and HR have been better equipped to make fair assessments of who should be offered places on key development programmes, or ultimately offered more senior or key positions. And at board level, this has meant they've been able to talk about high-potential people, using the software to project all the information they needed.

## Unit 3

### 14

**Interviewer** OK. Can you tell me a little bit about the company?

**Iñaki** Yes, well, our consultancy, BICG, was set up in 1999. Principally, we do research in the field of new ways of working, which is a fusion of several different disciplines related to the organizational aspects of a company. So we focus on the infrastructure – the information and communication technologies applied to the workplace. We look at the physical environment, architecture and the use of space, the way an office should be built and laid out. And more generally, we deal with the cultural aspects of a company, like working practices.

**Interviewer** Why does the professional world need new office and workplace concepts?

**Iñaki** Well, I think it's more like the end of a process, you know. Basically, we help companies to move with the times. I mean, the business world has been evolving rapidly over the last few decades, due to new technologies. Things have changed and it's time for physical spaces to accommodate the new needs and requirements of the world of work.

**Interviewer** OK. What kind of advantages are there from a management point of view? Is this purely a money-saving exercise?

**Iñaki** No, not exclusively. I mean, cost-saving is certainly one of the results you can achieve, but it's not the most important. What is essential is being more productive and having more efficient and effective processes, and teams and working practices. Then, also, having more motivated people.

**Interviewer** Mm. So, I imagine you make quite a few changes to the working environment. How do the people who are actually working there react to that? What problems do you have to anticipate?

**Iñaki** Well, actually one of the core focuses of our work is to facilitate cultural change within companies. People react differently. Normally the people at the bottom are quite happy to get something new; a more open and creative environment. Those at the top of companies, senior management, they are the champions or sponsors of these new concepts. But middle management tends to be very resistant to this kind of change, so we have to explain the benefits for them as well – it's important to generate enthusiasm for these changes.

**Interviewer** Yeah. How do you see this situation developing in the future? Are there going to be any more major changes? Or is it more of an ongoing process?

**Iñaki** I think it's been more or less an ongoing process for a couple of decades. We're getting

more mobile and technology is getting smaller and smarter, and this is a trend that is making us more flexible, more and more independent of space. So the office won't be the place where you have to go every day and work eight hours. Work will be something that you can do wherever you are and, really, you'll come to the office to meet people and exchange information and knowledge. So that will probably be the trend in the near future.

**Interviewer** But if people aren't coming into the office, won't there be a problem with communication?

**Iñaki** Mm! Definitely, definitely! I mean, this is something you have to take account of, to ensure that people will communicate in the right way and will still have this 'we' feeling – being part of a team. You have to distinguish between the work you can do individually wherever you are, and the kind of work where you need to exchange information, ideas with your colleagues, and therefore you go to the office.

**Interviewer** Mm. And how do you assess your progress? How do you know whether or not the work you've done has been successful?

**Iñaki** Since we deal very often with so-called 'soft' factors, it's not that easy to measure the success of these kinds of projects. Nevertheless, there are other ways to measure success. Obviously, you can check the motivation of the people in a company. You can also check measurable aspects, like, for example, the time needed to solve a problem. If you reduce the normal time needed for solving a problem, then you are more productive.

### 15

#### Extract 1

... All right, just to fill you in on some of the background, research from Henley Management College in the UK has shown that middle managers are under increasing pressure and it's going to get tougher. Why? Because the flexible working revolution means that management will become more about resourcing and measuring results than about following day-to-day procedures. People are expected to be working more flexibly in the future. In fact, it's estimated that by 2050 most people will have been working flexibly for more than a decade. That's something to think about, and I'll return to this point later ...

... So, I've divided my talk up into three sections. First of all, I'll consider the current research. After that, I'll go on to talk about the impact on the workforce as a whole, and I'll conclude with some comments about how this will affect employers.

### 16

#### Extract 2

I'd like to start by saying a few words about some of the changes predicted in a recent report. One significant change will be the rise in 'demuting'. By 'demuting' I mean working remotely from wherever you are, and not needing to travel to an office. So, the opposite of commuting really. It's anticipated that as many as twelve million people in the UK will be working from home by 2020. If the 20th century

was about the 47.6-hour week for British workers, the 21st century is going to be about a new generation of 'career nomads'. Now, I don't know if you're familiar with this term? Well, 'career nomads' refers to employees who are changing the rules of time management in ways that suit their new approaches to work and leisure time. ... To put it another way, employees who no longer think in terms of a job for life, but move around, changing jobs, and even careers. We need to ask ourselves – is this a good thing, and for whom?

### 17

#### Extract 3

... OK, moving on now to look at how this all affects the workforce. One possible consequence of the home becoming the focus of most people's working lives will be a rise in 'binge-time careerism' – this is where employees work non-stop for an agreed period and then take the equivalent amount of time off. Personal development could also benefit as new ways of working give rise to 'shadow careers' – and perhaps here I should just explain what I mean by 'shadow careers' – that's when amateur activities are pursued to professional standards. So for example, ...

... Turning to the next point, research commissioned by British Telecom points out that 24-7 access to company emails and information via phones and BlackBerries could simply translate into staff working harder and longer, unless organizations devise formal policies to deal with their new working practices. And as I said earlier, it's predicted that there will be tension between employers and employees over some new ways of working. I'll say more about the effects on employers in a moment.

Just to digress for a second ... The report suggests that the trend towards home working could have other positive social side-effects. It points to the fact that three-quarters of people questioned believe that flexible work patterns and the rise of home-based businesses are likely to revive local communities. And six out of ten people believe the shift will make larger communities and cities more personal and people-friendly.

### 18

#### Extract 4

For employers, however, the flip-side to all this will be the sheer number of alternatives available to individuals. And this brings me to the last point. Whenever I hear employers discussing how they are going to compete for talent, the focus always seems to be on competition with other employers ...

... But today's technology-aware workers already have more opportunities than ever before to make a distinct choice between corporate life and working, in whatever capacity, for themselves – and we anticipate that this trend will only increase. And this is my key point – by the mid-21st century a major cultural change will have taken place. The workforce will have acquired the power to make choices, and employers need to recognize this and start planning for it now. To sum up, forward-thinking employers would be wise to



view this element of choice as just as serious a competitor as other employers are considered to be. And solving this dilemma must surely become a key priority. So, that brings me to the end of my talk. Thank you very much for listening. And I'll be happy to take any questions now.

## 19

- 1 Yes, I can't see any alternative. I think it's bound to happen sooner or later.
- 2 It may happen, but it's not very likely.
- 3 I think it's possible that we'll see new innovations in this area, yes.
- 4 It may well be that things change in the next few years. We'll have to wait and see.
- 5 Definitely, yes – there's certain to be a major change at some point in the future.
- 6 I think it's very unlikely that will happen, to be honest.
- 7 Oh, most certainly, yes. And it's highly likely to impact on all our lives.
- 8 It's quite probable that we'll see some big changes in the near future.
- 9 It's certain that there will be significant changes, yes.
- 10 Oh, definitely, and there's a good chance most of us will benefit from these changes.

## 20

- 1
  - A Hello?
  - B Hi, Sophia. It's Manjit. Have you got a few minutes?
  - A Er, actually I'm quite snowed under at the moment, with the exhibition only two days away!
  - B I know what you mean. It's quite hectic over here too. I'll only be a few minutes, though.
  - A OK. What can I do for you?
- 2
  - A How was the presentation? Did it go according to plan?
  - B No, not quite. It wasn't so great, actually.
  - A Oh?
  - B Well, there just wasn't enough time to cover everything. And there were quite a few technical problems along the way. I don't think the organization here has been particularly good, actually.
  - A No, it hasn't, has it?
  - B I mean, they should have stuck with the original 45 minutes per presentation.
  - A Yeah. It might be worth sending an email to everyone who came, to cover the parts you missed out.
- 3
  - A ... It's just that I'm finding it's quite a task to manage my work now that the team has been split up. I spend way too much time passing messages on and not nearly enough time doing my actual job.
  - B I hear what you're saying. I mean, I know this is a tricky time for a lot of you, but I really think that in the long run, it'll work better as a system.
  - A I don't know. I feel like I'm just treading water.
  - B Believe me, I can see where you're coming from. I had a similar problem at my last company, but it did work out in the end.

## 4

- A This is so annoying. Why won't people reply when I ask them to? It's been three days now.
- B I know. I still think you should send the request again, though.
- A But I don't want it to look like I'm badgering them.
- B Quite. Well, you might want to word it so it's not too aggressive, in that case.

## Unit 4

### 21

#### 1

Nowadays, of course, there's a lot more consultation and discussion, but in the end someone has to take the final decision – and that's me. Sometimes you feel nervous putting your signature to a multi-million dollar agreement. If I've got it wrong – well, I prefer not to think about that. But, of course, I've only reached the position I'm in because I'm not over-cautious by nature. I have been accused of being reckless – for example, when I took the bold step of cutting all our top-of-the-range prices by 30% last November. I was proved right on that one. To an outsider, my decisions may sometimes look rash, but you can be sure I've only reached them after carefully weighing up all the pros and cons. I have a duty to the shareholders not to behave in an imprudent way with their investment. You have to ask yourself again and again: am I being prudent? Or is this course of action basically foolhardy? And, of course, the other side of the coin is that I wouldn't be doing anyone any favours by completely avoiding justifiable risks that carry the possibility of sizeable returns.

#### 2

I think it's what comes with responsibility. Sometimes it feels like the whole of my daily working life is filled with risk – but that's because I have quite a lot of freedom to make decisions. For example, I can decide exactly what deal I offer potential clients on price or discounts. That means I don't always know for sure that I've got it right. Sometimes I put the phone down and immediately I'm wondering how sensible that was. In many ways, the biggest risk I face in my work is the risk of wasting time. As they say, time is money – it's actually my income. If you think you've got a good potential lead, you can spend days following up, and then the whole thing can just collapse and you end up with nothing. So to some degree you have to be cautious about deciding which leads to follow up.

#### 3

I think most people think mainly of health and safety issues, but it's not only that. My responsibility covers all areas of risk within an organization – financial, legal, environmental, technological ... When I discover a potential problem, my job is to assess the severity of the loss that could result from it – maybe in equipment or time or knowledge, or even human life – and put a financial value on that. I also calculate the

probability of that risk actually happening. I can then decide which risks need immediate attention, and which ones are manageable. In many cases you can find ways to completely avoid the risk. For example, if you determine that a staircase is potentially dangerous – you close it down and repair it. But, outside of safety issues, avoidance isn't always the most prudent course of action. If you went to the CEO and advised him to avoid every risk, you're probably gonna get a deeply sceptical response. A totally risk-averse company is never going to make much progress.

### 22

#### Extract 1

**Jean-Luc** ... How about now, Greta? Is that any better? Good. Any more technical hitches? No? OK. So, if the document-share programme is now working, you should all be able to see page seven of the proposal on screen ... **Joanna**, could you talk us through this? **Joanna** Yes, sure. Well, if you could look at the bottom of page seven, where it says 'Risk summary', you'll see that I've summarized some of the risks involved in this proposal.

#### Extract 2

**Thomas** ... OK, so that's one problem. And as a result, the price of minibus hire in the locality has increased dramatically over the last year. **Jean-Luc** That's interesting, Thomas, thank you, but I think it's probably best left for another meeting. Maybe we're digressing a little. If I could just bring the conversation back to the agenda ... **Joanna** Am I right in saying that the general opinion is we can go ahead on this? **Khalid** Khalid here. Er, I still have serious reservations. Are we really prepared to lose three of our best-selling products, including the Nile Cruise, just to chase this pipe-dream of green tourism? I suggest that we keep all the current tours, but include the opportunity for clients to pay a voluntary charge for carbon offsetting. Now, by doing this ... **Jean-Luc** OK, thanks, Khalid, maybe we can let Joanna answer that. **Joanna** Well, if you remember, we did explore this last year – that was just before you joined us, Khalid – and we decided at the time that it wasn't the route to go down. **Jean-Luc** You're saying that it's not worth reconsidering? **Joanna** I really don't think so. **Khalid** With respect Joanna, do luxury travel and green tourism really go together? And do we really believe that our customers will pay thousands of dollars to stay in a mud hut without running water, next to a termite mound? That's what I'm asking. **Jean-Luc** OK, Khalid, you've made your point. Greta – I'd be interested in hearing what you think about this. **Greta** Well, at first I was very much in favour of Joanna's proposal, but I admit that I'm having some second thoughts about it. Which is why I put forward an alternative proposal that we're going to discuss later on. I think we have to take the long view. There is huge growth in this sector and we ...



**Khalid** What do you think of this? We offer customers the option of paying the carbon offsetting as an extra ...

**Jean-Luc** Sorry, Khalid. Could you let Greta finish, please?

**Khalid** OK, sorry.

**Greta** I was just saying that I think if we're going to stay competitive in this market ...

### Extract 3

**Jean-Luc** ... so that all seems OK. Thomas – I have a question for you here. How likely is it that our current partners along the Mombasa coast would buy into this proposal?

**Thomas** Can I just check – we are now talking about the alternative smaller-scale proposal suggested by Greta, rather than Joanna's full-scale original idea?

**Jean-Luc** Yes. I think that's where we've got to. Is that right? Joanna?

**Joanna** Reluctantly, yes. I'm not fully convinced as yet.

**Thomas** To me, it sounds a lot more manageable. Our partners can make a transition over a period of years rather than overnight – and depending on customer uptake, we can go faster or slower as appropriate. I think that makes more sense than trying to do everything at once, and possibly falling flat on our faces.

**Jean-Luc** OK, well, we seem to have some sort of consensus – although we still have to convince Joanna that this is the right course of action ...

### Extract 4

**Jean-Luc** OK ... I'm not sure this is getting us anywhere! ... Well ... I'd like to draw things to a close, so can I just ask everyone to sum up their views in two or three sentences?

I'll mention any of your remaining doubts or questions to the board when I report our discussion. Greta, can you start, please?

**Greta** It's been quite hard, but I think we've made the right decision. It would have been too risky to commit ourselves to ...

## 23

1

**Thomas** ... and as a result, the price of minibus hire in the locality has increased dramatically over the last year.

**Jean-Luc** That's interesting, Thomas, thank you, but I think it's probably best left for another meeting.

2

**Khalid** I suggest that we keep all the current tours, but include the opportunity for clients to pay a voluntary charge for carbon offsetting. Now, by doing this ...

**Jean-Luc** OK, thanks, Khalid, maybe we can let Joana answer that.

**Joanna** Well, if you remember, we did explore this last year – that was just before you joined us, Khalid – and we decided at the time that it wasn't the route to go down.

3

**Khalid** With respect Joanna, do luxury travel and green tourism really go together? And do we really believe that our customers will pay thousands of dollars to stay in a mud

hut without running water, next to a termite mound? That's what I'm asking.

**Jean-Luc** OK, Khalid, you've made your point. Greta – I'd be interested in hearing what you think about this.

4

**Greta** ... I think we have to take the long view. There is huge growth in this sector and we ...

**Khalid** What do you think of this? We offer customers the option of paying the carbon offsetting as an extra ...

**Jean-Luc** Sorry, Khalid. Could you let Greta finish, please?

5

**Jean-Luc** OK ... I'm not sure this is getting us anywhere! ... well ... I'd like to draw things to a close, so can I just ask everyone to sum up their views in two or three sentences?

## 24

1

**Steve** Hi. You must be Reza.

**Ali Reza** Yes. *Ali* Reza, actually.

**Steve** Sorry. Ali Reza.

**Ali Reza** It's quite all right. It's Steve, isn't it? I've seen your picture on the website.

**Steve** Right. So, you've come over for this meeting?

**Ali Reza** Yes. I just arrived this morning.

**Steve** How was the journey?

**Ali Reza** Not too bad. I managed to sleep a little on the plane.

2

**Sophia** I thought I recognized that voice. Hello, Harry. How are you?

**Harry** Sophia. Nice to see you. You're looking well.

**Sophia** Thank you. It's really nice to see you. I wondered if you'd be coming.

**Harry** Yeah, well, I may be old, but you can't get rid of me that easily.

**Sophia** So, they're keeping you busy then?

**Harry** Absolutely.

**Sophia** And are you still enjoying it? Really?

**Harry** Ah. Well ...

3

**David** Kornelia! I had no idea you were coming over for this event.

**Kornelia** David – hello! Good to see you. It must be two years or more since we last met.

**David** Wasn't it at that conference in Egypt?

**Kornelia** Oh yes, on the Red Sea – it was really beautiful.

**David** Yeah, but do you remember that taxi ride back to the airport?

**Kornelia** Yeah – I thought we weren't going to make it.

**David** And then to make matters worse, the airline lost all our bags!

**Kornelia** Yes – that was no laughing matter!

**David** So anyway, how are you doing?

**Kornelia** Fine, thanks.

**David** Someone said you'd had a difficult year.

**Kornelia** Well. Yes. I have had a few ups and downs.

**David** Ups and downs?

4

**Pietro** Hello. May I join you?

**Janos** Yes, of course. Have a seat.

**Pietro** I'm Pietro Agnelli from the Turin office.

**Janos** Janos Rezmueves. From Szeged in Hungary.

**Pietro** Good to meet you. Wait a minute ... You're not the Janos who pulled off that big Integra deal, are you?

**Janos** Well, it wasn't just me. There was a whole team involved. And anyway, Pietro, I've heard quite a lot about you, too. You got the gold award last month, didn't you?

5

**Marc** Well, I'd been working in the Paris office for five years when senior management decided I needed to see more of the world. So I've been in Manhattan for the last ... oh, six or seven months, I guess. In a luxury apartment overlooking Central Park.

**Maria** Lucky you!

**Marc** Yeah ... it sounds good, I know, but the job's pretty challenging. But I'm enjoying it.

**Maria** Challenging in what way?

**Marc** Well, it's a well-established team and they had their own way of doing things, so as far as they're concerned I'm still the new guy ...

## 25

Well, yes, McCain is an interesting example of a company that's been able to respond well to some significant changes in the world around it. I think you could categorize their actions under the two main headings of Product Development and Information.

In terms of their actual product, McCain have always been innovators – think of oven chips, chips cooked in the oven instead of a pan full of oil. They've now switched all production from using vegetable oil to sunflower oil, which has much lower levels of saturated fat. They've also invested in finding ways to dramatically reduce salt whilst retaining taste.

The other part of their action plan has been to make sure that the public is better informed about their products. Er, McCain have embarked on an education campaign to explain why chips ... sorry, French fries ... are a healthy and important food. They've even sponsored some in-school promotions and initiatives to encourage product awareness and more informed attitudes to a balanced diet. This is all designed to provide a scientifically-backed and persuasive counter-argument to the 'chips are unhealthy' lobby.

Of course, there is quite a lot of opposition to this approach. But McCain have made a point of stressing in their marketing that they only use simple, natural ingredients: potatoes and oil. They've now labelled all UK products with a traffic light symbol – red, yellow, and green – to show fat, sugar, and salt levels. In fact, all McCain chips are able to show a green light that indicates low saturated fat. There isn't a single product which carries a red light. More unusually, they've even worked alongside the fire service on campaigns to 'ban the pan' – aiming to reduce the number of kitchen fires caused by the oil in the pan catching fire. It's surprisingly common.

So, all in all, I think McCain have tackled what could have been a very risky period for their products quite boldly, taking on their detractors



with innovation and positive arguments. Market research shows that people still want exciting and tasty foods – but, increasingly now, they also want healthy products. McCain are an example of one company that is constantly adapting to satisfy this demand.

## Unit 5

### 26

1

I'd say I'm very sales-focused, very much so. As I've already outlined, I sell more than anyone else in my current job. I just love the challenge of the sale. Of course, I need to drive the other members of my team as well – yes, they might find me a bit demanding at times, but I think it's important to work together as a team to get results. Otherwise we just wouldn't achieve our sales targets, would we?

2

What do I bring to the team? Let's see ... Well, given my current position, I obviously know the products inside-out. I think I'm also quite good on detail – I'm generally able to pinpoint the cause of a problem as soon as it arises, and deal with it, of course. I think I'm capable of handling most complications by myself. That's why I prefer not to delegate. I mean, I certainly wouldn't want to neglect my responsibilities.

3

It doesn't matter what project I'm working on, my priorities are always to deliver what's been asked of me, and on time. That's why I prefer to avoid any last-minute changes, although obviously I need to discuss these suggestions with the other team members before deciding how to proceed. Generally though, I'd say it's best to stick to the initial brief, especially where there are particularly tight deadlines to meet.

### 27

#### Extract 1

**Jenny** Right, guys, can I just make sure I've understood this correctly? Paul. Would I be right in thinking we agreed not to use the logo with the knife?

**Paul** Yes, precisely! Which is why this whole thing is just so frustrating. What really concerns me is the way this has been handled so badly by the printers. I said from the very beginning that I had my doubts about using this contact instead of our usual printer. But Riccardo must have had his reasons.

**Jenny** OK, OK. Let's try not to get personal here. We've got a problem to sort out. Can we try and stay focused on the facts?

**Riccardo** And it's worth bearing in mind, the error isn't necessarily on the printer's side. To be honest, I'm a bit worried about some of the other artwork as well. The quality isn't as good as it could be. I mean, the printer may not have received all the latest versions of the files – do you understand what I'm trying to say?

**Paul** Look, Riccardo, not only do we have a major error on our hands, but we're also not sure how this happened. As I said earlier, I'm really not happy with the way this has been

handled, and it's the Vienna convention which really worries me. I'd just like to point out that we are flying out to Vienna in less than a week, and we don't even have a decent set of brochures to hand out. The real issue here is that we're just not prepared. The printing should have been done months ago!

**Riccardo** You're quite right, Paul. I don't know if you are aware, but the reason the printing didn't go ahead earlier was that we were waiting for your department's approval on the prices.

### 28

#### Extract 2

**Jenny** Well, Riccardo, how do you propose we deal with this issue?

**Riccardo** OK – firstly, before going back to the printer, I really just wanted to try and establish how the errors happened. Did somebody on our side hand over the wrong files? I mean, it's a possibility.

**Paul** Look, Riccardo, the thing that bothers me is that we just don't have time. To be frank, I'm sorry, but I can't just sit around and wait for you to sort this out. And I just don't understand how you could even be contemplating a reprint with only a few days to go, not to mention the extra cost. I say, send the brochures out to Vienna as they are – we can get the errors corrected in the next batch. For now, we'll just have to tolerate them as they are.

**Riccardo** OK, Paul, I see what you mean, but surely we need to get this right now? The reason why I say this is because if we get it right this time, any future campaigns should run more smoothly.

**Paul** Oh, come on, that's just not practical. I just won't be able to go ahead with the launch in Vienna if I don't have the brochures by Wednesday. This is what I've been afraid of from the beginning of this project. Think of the repercussions – our key clients have been waiting for months for this new range.

**Jenny** Look, Paul, Riccardo, can we try to avoid any serious setbacks here? How we resolve this is the issue now.

**Riccardo** I agree with Jenny. I was really hoping that we could find a solution that suits all of us here. Thinking about this sensibly, the problems with the artwork I'm prepared to overlook, if we could just sort out the problems with that logo. I mean, look, would it help if I gave the printer another call? See if it could be changed in time and get some costs?

**Jenny** That sounds sensible. Paul, I need to know we've got your approval on this?

**Paul** OK, fair enough. I'm prepared to wait and see what you and the printer come up with.

**Jenny** In which case, Riccardo, can I leave you to liaise with the printer, if we *do* do a reprint?

**Riccardo** Yes, of course. If you both agree to this solution, I'd be more than happy to oversee everything personally. I promise you, nothing will go wrong this time!

### 29

1 The reason why I say this is because if we get it right this time, any future campaigns should run more smoothly.

2 Which is why this whole thing is just so frustrating.

3 How we resolve this is the issue now.

4 It's the Vienna convention which really worries me.

5 In which case, Riccardo, can I leave you to liaise with the printer ...?

6 What really concerns me is the way this has been handled so badly by the printers.

7 The problems with the artwork I'm prepared to overlook.

8 The thing that bothers me is that we just don't have time.

9 Not only do we have a major error on our hands, but we're also not sure how this happened.

### 30

#### Conversation 1

**A** Tomasz, I'm glad I bumped into you. I've had a chance to run through that document you asked me to look at. So ... whenever you want to discuss it ...

**B** Great. Have you got time now?

**A** Yes, I have a few minutes before my next meeting.

**B** It shouldn't take too long. And look, I really appreciate this, I know how busy you are. So what were your thoughts?

**A** Mm, I think my only real doubt is the line you've taken on absenteeism.

**B** OK ...

**A** I don't think they'll accept this approach.

**B** Oh, really? Why do you think that?

**A** Basically, ... it ... it's not strong enough.

**B** So how do you think I could improve it?

**A** I'm not sure about including all those transcripts of interviews with staff. Couldn't you just summarize the key issues that came up?

**B** Oh, I see. Well, it seems a pity to have to cut them, but maybe you're right. Was there anything else?

**A** Mm. Yes, a slight problem – I think some of your data is confidential.

**B** Oh, really? I'm sorry, I didn't realize – thanks for pointing that out.

**A** Sorry, I hope this doesn't sound too negative.

**B** No, that's fine. Actually, I'm very happy to have some honest feedback. I'll just keep working on it.

#### Conversation 2

**A** David, look, I've been meaning to say something ...

**B** Yes?

**A** It's just ... I'm kind of worried about that proposal you're circulating at the moment.

**B** OK. What's the problem?

**A** Well, essentially I like the idea, but you know how controversial it might be, don't you?

**B** No, I'm sorry, I don't see what you're getting at.

**A** I feel you could be making life difficult for yourself. You know, this may even go to the workers' council.

**B** Look, you're entitled to your opinion, but at this stage, you know, it might not be a bad thing if it did. And to be honest, I just don't have time to rework it at the moment.

**A** Look, David, I'm just trying to help. And I'm not expecting you to start again. I've said there's nothing wrong with the idea – you just need to approach it in a slightly different way.



- B** I see what you're saying, Roberta, but the reason I'm taking this approach is because I think this plan will work in the long run.
- A** No one's denying that, but I really think you're going to cause yourself a lot of trouble in the short term.
- B** Fair enough, but it's a bit late now. Maybe you should have said something earlier.

### Conversation 3

- A** Phew. That was hard work!
- B** Yes. And it's good thing you brought an extra copy of the proposal.
- A** Yeah, that was lucky. So, how do you think it went?
- B** Pretty good, I think – they signed, anyway. And that last question – you handled that really well.
- A** Thanks. Though I have to admit, I got the idea from Jenna – apparently the same issue came up last week and she got caught out. So what about that new guy?
- B** The one we hadn't met before? Hassan? Yeah, he was really tough.
- A** Definitely. By the way, thanks for backing me up with the figures.
- B** Hey, no problem. I could see you were getting kind of lost.
- A** I know, I'm afraid that was down to nerves.
- B** Don't worry, you did well. You just have to build on that experience now.
- A** Thanks for your support – it's good to know I'm on the right track.

## Unit 6

### 31

- Interviewer** Today we're continuing our theme of innovation, and I'm joined by our business analyst, Jost Van der Saar, to talk about a dilemma faced by many large companies. How do you run an efficient company, but also create space for those new, innovative ideas, without cutting into the bottom line? Jost, it's not always that easy to get the balance right, is it?
- Jost** No, that's right. If you take a company like 3M, for example. They tend to be associated with creativity – as you know, they invented the Post-it note among other things. Now, they underwent some significant changes when James McNerney took over as Chief Executive Officer – he was the first outsider to lead the company in its 100-year history. The company certainly needed knocking into shape at that time, and McNerney set out to boost earnings from the start. One of the first things he did was to cut the workforce by 11%.
- Interviewer** What kind of a reaction did he get to these changes?
- Jost** Well, he caused quite a stir. McNerney's approach to raising profitability certainly satisfied the shareholders. He was clearly attempting to shift the emphasis from innovation to quality control. And from his days at General Motors, he introduced Six Sigma. Now this is a programme aimed at improving quality, controlling costs, and increasing efficiency and it doesn't tolerate mistakes easily. It demands precision, and the main idea is to eliminate production defects.

**Interviewer** Well, McNerney left the company some years ago, of course. What's the situation at 3M since then?

- Jost** Well, people are asking whether McNerney's efficiency drive hasn't in fact stifled creativity. As you can imagine, that's quite a serious concern for a company whose very identity is built on innovation.
- Interviewer** Is there any hard evidence to support these fears?
- Jost** Well, it's interesting. In the past, one-third of sales came from products released in the five previous years – today this figure has slipped to one-quarter only. The current CEO, George Buckley, is convinced he can outperform the competition by reigniting top-line growth. He's reeling back on Six Sigma just enough to get the creative juices flowing again ...

### 32

#### Extract 1

- James** So, even though it's been a surprisingly difficult year for Skion PCs, hopefully today will help generate some ideas for improving our position in the market. Would anyone like to start?
- Sue** Well, yes ... I mean, couldn't we consider ways to develop our image, to show that we're a genuinely caring business?
- James** Sorry, I should also say, I don't think we need to do anything that's radically different. Also, it's not clear to me what you mean by 'caring'.
- Sue** Well, for example, what about moving into the area of recycling? Most people have no idea what to do with old computers and components – they either keep them or end up throwing them out. I would have thought it would be possible to collect a customer's old computer when we sell them a new one and implement a policy of recycling.
- Jessica** Oh, I see, so you're thinking of something charitable, like maybe, we collect in used parts and send X% off to developing countries, am I right?
- Sue** Well, not necessarily that ... I haven't really had a chance to think it through properly, but that's not such a bad idea. Thinking about it, we could even set up a programme where staff can choose to spend some of their holiday time working on a project in a developing country, but we'd pay to make sure it's well-run and responsible. I've done something similar myself. It was actually one of the most rewarding things I've ever done.
- James** Gareth, what do you think?
- Gareth** To tell you the truth, I'm not totally convinced. I'm concerned about how that would work in practice, and I can't help wondering whether it would really be cost-effective.
- James** So is that a definite 'no'?
- Gareth** Well, no, but I would certainly need to know that it's profitable, before taking it any further.
- Sue** It's not about cost-effectiveness, it's about acting responsibly ...
- Jessica** Well, can we try and take this just a little bit further after this meeting? I mean, obviously we'd need to do a lot more research before reaching any final decisions.

### 33

#### Extract 2

- Jessica** It's an interesting idea. In terms of marketing I think it has potential. It's certainly worth thinking about. In fact ... well, I'm not sure how this would work in practice, but how about a wider policy on environmental issues, you know, similar to the idea about being 'the company that cares', but more focused on energy-saving as well as recycling?
- James** OK, would you like to expand on that?
- Jessica** Well, I was thinking along the lines of solar-powered laptops, for instance.
- Sue** Solar-powered?
- Jessica** Look, I only say that because there's big money in energy-saving and if we became well known as specialists in this area we wouldn't just sell to domestic customers.
- Sue** Sorry, are you saying that we could open up market share with this idea?
- Jessica** Er ... well, yes ... look, could I just explain in a bit more detail? I think this is where our website could play a major role, I mean, we could target small businesses, educational institutions, and public sector organizations around the world. Places where electricity supplies are sporadic. Does that make sense?
- James** Well, yes, but I don't really think we could get away with that – do you? It's such a departure from what we're doing at the moment. I mean, it's potentially quite high-risk. If I've understood correctly, you're saying that we should become energy-saving specialists.
- Jessica** Well, I just thought that in a way maybe we'd gain competitive advantage, you know, something innovative ... after all, the technology's there. People are already doing it. Why not us?
- Gareth** I'm sorry, I'm just not convinced. Look, shouldn't we be thinking more about straightforward, commercial developments? I think we should get back to discussing what we can do realistically, now, with the capacity that we have at the moment, and focusing on the bottom line.

### 34

#### Extract 3

- James** Maybe you're right. What did you have in mind?
- Gareth** Well, something similar to Sue and Jessica's ideas earlier, about recycling. Supposing we were to sell recovered parts through brokers back to the manufacturers or clients who needed 'obsolete' parts?
- Sue** Obsolete parts? Right, erm ... What makes you think that would work?
- Gareth** Actually, it's not nearly as complicated as it seems; we might even be able to set up links on our own website ...
- James** Mm, you've obviously given this some thought ...
- Gareth** And there's nothing stopping us from setting up as brokers ourselves, is there? We could buy up unwanted parts and sell them on ourselves, to our regular customers.
- James** Yes, that's true. You may have something there. Well, it's easily the best idea I've heard so far. And we could probably be more



competitive on service than some of those larger brokers.

**Jessica** Mmm, I don't know, I'm not so keen on the idea.

**James** We should at least consider it, though.

**Jessica** Yes, OK. But wouldn't we be doing exactly the same as Green PCs? I've been looking at their website and it's pretty much the same idea ...

## 35

- 1 Could I just explain in a bit more detail?
- 2 You've obviously given this some thought.
- 3 I'm not totally convinced.
- 4 It's been a surprisingly difficult year.
- 5 It's easily the best idea I've heard so far.
- 6 I'm just not convinced.
- 7 It was actually one of the most rewarding things I've ever done.
- 8 Look, I only say that because there's big money in energy-saving.
- 9 I'm not so keen on the idea.
- 10 I don't really think we could get away with that – do you?

## 36

- 1 a Could I explain in just a bit more detail?  
b Could I just explain in a bit more detail?
- 2 a Surprisingly, it's been a difficult year.  
b It's been a surprisingly difficult year.
- 3 a It was actually one of the most rewarding things I've ever done.  
b Actually, it was one of the most rewarding things I've ever done.
- 4 a I really don't think we could get away with that – do you?  
b I don't really think we could get away with that – do you?

## 37

### Conversation 1

**Anna** Tom, I'm in the middle of preparing for the sales conference.

**Tom** Oh, yes?

**Anna** Yes ... and I have to do a short presentation.

**Tom** Ah. Lucky you!

**Anna** I know! More worrying still is that it's only a month away!

**Tom** Yeah, it does seem to come round pretty quickly ...

**Anna** Yes. Anyway, I've got a few ideas, but I still need to bring it all together. I was wondering if you remember what you said last year?

**Tom** Oh, erm, let's see ... Something about how well we were doing, I think! Er, hmm ... you've put me on the spot here. I'm not quite sure now, it seems like a long time ago. I seem to remember talking about defending our strategic position – something like that, in any case.

**Anna** OK. And did you talk about the local markets? Erm. Any kind of analysis?

**Tom** Yes, I'm sure I would have done. Erm. And I remember starting off with a short quiz to break the ice ... I'm trying to think what I would have done with that. I could certainly find it, though, and email it to you if that's any help?

### Conversation 2

**Eva** So what do you think of my draft proposal? I'd be grateful for your feedback.

**Dan** Yes, it's not bad. I'd say you're on the right track. In any case, it's the kind of thing we're looking for. It just needs a bit more development.

**Eva** More development ...?

**Dan** You know, explaining the rationale behind the proposal, why now, and so on.

**Eva** OK ... what about the opening paragraph? Is it strong enough?

**Dan** Something along those lines ... Yeah, you certainly need something like that, to help set the right tone, don't you? Again, I'd say it just needs a bit more work, really.

**Eva** More work? Could you be more specific?

**Dan** Well, I could give you a few general pointers, but I'm afraid I haven't really got time to get involved in the detail. Anyway, I thought Rob was supposed to be helping you with this?

**Eva** Well, yes, I did email him last week, but he still hasn't got back to me.

**Dan** Well, he'll probably get back to you before the end of this week – that should still give you time to revise your draft.

### Conversation 3

**Federico** Dominique! I thought you were in Germany?

**Dominique** No, I got back last night.

**Federico** How did the research go? Did you see any interesting interiors?

**Dominique** Actually, overall it was quite disappointing.

**Federico** Oh, really?

**Dominique** Yes. Still, there was one place that was quite interesting ... I haven't got my laptop with me now, otherwise I could show you some photos.

**Federico** Was it typically German? The style, I mean.

**Dominique** No, not really. It's difficult to explain, really. It almost had a hint of something oriental – oh, and lots of black and white ... it was kind of minimalist.

**Federico** A lot of lacquer?

**Dominique** Yes, panelling, partitions, you know, that sort of thing ... In fact, you remember that Japanese restaurant we went to in London?

**Federico** Yes, of course.

**Dominique** Well the partitions were a bit like that, but not quite as decorative.

## Unit 7

### 38

**Interviewer** Would you say that staff in your organization are encouraged to take a 'systems thinking' approach?

**Jane** Well, we don't explicitly encourage staff to take a systems thinking approach. But if you look at the content of some of the training programmes, a lot of it is geared towards them thinking about the implications of what they do outside their immediate area of responsibility. So, for example, our finance training is very much about getting people to think about how their decisions impact on the bottom line, the profit and loss account, and the implications

for other departments. We also have one particular course that all staff in one of our divisions are expected to attend, and it's designed to put people's jobs into the wider business context, so that they can see the bigger picture. So, from that point of view, yes, to some extent we do try to get people thinking more broadly than their immediate remit, but it's not a specific or an explicit aim.

**Interviewer** So, how would you describe the approach to learning and training across your organization?

**Jane** The approach that we take is that we divide training into job-specific training, and then more generic training, and we approach the two areas in slightly different ways. The majority of our training is job-specific and we get information on what this should be from what we call a bottom-up approach, where we look at individual training needs. This is normally triggered by the appraisal process, and the delivery of the training then tends to be driven by line managers. They'll often provide that training on the job. So if people need to learn specific skills like design or marketing, that happens locally. Departments often find their own training providers and they have their own budgets to do that, so we take quite a decentralized approach in that way. The generic training would be related to skills that are relevant right across the business, like management skills, communication skills, or IT training. It's also training in response to any current themes that relate to particular business challenges. So, for example, at the moment there's quite a big push on project management training because of the need to manage projects more effectively. This kind of training is often generated by senior management, so it's more of a top-down approach, and the training itself is more centrally-driven.

**Interviewer** What are the advantages and disadvantages of doing things the way you do them?

**Jane** Well, I think one of the advantages is that because, primarily, we have a very decentralized approach to training it means that each division gets what it needs from the central training department. So we're quite responsive to their needs and that's a real advantage. Also, we provide a range of learning opportunities, not just courses. We have reading materials, DVDs, books, and also online links that people can use. We're trying to make training more self-directed. Line managers don't always have time to spend with staff, talking in detail and planning their training, so the more we can encourage people to take responsibility for their own development, the better. It's also an advantage because it means staff take ownership of their own learning and, therefore, they're much more likely to put more effort into what they're learning – and that learning is more likely to stick and be transferred into their jobs. Disadvantages? Well, from our central point of view, one drawback is that we get stretched very thinly, because rather than being able to take a one-size-fits-all approach right across the organization, we end up customizing a lot of what we do for each division, which is great for the divisions, but it's not always an effective use of central resources.



## CD 2

### 39

#### Conversation 1

**Tamara** Hello, Kirsten. Er, we didn't finish our discussion about next year's training programme.

**Kirsten** No, you're right. We didn't. Do you want to carry on now?

**Tamara** Well, we need to have a concrete proposal for the meeting on Friday.

**Kirsten** Did you say *Friday*? I thought it had been brought forward to Thursday afternoon?

**Tamara** Well, er, that makes it even more urgent, then. Anyway, I'm not quite clear about your last suggestion. Could you run it by me again?

**Kirsten** Yes ... OK, well, faced with the need to be fully compliant with the new legislation by early next year, I think we have at least 70 staff who need to be up to speed by the end of this year.

**Tamara** How many did you say?

**Kirsten** Seventy ... seven-oh. But instead of training them all, I suggest we buy in training sessions and offer these to a few key managers. Working on the principle that they can all pass the content on to their own staff, we should have everyone trained up by January.

**Tamara** How many were you planning to offer it to?

**Kirsten** Just the eight heads of department. Make a single group.

**Tamara** And, er, what you're saying is, you don't think we have enough of our own trainers to provide this internally?

**Kirsten** No, it's not that we don't have the trainers. We don't have the expertise.

**Tamara** OK, well, on that point, it may not be entirely relevant, but I've heard some negative feedback recently on other internal training sessions.

**Kirsten** That's interesting. Could you clarify exactly what the problems were? Oh ... Actually, no, it doesn't matter – I guess it's a bit off-topic right now.

**Tamara** OK. I think you suggested a provider. What was their name again? Consuelo, did you say?

**Kirsten** That's right. Given the limited number of companies offering this training, we don't actually have much choice.

**Tamara** No, that's right. Oh, that reminds me. Have you heard that Leon's leaving to go and work for another training provider?

**Kirsten** Yes, I heard. Knowing how demotivated he's been about his job recently, I'm not too surprised!

**Tamara** Yes. Anyway ... sorry. That's a bit of a digression. Let's get back to the main issue. Are there any other loose ends? Er, what haven't we dealt with yet? Shall we talk about the proposal for distance learning?

**Kirsten** Yes. We need to do that. And we haven't looked at the question of timing yet. Or dealt with the cost!

**Tamara** I know. By the way, talking about costs, I haven't seen that report on the e-learning project yet.

**Kirsten** Ah, yes, I remembered that yesterday. I was going to write it this morning, but ...

**Tamara** OK, OK, I know you're busy ...

## 40

#### Conversation 2

**Kirsten** Hello, Kirsten Marr.

**John** Hello, this is John Powell from Consuelo. You left a message for me?

**Kirsten** Ah, yes, hello. Thanks for getting back to me so quickly.

**John** No problem. So, I was wondering, could you clarify exactly what sort of training programme you were hoping to run?

**Kirsten** Yes, of course. We need to ensure that our company is fully compliant with the new legislation and procedures regarding the transport and handling of hazardous biological materials. We had intended to do this ourselves, but having discussed it with the relevant people we now think we need to ask an external training provider to do this.

**John** Could I ask you to spell out some details – how many participants, when you wanted this to happen, and so on?

**Kirsten** We were thinking of having eight managers for a one-day workshop, ideally some time around the middle of next month.

**John** OK, a day should be OK. But, look, I'm very sorry, but you do know that we only run tailor-made workshops for a minimum of twenty participants?

**Kirsten** Oh, really? No, I didn't know. That's a bit annoying.

**John** Well, it's to do with cost, I'm afraid. Inevitably.

**Kirsten** No, I understand that. What I'm saying is, it's annoying for us because we just don't have that many people. So, do you mean that you can't do this training for us?

**John** Well, we could do it, but we'd have to charge for twenty people, even if only eight came.

**Kirsten** Mmm. I see. OK, well, maybe we have no choice.

**John** Sorry, I'm not quite sure I understand. Are you saying that you'd like to proceed with the booking anyway?

**Kirsten** Er ... No. That's not what I mean. What I mean is that we'll have to run this internally after all.

**John** Look ... Just a thought. It may not be entirely relevant, but we do have some spaces available on our open training day on the 3rd. Would you be interested in registering any participants for that?

**Kirsten** The 3rd, did you say?

**John** Yes.

**Kirsten** I think we'd probably be interested in that. But I need to confer with my line manager. Can I get back to you on that?

**John** Yes, of course.

## 41

1 Just a thought. It may not be entirely relevant, but ...

2 Actually, no, it doesn't matter – I guess it's a bit off-topic right now.

3 Oh, that reminds me. Have you heard that Leon's leaving to go and work for another training provider?

4 Anyway ... sorry. That's a bit of a digression.

5 Let's get back to the main issue.

6 By the way, talking about costs ...

## 42

1 Faced with the need to be fully compliant with the new legislation by early next year, I think we have at least 70 staff who need to be up to speed by the end of this year.

2 Working on the principle that they can all pass the content on to their own staff, we should have everyone trained up by January.

3 Given the limited number of companies offering this training, we don't actually have much choice.

4 Knowing how demotivated he's been about his job recently, I'm not too surprised!

5 Having discussed it with the relevant people, we now think we need to ask an external training provider to do this.

## 43

#### Conversation 1

**A** So, what do you think of it so far?

**B** It's not very interesting, is it?

**A** That's the understatement of the year. I haven't learned anything I didn't know before.

**B** It's not *that* bad. Though I have to admit, I'm not getting much out of it.

**A** And the pace is so slow! It's doing my head in!

**B** I know what you mean. It's really testing my patience, too.

**A** In fact, I think I've reached my limit. I'm going to slip out after this coffee break.

**B** Won't you need to show you've attended?

**A** No problem. They've taken our names already! Are you staying?

**B** Well, I agree it hasn't lived up to expectations so far – but I need to learn something about the topic. Maybe it'll get better.

**A** OK. I'll see you later.

#### Conversation 2

**A** Was there something, Sue?

**B** Well, yes. I've been looking at Lou's new brochure design. I have to say that I was expecting something a bit more professional.

**A** What do you mean exactly?

**B** Well, the cover, for example – it's just not up to scratch. I don't find the choice of image appealing. And to be frank, I'm not very happy with the wording, either.

**A** I see what you mean, but it was a rush job. Maybe we should get Lou in and talk over some of the alternative design ideas.

#### Conversation 3

**A** Right. It's four o'clock. Let's move on to the next item.

**B** I'm sorry. I'm going to have to leave at this point.

**A** Oh. Is there a problem, Jacques?

**B** Well, if you're moving on to health and safety issues, I'm not sure how much I can contribute. I can't really see the point of staying.

**A** Well, I'm sorry you feel that way. It's a very important issue and I think it would be useful to have your views.

**B** To be honest, I'm finding it a bit frustrating that I have to be here at all. I've got a lot on at the moment and I just don't think this is the best use of my time.



## 44

I think it's true to say that Leyland Trucks have put developing their employees at the heart of their strategy – they've shown a real commitment to the people who work for them. We can see this quite clearly in how they've responded to the current and potentially very serious skills shortage.

The starting point was the realization that seeking to employ qualified staff from outside the company was not the only possible solution to the problem. Those people already working for the company, although unqualified, had the relevant experience, interest, and potential to make up for the shortage of trained professionals. If they could be helped to take training courses in the relevant areas, and achieve recognized qualifications, it would benefit both the company and the employees themselves. Crucially, Leyland recognized that just because these employees had joined the company straight from school, it didn't mean that they weren't capable of higher levels of study. Now, in fact, their experience of working for the company gave them an excellent basis from which to embark on a course of study to become a professional engineer.

Anyway, Leyland entered into a partnership with two colleges who designed tailor-made courses for their staff. Thirty employees from a wide range of areas of the business were encouraged to apply for a two-year Trainee Design Engineer programme. Seven were accepted, and when they've finished the programme they'll have a qualification that they can use towards completing a full engineering degree. And another thirteen employees are taking a foundation degree in automotive manufacturing equal to the first two years of an engineering degree.

Now, much of the success of these programmes lies in the fact that the participating colleges have created courses that precisely fit the needs of the company, and at the same time they also satisfy the employees' personal aspirations. I think this kind of partnership between industry and academia is excellent, and it shows the potential for similar training schemes in different industries.

## Unit 8

### 45

#### 1

**Interviewer** What is it that you look for in prospective employees?

**Interviewee** Well, basically, a strong candidate for us would be ... would demonstrate qualities of enterprise. And I should say somebody who can really apply themselves ... But equally importantly, they need to demonstrate the ability to take the initiative. I have to say, we do value people who can think for themselves and who are able to seek out opportunities, the *right* opportunities ... to make the most of their career with us.

**Interviewer** And once you've found the right people, how do you help them develop?

**Interviewee** Well, organizational learning is very important, of course. De Beers believes in the need for continued investment in its people, and I have to say, they generally show a willingness to make the most of any training opportunities. Then, also, at De Beers we encourage not only cross-divisional, but also cross-functional lateral moves – as you can imagine, it's a great way of really developing your career and it's good to see our people showing a desire to benefit from this kind of diversity.

### 46

#### 2

**Interviewer** So, what does Credit Suisse expect from future employees?

**Interviewee** Well, we like people who can offer a combination of specialist know-how and personality. They need to be committed to individual achievement, and to the success of the team. We expect all our employees to support the bank's strategic goals ... Erm, basically, you've got to be able to build up rapport and personal credibility with the client as well as your colleagues.

**Interviewer** And can you sum up, what's in it for the employee?

**Interviewee** Well, briefly ... erm, provided that you live up to our expectations, you get to share in the success of a powerful company, a company that holds a leading position in the market, and I should say, a future-oriented company.

**Interviewer** And what's life like for employees at Credit Suisse?

**Interviewee** Our employees are encouraged to strive for a healthy work-life balance. That doesn't mean you'll never be under pressure, so obviously you've got to be able to cope with stress! But, of course, we'll provide training and on-the-job support to help you do this.

### 47

#### 3

**Interviewer** What is Orange looking for in an employee?

**Interviewee** I should say the ability to think on your feet is really essential. The working environment at Orange certainly puts people to the test – by that I mean, you need to learn fast and adapt easily to new ideas and technological concepts. And then, as you'd expect, our employees have a real understanding of the importance of great customer service – of how to go beyond customer expectations, in fact. And I should add, also important – a good sense of humour.

**Interviewer** A sense of humour? Not something often associated with a multinational company, perhaps?

**Interviewee** No, that's right, but what we've created is a place where people can be themselves ... where they can be professional and informal at the same time. Of course, they are motivated, and committed. But also, quite simply, they actually enjoy coming to work. You know, we like it here!

## 48

### Extract 1

**Ian** ... And that brings us to training. Since Anya's here, perhaps we can look at the new training initiative requested by the various team leaders? Anya, can you give us an overview of where we are with this?

**Anya** OK, yes. Well, to be honest, we haven't got as far as I'd hoped. Erm, where we are at the moment is ... er, we've just completed the initial consultation stage. However, what I can tell you is that the initiative will be complete and in place before the annual review. I'd like to be able to give you a more precise date, but unfortunately I can't do that at the moment. You'll appreciate that I still need to run the details by Jean-Paul and the team leaders first ...

So, now, perhaps it would be a good idea if I just went through some of the other training programmes we are running.

**Ian** Yes, OK.

**Anya** Good. Now, how can I put this? We have a quite 'flexible' approach to our training programme this year – we're trying to tailor it more to individual and team needs. So if it's OK, I'd just like to sketch out the core elements of the plans ... Just feel free to interrupt me with any questions. Now ... I don't know if you've heard of a 'balanced scorecard'? Let me just touch on this approach and how it works in practice ...

... and that's more or less it ... I think that's covered everything. Er, and it's just occurred to me that ...

**Ian** Anya, you haven't said anything about management training?

**Anya** I was coming to that. Erm, it's obviously a key area, and I have to admit that we haven't got as far as planning the specifics yet – we just haven't had the time. But yeah, you're quite right, we need to address this ... it might not be a bad idea to send out a questionnaire to the senior staff for their recommendations.

**Ian** And you've still got time to do that, have you?

**Anya** That's a good point. I think so. Let me check, and I'll get back to you. And how about if I send you a draft, too? I'm pretty sure that I could do that before the end of the week.

## 49

### Extract 2

**Ian** ... Pavla, I'm sorry to put you on the spot, but would you like to run through the union complaints briefly? We've really got to do something about job descriptions and pay scales. What ideas has your team come up with so far?

**Pavla** OK. How long do I have?

**Ian** As long as you need.

**Pavla** Right. Well, it's probably best if I just highlight some of the ideas we came up with, don't you think? Erm, it was basically a brainstorming session. So, the first thing is, we feel that people are simply time-serving and spending too long here. I don't know if you agree, but I'm pretty sure that this isn't great for productivity in the long run. And I think you should be aware that it's not limited to one department ...



... it's crucial in the current climate. So that's one key point right there – we need to look at attitudes across the organization. Er, OK, next point, and I think this is a really important point: we need to start looking carefully at the current pay-scales ...

... and, er, I don't think there's anything I've forgotten, erm ... so, the main thing to remember is to listen. OK, I think that's about it.

**Ian** Good, thank you for that. I assume everyone participated in the brainstorming, did they? If it was just one or two individuals, then just how useful are the results?

**Pavla** I can't remember exactly, but ... off the top of my head, I think everyone had something to say. That's quite a significant factor, though ... I can double check if you like?

**Ian** Yes, email me later.

**Pavla** I was wondering if there was anything else you'd like to know about the origins of the ideas?

**Ian** No, that's fine, but it might also be worth touching on the numbers of complaints per business unit.

**Pavla** Well, I don't have the exact figures, but what if I run through the rough numbers we've come up with so far?

## 50

1

**A** Ah! Thierry! Just the person I was looking for! Is it true you're considering reducing the amount of staff car-parking?

**B** Ah ... Look, Rachel, I'm afraid I'm really not in a position to talk about that.

**A** So it is true, then?

**B** No, I'm sorry, but I can't answer that.

2

**A** These demonstrations are quite serious, aren't they? You must be worried about the political situation at home?

**B** I'm sorry, I don't know what you mean.

**A** Oh, come on. It's all over the news. Your government is taking a very hard line – I just want to know what you think.

**B** I'm sorry, Karl. I would prefer not to talk about it.

3

**A** Can you tell us a little more about the proposed office move?

**B** I'm afraid I'm not up to speed on the most recent developments.

**A** Oh, I can't believe that. Someone with your connections?

**B** It's not for me to say. Sorry. This is HR's responsibility.

4

**A** Look, I just need to know. Have they agreed to work with us or not?

**B** Well, it's not that straightforward. There are still things to consider.

**A** Oh, come on. It's a simple question. Yes or no?

**B** Honestly, Kris. I'm afraid I don't know any more than you do.

5

**A** So, is our budget likely to increase in the next financial year?

**B** It's hard to say at the moment.

**A** But the decision must have been made, surely? If I find out that you knew ...

**B** Look, it's nothing to do with me, OK?

6

**A** That was a surprise, wasn't it, Enzo leaving so suddenly?

**B** Mm ... I can't really comment.

**A** I heard that he didn't resign – he was fired.

**B** I'm afraid I can't disclose that information – it's confidential.

## 51

**Felipe** ... so what I want to do is bring the Katisha in line with the other hotels in the group as soon as possible. And obviously, that's with the help of GS International.

**Oscar** Of course, that was part of the agreement.

**Felipe** Yes, but I think there's actually a greater sense of urgency than during our initial debriefing.

**Oscar** In what sense, exactly?

**Felipe** Well, since the initial burst of optimism following news of the takeover, staff motivation seems to have fallen again. Basically, there's quite a lot of scepticism among the staff over whether they'll fit in with the new regime. This is especially true of the middle managers – and I'm afraid their doubts are resonating with the frontline staff.

**Oscar** I see. What effect is this having on staff retention?

**Felipe** Well, it's still early days ... But obviously, the most significant thing is the potential loss of the middle management layer. Not only are we having to fill the gaps with untrained people, but we're also losing our skilled managers to other hotels. Naturally, they're only too happy to take advantage of the training we've given them. Inevitably, this has had a knock-on effect on our staff training – those who are left are either not experienced enough or too busy to maintain the level of service that we strive to provide.

**Oscar** Yes, yes, I can see that's an immediate problem, and obviously we don't want it affecting the GS International brand. How's the financial situation looking?

**Felipe** Well, bookings are holding up, thanks to the group's centralized reservation service and the goodwill attached to the GS brand. But we're still only just above break-even occupancy and our growth is only about 1%. But even this figure is a misrepresentation.

**Oscar** What do you mean?

**Felipe** Well, the 10% increase in occupancy, which we can directly attribute to joining the GS group, is offsetting the organic decrease we're experiencing. So in reality, it's a 9% decrease.

**Oscar** Right. Any other factors contributing to the decrease?

**Felipe** Competition's tough at the moment. The global brands have taken significant market share from us through corporate loyalty programmes. But I think the most significant thing is the falling rate of repeat bookings. People just don't seem to be coming back. Actually, guest satisfaction levels are at an all-time low.

**Oscar** I see. It's not looking good, is it?

## Unit 9

### 52

1

Personally, I'm actually against this trend for CSR policies. I mean, why should I – a shareholder – allow the equity that I've built up to be spent on so-called social responsibility? I feel a lot of these projects are set up purely for short-term gain, and in the long run they can become a huge drain on resources. I mean, how do we know if the money to be invested in, say, a school project in a developing country, is actually going to the right people? We don't. If I want to donate my money to something like this, then that's my business. What I want is a good return on investment – for me it's all about the bottom line.

2

In my experience, having a sound CSR policy actually increases the market value of a company. By that, I mean a company's reputation is one of its key assets – it can have a significant impact on the success of the brand. Take Coca-Cola, for example: 96% of their value is made up of intangibles – the brand itself is worth a fortune, obviously. But if they made a major error, socially or environmentally, the reputation of the company would suffer and it could take a very long time to recover. To dismiss CSR policies on the basis of short-term profit doesn't make much business sense to me.

3

We're in the textile industry and we run a number of CSR projects with our suppliers, who are mostly from Asia. These range from helping to improve the working conditions in factories to helping the local community to look after native species. Before our suppliers become CSR partners we require a cost-benefit analysis from them to make sure that the costs can be covered or offset, and to ensure the long-term viability of the project. Once we've checked the project's feasibility, we draw up guidelines outlining the scope of work for the partners, and we agree goals and objectives. We then require regular access to the site, er, plus monthly reports and reviews with quantifiable data.

### 53

#### Extract 1

**Margit** So, looking at the situation from a long-term perspective, if the IT system is updated, you'll be more efficient in terms of your customer admin, and you'll be able to continue your expansion plan. Is that right?

**Judit** Exactly. We need to develop a clear strategy to move the business forward. At the moment our systems are old, they're outdated, and we don't have a clear overview of our customers' transactions.

**Margit** Zoltan ...

**Zoltan** Well, we have a number of options. We've already commissioned three proposals from reputable IT companies. Provided we check out the feasibility of these options thoroughly, I'm convinced we can find a system upgrade that will work for us.

**Margit** OK, that's all very positive, but I think we need to look at the bigger picture. Do we



actually have the resources for this? I mean, there's no point in investing in a system upgrade if we don't have the space, the personnel, or the finances to carry it through.

**Zoltan** Yes, but ...

**Margit** Let's take a look at our physical resources. Will the new system be linked to production? I mean, you have a lot of real estate here, but the facilities are pretty run-down. Is it practical to set up a hi-tech system in such an old place?

**Judit** Well, if we'd invested in our production facilities five years ago, like we wanted to, we would have knocked down the old building and had one purpose-built. It's useless to speculate about that now, of course ...

## 54

### Extract 2

**Margit** ... OK, so you already have the infrastructure you need to support the new system, even if it's not directly connected to the production facility.

**Zoltan, Judit** Yes, sure.

**Margit** Now, what's the situation regarding personnel?

**Judit** Well, they'd need training. I think our options are quite clear here. It doesn't really matter which system we choose – if training isn't on the agenda, we should forget the whole idea. I mean, you can't expect us to ...

**Zoltan** Yes, but we do have some employees who've worked on SAP-type systems in previous jobs. If we made them our key users, we could gradually train up the rest.

**Margit** I'm not sure that would work. Do you really have a sufficient skills base to meet the needs of this strategy? You can't just rely on one or two people and you can't run two systems in parallel. How would it work if you took on some younger people? I mean, if you'd recruited more young employees at the start, they would have had some IT knowledge from school.

**Zoltan** Well, but we do have some well-qualified workers. And we're in a great location, so I think we're in a really strong position to find new staff. I don't have any worries about the human resources aspect.

**Judit** No, Margit's right. If we only had a couple of people initially who could use the system, how could they cope with the extra work? It would be terrible! Basically we don't have much choice for a long-term plan like this – we can either provide training for everyone, which will be a substantial investment, or we accept that it's totally unfeasible.

**Margit** OK, I accept that point. What about if we just look at a basic programme of ...?

## 55

### Extract 3

**Margit** ... OK, so the HR options are looking quite positive. Now, what about financial resources? We have to bear in mind the long-term viability of a commitment like this. I can see that you have the capital to purchase the system, but how does the return on investment look? Realistically, would we be able to finance this strategy? Obviously, I'm not just talking about the initial outlay and set-up costs.

**Zoltan** OK, well, let me show you a couple of projections we've made. Look at this, this is a graph showing us in five years' time. This is a worst-case scenario – it shows that if we *hadn't* invested in the system, we'd be way behind the competition. We just couldn't compete with them using the system we have at the moment.

**Judit** Zoltan's right. We can't afford not to invest. Assuming we decided to commit to the full amount, we could also look at ways to save money in other areas.

**Margit** Such as?

**Judit** Well, for example, we could think about reducing expenditure on ...

## 56

### Extract 4

**Margit** OK. So the general consensus is that long-term we have the human resources for the strategy. The question that needs addressing is how to implement the system in the short term. Is everyone OK with that?

**Zoltan, Judit** Yeah, fine.

**Margit** OK. And finances are in place for the immediate purchase. The long-term strategy is that with the system in place you can cope with more customers and in turn increase your turnover, and hopefully your profit. Are there any other points to consider?

**Zoltan** Well, only that I think we should also look at this investment in terms of our intangibles. If we work more efficiently with our customers, our reputation can only improve too.

**Judit** Yes, I agree.

**Margit** Right, so we're decided. There are still some issues to be resolved and a more detailed cost-benefit analysis will need to be done, but basically we can go ahead.

## 57

### 1

**A** So you want Mr Khan to be picked up from the airport?

**B** Well, I thought it would be nice for someone to meet him.

**A** But he arrives in the middle of the night! I've got to work the next day.

**B** Oh, I was thinking more along the lines of sending Sami, and then giving him the following morning off.

**A** Oh, I see. That's a good idea.

### 2

**A** According to those figures you gave me, that particular product hasn't done as well as we predicted.

**B** The amount may seem low, but actually this is the net profit and our earlier calculations were based on gross. Sorry if I didn't make that clear.

**A** Ah, that explains it.

### 3

**A** A team-building day sounds great – canoeing and rock climbing!

**B** I didn't mean that! It would be indoors, much more businesslike. More of a team meeting.

**A** But how would that motivate people?

**B** What do you mean?

**A** I thought we were doing something related to staff motivation?

**B** I don't know what you're talking about. We spoke about this two days ago – it's a team meeting in a neutral location. Read your emails!

### 4

**A** So we're changing from our normal working day to 24/7?

**B** That's right. Should be up and running for us by March.

**A** So everyone will be expected to do *all* the shifts in March?

**B** That's not really what I meant. What I actually wanted to say was, we'll phase it in. First night shift, then weekends too.

**A** What – one week night shift, then weekend shifts?

**B** No, what I meant was we'll have a few months of nights, to get people used to it, then move on to ...

### 5

**A** Hello. I'm calling to chase up an order for a delivery of mineral water. The order number is 811992.

**B** OK, let me just check for you. Er, right, we received your order for four cases and it's being delivered to your head office in Soho.

**A** No, that's not right. We wanted *fourteen* cases delivered to our studio in *Chelsea*.

**B** OK, I'm sorry about that. But it definitely says Soho on our system.

**A** Yes, that's because ... Look, you've got it wrong. We definitely asked for it to be sent to *Chelsea*. Are you suggesting that this is our fault?

**B** No, that's not exactly what I'm saying, erm, but ... er ... I'm afraid the delivery address came through as Dean Street in Soho.

**A** Look, can I put this straight? We want *fourteen* cases to be delivered to Lots Road in *Chelsea* as soon as possible, otherwise ...

## 58

**Interviewer** So how have the employees of the cooperative benefited from your input?

**Michelin** Well, obviously they've benefited from having secure jobs and from learning more about the business. But we've also been able to improve living conditions by being involved with a project to build a housing area, with a school and medical centre for the employees and their families ... so a community is developing here.

**Interviewer** It sounds great. And is the cooperative actually making any money?

**Michelin** There's no doubt the plantation project is a success – the figures speak for themselves. For example, the turnover hit \$3.1m in 2006 – this beat the forecasts by \$600,000. We've now forecast that this will rise to \$10m in 2023, with 8m of that coming from rubber and the rest from cocoa. Erm, we don't normally like to talk about profits, but projections indicate that our project should bring in some \$40,000 a year for a medium-sized landowner.

**Interviewer** Well, that's pretty impressive! I mean, the cooperative seems to have done well out of this deal, but what's in it for Michelin?

**Michelin** We know that we have to buy the rubber because we need it for our products. So, although the project doesn't have to sell



its output to us – we know for a fact that 40% of it goes to our competitors – we *do* have an exclusivity clause, whereby a percentage of rubber produced has to be sold to us. It's a win-win situation. Look at the facts: current demand for rubber in Brazil is 230,000 tonnes a year, but only 100,000 tonnes is produced and prices are rising. This means rubber producers are profiting because there's a lot more demand than supply, and with this project we as a company have a guaranteed source of raw material.

**Interviewer** Some people might say you're only interested in this project to help boost your image – to satisfy the green lobby.

**Michelin** Yes, it's clear some people take that view. We're working in a so-called 'dirty industry' so the green lobby will never be satisfied with our advancements. But at the end of the day, I'm afraid we can't get away from the fact that, yes, it is a business project designed to make a profit. But it's one that both sides are gaining from.

## Unit 10

### 59

**Lydia** I've been asked to take over a failing team that has been without a leader for several months ... They're quite demotivated, and they've got used to operating as a self-managing team. They're a very disparate group of people, very different in their ways of working, although very good at what they do. The problem is, they're currently functioning as individuals, not as a team. I can already see there's massive duplication of effort and they're not being productive. Erm ... In that sense they're quite dysfunctional ... They're used to a very specific leadership style and they're extremely loyal to their previous team leader who was a big personality, hands-on, very charismatic. She was extremely supportive of them, individually, and they were quite dependent on her. She left suddenly and they miss her. So ... I'm starting from a pretty challenging position.

So how am I going to approach this? ... OK, I know I can't just walk in and take over and expect everything to be fine. There will be issues. It won't be confrontational – that's not my style. But there are two things I need to do, and they're going to take time.

The first is to establish my authority with them as team leader. But I need to get them to accept my authority, not force it on them, so they in a sense give me permission to lead them. I need to get to know them individually, find out what motivates them, and consult them on key decisions. I'll have to be consistent in my expectations and feedback, and just generally make them feel valued.

Unless I can instil confidence in them that I'm up to the job, and that I have the interests of the whole team at heart, it won't work. Secondly, I have to get them to work as a team again. It won't be easy ... Essentially, I have to try to build a culture of trust between the individual team members. I sense that at the moment they don't have this, that they're all competing with each other. I need to find a

way to get them to work together. I don't know exactly how this will happen, not yet, but it's essential for me to develop a sense of cohesion within the team. Otherwise nothing will change and the team will continue to fail.

### 60

**Bruce** I'd spent fifteen years as a manufacturing engineer, eight of them as a manager. And suddenly here I was, co-leading the team that would design a new fuselage for our latest passenger plane. The technical demands were awesome: stretch the plane by eight metres, add lots of functionality, do it in less than two years. The human demands were just as challenging – my job was to coordinate the work of 300 team members. Most of them didn't report directly to me, almost none of them knew me very well – and vice versa. It's a kind of daunting prospect!

The first thing was, I had to establish my credibility. I had lots of credibility as an engineer, but now I was responsible for all kinds of areas that weren't in my background. 95% of my people get their paychecks from other departments, so all I can do is influence them. I realized pretty quickly that what the experts say is true. Team leaders don't lead teams: they lead a collection of individuals with different strengths and weaknesses, different workstyle preferences ... There's no way you can get a team to work together unless you learn how to work with each person on a one-on-one basis. You have to deal with people based on how they want you to deal with them – that's how you get them to follow you. It's about generating mutual respect.

Look, if you want to exert influence over hundreds of different people, few of whom work for you directly, the only way is to work with them on an informal basis – walk around, ask how it's going. But do it subtly, in a non-interventionist kind of way. Avoid the temptation to micromanage. It's easy to criticize people if you don't understand their roles and their constraints. Take a step back. Most people want to do a good job. You have to let them know that you're there to help, not just to tell them what to do.

I basically have one message to everyone on the team – it's designed to reinforce a sense of team spirit and collaboration: 'We're all here to build airplanes. If the plane could talk, what would it tell us to do? And what can we do to make that happen?'

But I also make sure that I recognize individual achievement within the group. Let me give you an example. Recently, one of my engineers was taking his time authorizing a decision. I said I'd get him a dozen doughnuts if he'd deliver the signed form that day. At 4.00 p.m. it was on my desk. He got his doughnuts the next morning. It was neat to see the look in his eyes, like, 'You really did that?'

### 61

#### Part 1

**Jim** ... OK, you're all aware that a decision was taken at last week's strategy meeting that affects all of us. I hope you've read the briefing document ... Yes? Good, so you know what's involved. I understand you may feel it doesn't

address your particular situation, and that's part of the reason I'm here. I'm sure you have quite a few questions and concerns, and I'll do my best to answer them. But first off, let me bring you up to speed on some of the key points ...

... As you know, it has been agreed that we are going to combine our e-banking systems into a single integrated network – this involves the creation of what is called a 'middle layer' to the network, enabling us to bring all our applications together. What this will allow us to do is offer our clients a more personalized and customized service – something we couldn't do before.

Another great thing about this development is that it will allow us to grow our business in our core markets more rapidly. We can get our applications and new products into the market more quickly and more cost-effectively – which is obviously good for the business as a whole. There may be some short-term inconvenience during the implementation and the switchover phase, but it will be well worth the investment.

In the longer term, the benefits are clear. We all know that this is a competitive sector – our customers want a fast, efficient service, and this is going to allow us to provide this and to stay ahead of the competition.

So ... you and your teams are crucial to the success of this strategy. That's why I want to involve you now in planning the implementation process at a local level. It is proposed that we hold a series of seminars for team leaders at the regional training centres well in advance, to ensure that everyone is familiar with the system and the procedures. If we're going to succeed, we need to realize that we're all in this together. Each one of you has a key role to play in making the new system work.

What I need you to do, first of all, is to commit to making this project a success. If you are committed, your teams will realize that and they'll get behind it. I'd like to see all of you being proactive and taking a lead in this. Set up regular meetings or teleconferences, to share ideas and coordinate your plans. I'd also like you to work together to develop a schedule for training – familiarizing your teams with the new applications and how they work.

Another way you can help is by keeping your team informed, and asking them for their ideas and opinions. I would encourage all of you to do this. Make them feel involved, make them feel that their views count – which they do. Well, now, I'm sure you have some concerns, so let's just talk about ...

### 62

#### Part 2

**Jessica** Jim, I'd like to raise an issue – I imagine it's something all of us are worried about. I understand the reasons for upgrading the system, that's clear, but I'm slightly concerned about the timing and its effect on my team. Will we have enough time to prepare properly? And will there be an increase in workload? I wonder if you have any information about this?

**Jim** Well, I understand your concerns, but I think we need to look at the positive side. We've been given a deadline of the 30th of



September, which is still more than three months away. As I understand it, the switch over to the new system will be coordinated centrally and you'll be briefed about it well in advance – so it shouldn't have an impact on the way you work. As long as your team have had the training in time, I don't think you need to worry.

**Thomas** Well, that's something I wanted to mention. You said you wanted us to work together, and I like the idea of regular meetings and sharing ideas, but I'm not very happy about having to schedule and coordinate the training for my team. I don't really feel I have the expertise to do this. Can you give us an assurance that we'll get the appropriate level of support?

**Jim** Of course. That's a valid point, but again I really don't see this as a problem. My understanding is that you will receive all the instructions and materials you need to help you implement this.

**Thomas** Yeah, well ... I guess that should be OK. But I also have some concerns about the impact on customers. I mean, how do we ensure that we continue to provide a proper service? What assurances can you give us that it will work?

**Anna** That's a good point. And can we address the issue of costs and budgeting? I think the basic idea is good, but I have some reservations about the cost implications. I mean, whose money are we talking about here? Are there any guarantees that we won't be asked to contribute to this out of our operational budgets?

**Jim** Well, I understand where you're coming from, of course. The core investment comes from central funding, obviously. It's been suggested that the regional centres should contribute a certain amount of the training costs, on the basis that this will be recouped in increased business later on ...

**Anna** What?

**Jim** Yes. I've been told that the costs need to be shared around. Apparently the intention is to make everyone's lives easier and better – including yours. Anyway, the decision has already been made. I know it's not great, but come on, let's give this a chance to work.

## 63

### Conversation 1

**A** So what did you think of the meeting?

**B** I thought it was quite productive. But to be honest with you, I think there are still some things to sort out.

**A** Oh? Such as?

**B** Well, for example, we still don't really know how the new assessment system will work in practice. And personally speaking, I don't see how we can agree to something that we haven't even been consulted about.

**A** You're not in favour of the changes then?

**B** It's not that. I'm actually quite enthusiastic about them. But it's the lack of proper consultation, the lack of any real discussion. I have to say I find that quite difficult to accept.

**A** Yes, I can understand that ...

### Conversation 2

**A** I was interested in what you said earlier about working in Kenya.

**B** Yes, it was a good experience for me, especially so early in my career. I learned a lot.

**A** What did you like about it in particular?

**B** Well, the people were fantastic – positive, friendly, incredibly hard-working. But what I really liked was the independence. It was just me and a team of locals in the field office – I was accountable to Head Office, of course, but I was pretty much free to make my own decisions.

**A** Even so, it must have been challenging at times?

**B** It was challenging, yeah. But to tell you the truth, I really enjoyed it. To be perfectly honest, I'm not particularly good at working in a big team. I much prefer to be my own boss.

**A** I can see that that would have been quite attractive. So ... how does it feel to be back at the centre of things?

**B** Honestly? It's fine, the job's good, but what I'd really like to do is run my own operation, my own projects, with no ... well, interference. That would be even better.

**A** Yes, I know what you mean ...

### Conversation 3

**A** You were saying earlier that you'd been on a team-building course.

**B** Yes, the whole weekend.

**A** I heard some people thought it was a waste of time.

**B** Yeah, well ... maybe. Personally, I think that's down to their attitude.

**A** What do you mean?

**B** Well, I look at it like this: you get out of these things what you put into them.

**A** You mean, if you approach it positively, you'll get something positive back?

**B** Exactly. And vice versa. Even if you aren't 100% sure, at least give it a try.

**A** So ...?

**B** Look, my attitude is, if you expect something to be a bad experience, you go in expecting it to be pointless, chances are it will be – for you. Don't get me wrong, I know when something's not working. But I do think I have the ability to make the most of my opportunities. It's one of my strengths.

**A** Well, good for you.

**B** Yeah ... look, anyway, how was your weekend?

## Unit 11

### 64

**Host** ... So, Carla, just outline the issue for us, if you would.

**Carla** OK. A recently-published study of consumer attitudes worldwide clearly shows a marked decline in respect for American values globally. This study was carried out by the market research company NOP World. And the implications for the American economy cannot be ignored – this view of America is having a potentially disastrous effect on the image of major US brands such as McDonald's, Coca-Cola, Nike, and Microsoft.

**Host** It's really that serious?

**Carla** It could be. NOP World interviewed 30,000 people in markets around the world. According to their findings, there are a number

of factors that have all had a profoundly worrying effect on their perception of American culture and, as a consequence, on many of its major brands. Just for the record, these include recent American foreign policy, which many people see as controversial, corporate financial scandals, and a comparatively poor environmental record. There's a real sense that America has lost its moral authority in recent years.

**Host** Doug, any thoughts on this?

**Doug** Well, I just don't buy this direct link that's being made. Yes, it may be true that America's image has suffered, but so have those of many other countries, for all kinds of reasons. I'd like some better evidence, frankly. OK, there may be a downturn in uptake of certain US products – but that could be due to any number of economic factors. It doesn't have to be because people don't like America.

**Carla** Well, there's evidence that the number of people worldwide who like and use US-branded products has fallen significantly, and at the same time brands perceived to be non-American have remained relatively stable. It's not a disaster – yet – but it is clearly a warning sign. And in the long term, if attitudes to America become appreciably more hostile, they are saying, the effect on American business could be irretrievably damaging.

**Doug** Yes, but, come on ...

**Carla** OK, right, well, wait, let's look at some figures. Until 2002, NOP found that brands such as McDonald's and Coca-Cola were achieving healthy growth, year on year, in terms of their popularity in international markets. But by the middle of the decade the growth in popularity of *all* major consumer brands – including those from Europe and Asia – had stalled. And recently, this previously positive trend has gone into reverse, with US products the hardest hit.

**Doug** But you just said yourself it's not only American brands that are taking a hit ...

**Host** ...OK, well, let's try and move this on. Carla, you said that the NOP study found that this unexpectedly rapid decline in interest in and respect for American products was reflected in consumers' views of American cultural values. What values are we talking about here?

**Carla** I'm talking about core values like honesty, freedom of expression, and tolerance. Internationalism, if you will. Increasingly, consumers around the world are questioning whether these values still hold true, and whether they want to be associated with them. And this is reflected in the choices they make about the brands they choose to buy. It's kind of complicated.

**Doug** I'm not sure it *is* complicated. We're at a time of economic and political change, the balance of economic power in the world is shifting. We already know that there are certain countries in the Middle East and Latin America, for example, where consumers with increasing buying power are – and, incidentally, always have been – unlikely to share American cultural values.

**Carla** But the study also found that people in a number of major European markets felt that their own values were significantly different to American ones. For example, only 65% of British consumers say that they identify with



American cultural values. In Italy and France it's 63%, and in Germany it's only 55%. This is a downward trend we're looking at.

**Host** Well, whether or not this image of America is right, it's clearly the way we are being perceived. And presumably it will become increasingly difficult to reverse the trend the longer it goes on. So the question is, what if anything are we able to do about it ...?

## 65

### Part 1

**Hyun-Ki** Hello?

**Laura** Hello. Is that Hyun-Ki?

**Hyun-Ki** Yes. Hello, Laura. How are you?

**Laura** Very well, thanks. Are you both there?

**Jin-Ho** Yes, I'm here too. Hello, Laura.

**Laura** Hi, Jin-Ho. Andrew is with me, too.

**Andrew** Hello.

**Hyun-Ki, Jin-Ho** Good morning, Andrew. Are you well?

**Andrew** Pretty good, thanks. And you two?

**Hyun-Ki** We're well, thank you.

**Laura** Good. So shall we talk about this email?

Can you clarify the situation for us, please Hyun-Ki?

**Hyun-Ki** Yes, of course. This is very embarrassing for us, but we are having a few problems here – not only has one of our contracts just trebled their order, but another new contract has just come in. We now have a big backlog of work and we are in a very difficult situation. I'm afraid we have reached the point where we have no other option than to ask for an extension on our deadline.

**Laura** I see. Well, that's not going to be easy for us. We have a fixed date to meet, which I think we made clear at the start.

**Hyun-Ki** Yes, that's quite true and I can only apologize. But I'm afraid this is beyond our control now. I was hoping we could discuss a new arrangement.

**Andrew** Hyun-Ki, this is not good news for us. As Laura says, we need stock in Berlin in seven weeks. So I think I have to say no to a new arrangement. If we have no product there'll be no product launch, which means serious problems for the company. Do you understand that?

**Hyun-Ki** Yes, yes. I understand how important this is for you. But please understand also I could not have foreseen this extra work. I wish I could meet your order, but I'm afraid it is just not possible for us now.

**Andrew** No, no, look ... this is not good enough. At no time have we suggested that we can be flexible on these dates. We have our company reputation at stake and without wishing to sound pushy, you are under contract to ...

**Laura** Yes, yes, OK, Andrew, please. We all know this is not ideal, but we are stuck with this situation, so let's try to find a way round this. OK? So, Hyun-Ki, if I understand you correctly, you can't meet the full order in time for the Berlin exhibition ...

## 66

### Part 2

**Laura** ... OK, we really need to sort this out.

Tell us what you were hoping to get from this discussion.

**Hyun-Ki** Well, I think we need an extra three weeks to get the stock to you.

**Andrew** Three weeks? No, no, that's out of the question. Even two weeks late and we'll miss the exhibition completely.

**Hyun-Ki** How about publicizing the product at the exhibition and promising to supply customers at a later date?

**Andrew** No, that just won't work. It'll damage our reputation even more. If this launch is going to be a success, we need our clients to see how good the product is.

**Jin-Ho** Well, I could probably try to streamline the transport process by a few days. Would you consider accepting delivery by the final day of the exhibition?

**Laura** Hmm. That's not out of the question. We could even hold a launch party on the last day.

**Andrew** No, I'm sorry, Laura, but I refuse to budge on this. Not everyone will be there on the last day – we need the product from day one. Can you really not get it to us on time?

**Hyun-Ki** I'm afraid not. The earliest possible date for us to have all stock ready would be five weeks from now.

**Andrew** Which doesn't leave enough time for shipping. You see, Laura, this really isn't acceptable. If we can't launch the new range we risk going under. I have to stay firm on this – I think if we can't get the product in time, we'll have to use a different supplier – a local one so the shipping is quicker.

**Hyun-Ki** No, no, you don't need to do that. I'm sure we can come to a solution between us. Could you make do with some samples of the product?

**Laura** Er, well, it depends what kind of samples you're talking about.

**Hyun-Ki** I was thinking of the first samples we produced a few months ago. We still have a few stored away.

**Andrew** We can't possibly do that. That was a trial run, the packaging wasn't finalized, and on top of that, they're six months old.

**Laura** OK, look, we're not getting anywhere here. Erm, let's have a rethink ...

... No, no, no, I agree. Listen, let's go back to this suggestion of doing some samples. What would you say to doing a smaller run for us to meet the Berlin deadline? Say 500 samples of each cream? That would be a tenth of the original order.

**Hyun-Ki** Yes, I'd be willing to prioritize that.

**Jin-Ho** – wouldn't you agree that we could do that?

**Jin-Ho** I think so, yes ...

## 67

### Part 3

**Jin-Ho** OK, but I will need to check the dates and confirm.

**Laura** Fine – we can follow this up by email. But let's just go over what we agreed. Hyun-Ki, you'll produce 500 samples of each cream on the first run and send them direct to Berlin.

**Hyun-Ki** Yes, that sounds feasible.

**Laura** Good. And the rest of the order will follow three weeks later and go to the warehouse. Are we all agreed?

**Hyun-Ki, Jin-Ho** Yes.

**Andrew** Yes, I'll go along with that.

**Laura** Great. Thank you, everyone.

**Hyun-Ki** And thank you too for making these allowances. Had I been given more notice on these other jobs, this wouldn't have happened. I'll make sure it doesn't happen again.

## 68

### Extract 1

**A** Tania, can I have a word with you?

**B** Sure, of course. What's up?

**A** Look, I don't mean to sound rude, but could you try to be a bit quieter when you're on the phone?

**B** Oh ... yes, sorry. I didn't realize there was a problem. I'm really sorry.

### Extract 2

**A** Carlos? About this presentation you're giving ...

**B** Yes?

**A** Er ... What are you planning to wear?

**B** What I usually wear, of course. Why?

**A** OK, well ... Look, this is a bit delicate. Please don't take offence, but ... do you think it would be possible for you to wear something a bit more appropriate? I mean, ... it's just that it's quite a formal situation and I think a suit, or at least a jacket and tie, would be, well, smarter than what you normally ...

**B** You mean I'm not smart enough? Are you telling me I look scruffy?

**A** Er, well, yes, I'm afraid so. A bit. Most of the time it's fine, but on this occasion ...

### Extract 3

**A** Ah, Fiametta, I'm glad I've caught you.

**B** I was just going. So, what did you think of the report I sent you?

**A** Ah, yes, the report ... Look, please don't take this the wrong way ... I know you spent a lot of time on it.

**B** Yes, I did. All weekend, in fact.

**A** Did you? Right ... You see, the thing is, it really needs a bit more work.

**B** Does it? I see. How much more?

### Extract 4

**A** Maria, come in.

**B** Thanks. Have you got a minute?

**A** Yes, of course. Is something wrong?

**B** Well, sort of. I'm not quite sure how to put this, but, well, I'm really delighted about my promotion, but I wanted to mention the overall package. It just seems a bit mean considering the increased responsibility I'll have. Could we talk about it, do you think?

### Extract 5

**A** ... and that's the reason why this is such a great opportunity for us.

**B** With respect, Thomas, I have to say that I don't think it's quite as simple as that.

**A** What? What do you mean? I just explained to you exactly why we should invest in this project.

**B** Well, actually, I don't think you've explained very much at all. You haven't told us what these figures actually mean, or what the long-term implications are. The fact is, there is still an enormous number of unanswered questions.



## Unit 12

### 69

**Jacob** It's possible to identify differences in approach with regard to advertising around the world, simply because of the diverse consumer profiles. Erm, if you take the United States as an example ... erm, life is generally pretty competitive in the US, and so you tend to find that a larger percentage of consumers are quite aspirational. There's a strong imperative to get on and improve yourself in material terms, and that's the message advertisers are feeding the public on a daily basis. This in turn encourages people to consume more, obviously. As there's very little to distinguish between most competing products ... cars, washing machines, whatever ... advertisers have to find ways of persuading the public to buy them. This is increasingly done by focusing on what we might call the consumer's status-anxiety. It's not enough to put forward the facts about the product, they have to use motivational language in order to persuade the consumer how much they'll benefit from having it. This could be in terms of social status, health, youthfulness, and so on. Erm, for many people, it's become really important to be able to keep up with their neighbours in terms of what they have, what they own and are *seen* to own – whether it's a car, the latest kitchen gadget, whatever. It's all about relative social status. Now, in contrast, if you take a country like Denmark, there are clear differences. Denmark ... and, OK, I'm generalizing here, but still ... overall, Denmark is a much less competitive society than, say, the US or Britain. There's more emphasis on cooperation, on social relationships, and the gap between rich and poor is far smaller. This comparative economic equality and lack of competitiveness is reflected in the low level of conspicuous consumption. Market penetration of luxury items is relatively slow, because most Danes aren't showy people, they're just not so materialistic. Consumption is based more on need than on want, so there's no imperative to own a particular product until it's reached an affordable price. And then at the other end of the spectrum are the relatively new consumer economies like Russia and China. And here the whole concept of advertising and persuasion is completely different because most high-end consumer products are relatively new to them. This means advertisers don't need to use those more, shall we say, exploitative strategies to hook consumers, nor do they need to focus too much on the product's USP. The majority of new consumers won't already own the particular product being sold, so advertisers tend to focus on facts about the product and its usefulness, rather than drawing comparisons with another similar product on the market. Now, being aware of these differences between more and less mature markets is essential for advertisers. Getting the approach right – or not – can make or break a product entering a new market ...

### 70

#### Extract 1

**Ranjit** Hi, everyone. Thank you for finding the time to join me today. I know it's a busy period for us at the moment. We're here today to seriously consider our future. I know that, like me, you're concerned about where we're going. I've been doing some research into our position in the market and what opportunities are available to us, and to tell you the truth, I'm excited. Why? I'm excited because what comes across from talking to you is your collective enthusiasm in what we do and your genuine wish for us to succeed. After all, without your support, my plans won't be possible. So what are my plans? Well, it's become apparent that without moving on from the successful field we're in, work is going to dry up. Admittedly, things are going well now, but I'm thinking five years down the line. We could be missing out on a great opportunity if we don't diversify – mind you, this won't be cheap and it won't be easy. I'm talking about multimedia advertising. Let me explain ...

### 71

#### Extract 2

**Ranjit** So that's my idea. Of course, I can't expect you to buy into this plan without some facts. Why should we go into multimedia? Basically, studies show that most companies only invest a small percentage of their advertising budget in print media. As a matter of fact, most of our customers want agencies that offer a variety of advertising media – they want options. Obviously, this information should ring alarm bells for us. If we move into multimedia advertising we not only benefit from keeping our existing customers happy, we also gain from potentially attracting new customers. OK, that's the first benefit. Now, the second point is where we stand in the market. At the moment, we're third in our region for print media. Quite honestly, I'm not happy with that. Compare us to numbers one and two in the market and, to put it brutally, our service falls short. We must offer something more or different to ensure our survival. Not only that. It's also essential that we increase our customer base. We can't rely solely on the cash cows. I think multimedia advertising is the answer. In addition to that, I'm convinced our team will enjoy the challenge. So, here are some facts and some projected figures ...

### 72

#### Extract 3

**Ranjit** Right, OK. That's a lot to take in, but having said that, it's important to remember we won't be doing it single-handedly. Ravi, our key account manager, actually comes from the field of online advertising so he's going to be our guru, so to speak. This means we have an in-house specialist. You could argue that we'll be short-staffed if he's moved off the key accounts, but on balance this won't be the case if we appoint Sumitra – his assistant – to take on his clients. Now, as I was saying before, we've secured

external investment for our diversification plan and we've employed a consultant. I accept that you may not like an outsider telling you what is the right thing to do, but we have to recognize that this person is an expert, and they may well see things, opportunities, that we might not. Anyway, he's on our side. OK, any other points you want to raise?

**Audience** Yes, I was just wondering about ...

### 73

#### Extract 4

**Ranjit** So, I think we're in an extremely strong position. Why? Because we're reacting now, rather than waiting until it's too late. Diversifying into multimedia advertising *is* achievable. No question. Our team will make it work! We're committed, we're motivated, and we believe in what we do. You can't get better than that! So, as I said before, investment is in place and I'm very clear that this is the right thing for us to be doing, so I very much hope that you'll support these changes. Please give serious consideration to how we move forward together. We can't afford to miss this opportunity, which is why I'm calling on you to work with me to draw up the schedule and ...

### 74

- 1 I've been doing some research into our position in the market and what opportunities are available to us, and to tell you the truth, I'm excited.
- 2 I'm excited because what comes across from talking to you is your collective enthusiasm in what we do and your genuine wish for us to succeed. After all, without your support my plans won't be possible.
- 3 Admittedly, things are going well now, but I'm thinking five years down the line.
- 4 We could be missing out on a great opportunity if we don't diversify – mind you, this won't be cheap and it won't be easy.
- 5 Of course, I can't expect you to buy into this plan without some facts.
- 6 Basically, studies show that most companies only invest a small percentage of their advertising budget in print media.
- 7 As a matter of fact, most of our customers want agencies that offer a variety of advertising media – they want options.
- 8 Obviously, this information should ring alarm bells for us.
- 9 At the moment, we're third in our region for print media. Quite honestly, I'm not happy with that.
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## 75

1

**A** Thanks for chairing the discussion. That was great. A very worthwhile meeting.

**B** Thank you. I felt it went well. We were actually able to make some progress today.

**A** Yes, it makes a real difference when an outsider ...

2

**A** Good morning, Paola. You're back again?

**B** Hi. Yes, we've got another regional meeting.

**A** You're looking well.

**B** Thanks. I was on a skiing holiday last week.

3

**A** Are you ready for the meeting?

**B** Yes, I've got the handouts here.

**A** Oh, I like your shoes! I've been looking for some like that.

**B** Thanks – they're Jimmy Choos. They cost me a fortune!

**A** Ah ... So, anyway, let me show you the handouts ...

4

**A** I was hoping I'd have the honour of meeting you. I thoroughly enjoyed your talk – it was very interesting. In fact, it was the best talk of the conference!

**B** Oh, well, considering it's only day one, I don't know how you can say that, but erm, thanks anyway. I'm glad you enjoyed it.

5

**A** Gina, I've been looking for you everywhere. I just wanted to tell you how much I like that new logo. Great design. I love the colours.

**B** Oh, thanks, I was hoping it would be well received. It took my team ages!

**A** I can imagine! Well done, you all did a great job.

6

**A** That was a long meeting last night, wasn't it, Magnus? Where's the coffee?

**B** Oh, hi, Marcie, yeah – coffee's over there ... I didn't know you wore glasses.

**A** I don't, normally. I have contact lenses, but my eyes are killing me today – late nights, you know.

**B** Mm. But you have very nice eyes, you know.

**A** Oh, thanks ... Right, OK, has anyone seen the sugar?

## 76

**Michelle** Hello?

**Yves** Hello, Michelle?

**Michelle** Yes. Oh. Hi, Yves. You're phoning about the Brazil project, right?

**Yves** Exactly. We really need that financial backing so we're going to have to prepare our arguments carefully. I've been thinking about it a lot and I've drafted some ideas.

**Michelle** Yeah, yeah, me too. Erm, you go first.

**Yves** Right, well ... I thought we could play on our KPIs – you know Key Performance Indicators. Use the ones they're familiar with and highlight how these can tie into our doing business in Brazil.

**Michelle** OK, OK ... I'm not sure I know enough about them, actually – we have KPIs in so many areas.

**Yves** That's OK. I'm putting together a summary of the ones we might want to mention. I mean, being able to measure the success of major areas across a business is a really useful tool, not only for PR. It must be recognized that our control mechanisms will be in place regardless of which country we expand into.

**Michelle** Yeah, right, I think you've got a point there. Can you send them to me in an attachment?

**Yves** Sure.

**Michelle** Great. Now, I've been trying to anticipate what questions or concerns our stakeholders may have. I've spoken to one of them already in an off-the-record meeting to establish what we might be up against. Now, one area is whether we're ready for this. Apparently, we're still considered a very new and young company – 'young' meaning our employees are pretty inexperienced. Er, you know we only actually have about five senior managers who hold the majority of the knowledge. They see this as a risk. Another problem is that the market is very competitive. In Brazil we'd be up against larger international property companies, plus all the local ones. The questions they'll be asking are, is there the demand for another one? And do we know enough about doing business there – the business culture, the local economy, all of that?

**Yves** OK, where do we start?

**Michelle** Well, I've done some research into the Brazilian property market, so we have some up to date figures. I've also spoken to a few of our local agents over there, including the law firm who've done some work for us before. They all seem extremely keen to work with us again. So that's all very positive. I'll send you the Brazil info, and I suggest we read it through and meet next week. I think it might help if we do a kind of SWOT analysis. Er, you know, to see exactly where we stand internally and externally before we decide how to tackle the presentation.

**Yves** OK, I'll call you on Monday, once I've had time to read everything ...