



8 Working together

Learning objectives in this unit

- Talking about working in teams
- Presenting and discussing plans
- Encouraging people
- Using *will*, *going to*, and modal verbs to talk about your goals

Case study

- Creating a plan for effective teamwork

Starting point

- 1 Match these eight names to make four partnerships.**
John Lennon, Domenico Dolce, Douwe Egberts, Crédit Lyonnais, Philips, Paul McCartney, Tour de France, Stefano Gabbana
- 2 Which sectors do / did the companies / people work in?**
- 3 What is / was the nature of their partnership?**
- 4 What do you think are possible benefits of teams and partnerships?**

Working with words | Teamwork and partnerships

1 What skills and abilities do the people in these pictures need?



- 2 How important are teamwork and regular meetings where you work?**
- 3 Some companies use psychological tests to check if someone will be a good team player. Do this questionnaire and compare your results with a partner.**

	Agree	Disagree
1 Life is easier when someone else tells you what to do.	<input type="checkbox"/>	<input type="checkbox"/>
2 I would rather work on my own than with other people.	<input type="checkbox"/>	<input type="checkbox"/>
3 I prefer to work with people who are different from me.	<input type="checkbox"/>	<input type="checkbox"/>
4 Winning is more important than getting on with other people.	<input type="checkbox"/>	<input type="checkbox"/>
5 I usually welcome suggestions from other people.	<input type="checkbox"/>	<input type="checkbox"/>
6 Colleagues are often more dangerous than business rivals.	<input type="checkbox"/>	<input type="checkbox"/>



- 4 33▶ Harriet and Conrad work in the project management section of a large finance group. They are looking for someone to join their team. They are discussing a candidate's responses to the questionnaire in 3. Listen to their conversation. Which choices did the candidate make?
- 5 33▶ Match the words in A to the words in B to make phrases. Then listen again and check your answers.

A	B
take	skills
team	forces
work	responsibility
join	benefit
complementary	alliances
common	closely
form	venture
joint	goals
mutual	player
shared	ground

- 6 Work with a partner. Match the phrases you made in 5 to definitions 1–10.
- 1 when two people have different abilities that work well together: _____
 - 2 come together to form a team: _____
 - 3 put yourself in a position to be blamed if something goes wrong: _____
 - 4 advantageous to both sides: _____
 - 5 make partnerships: _____
 - 6 have a strong working relationship with: _____
 - 7 project that is being worked on by two or more parties: _____
 - 8 similar objectives: _____
 - 9 someone who works well in a team: _____
 - 10 similar ideas or experience in something: _____

»» For more exercises, go to Practice file 8 on page 116.

- 7 Work with a partner. Think of a current or future project one of you is working on. This could be at work or at home. You have to form a team of four, including you and your partner, and two people from the list below, to complete this project.
- 1 Decide which two people would be best in your team. Think about the skills you and they can offer.
 - 2 Tell the class why you have chosen these two people.

Greta: Quiet and hard-working. Very methodical. Good at statistical analysis. Good at detail. Quite shy.

Carlos: Friendly. Good team player and very easy to talk to. No special skills, but quite good at everything. Has a lot of experience of dealing with clients.

Billy: Very good communication and presentation skills. Can get angry and aggressive. Has a lot of friends and colleagues in the business. Likes to lead and be dominant.

Penny: Clever with words. Quite creative and artistic. Sometimes lazy, needs others to keep her on track.

Stevie: IT specialist with good financial skills. Not very good with people. Can be difficult.

Tessa: Experienced office manager. Good at logistics and systems. Gets on well with most people. Cool and organized. Not very imaginative or creative.

Tip | rather

Use *would rather* to state a preference between two things.

A Do you want to eat in the canteen or go out?

B I'd rather go out.

Use *rather than* to express a better option.

We should keep to the original teams **rather than** change them.

Meetings | Presenting and discussing plans



- 1** Merging companies or departments can be difficult. Work in small groups and talk about the problems that might happen in the following areas.
- 1 personal relationships and teamwork
 - 2 working space
 - 3 old and new hierarchies
 - 4 ways of doing things
- 2** 34▶ Quoteus Insurance is merging with Buckler Insurance Services. Quoteus managers, Carmen and Nikos, are meeting with Erica and Dieter, their counterparts from Buckler. They are discussing how to overcome feelings of suspicion between staff. Listen and make notes on Erica's notepad.

Nikos's plan: _____

How it will work: _____

Timescale of the plan: _____

What he needs before he can launch it: _____

- 3** What other way of breaking down barriers do they discuss?

- 4** 34▶ Listen again and complete these phrases.

- 1 We _____ to be ready on schedule.
- 2 Where does this _____ us?
- 3 _____ the next few weeks ...
- 4 ... I _____ to hold a series of small meetings.
- 5 How long will it _____ to involve all the staff?
- 6 I _____ to have seven or eight sessions.
- 7 What's the _____ on this?
- 8 _____ the end of next month.
- 9 What's the next _____?
- 10 It is _____ that ...
- 11 ... there'll be a few problems in the short _____
- 12 But the _____ are ...
- 13 ... there won't be too many personality clashes in the _____ run.

Tip | likely and pretty

These adjectives can mean something different from what you might immediately think. *Likely* can mean *probable*.

Share prices are likely to go down after this disaster.

Pretty can mean *reasonably*.

I'm pretty sure that won't happen.

- 5 Put the phrases from 4 into these categories.**
- Talking about a future hope, a plan, or expectations: _____
 - Asking and talking about time needed: _____
 - Asking and talking about an action needed: _____

» For more exercises, go to Practice file 8 on page 116.

- 6 Work with a partner. Continue the meeting from 2. There are two other important topics on the agenda – organization of office space and creation of the new departmental organigram. Student A, turn to File 19 on page 139. Student B, use the information below. Read your information before you start.**

Student B

You are creating the new departmental organigram (diagram which shows the hierarchy of the department).

This is a very sensitive subject because of the status of different job titles in different companies.

Your plans are to

- conduct individual interviews with key staff
- prepare a draft document for discussion.

By the end of the month: have small working parties

In six weeks' time: have proposal for both Quoteus and Buckler

In two months' time: make decision and inform staff

- Your partner will describe his / her plans for the project he / she is working on.
- Tell your partner what you are working on, how you expect it to go, and describe your plans.

- 7 Think about the next twelve months at work. Look in your diaries if you want. Make short notes about your immediate plans and your long-term plans. Tell the class.**

» Interactive Workbook » Email

Key expressions

Describing plans and intentions

We're also going to ...

X is going to ...

Expressing future hopes and expectations

We expect to ...

We hope to ...

I plan to ...

I intend to ...

The chances are ...

It is likely to / that ...

Asking how much time is needed

How long will it take to ...?

What's the timescale on this?

Asking about immediate action

Where does this leave us?

What's the next step?

Time expressions

Over the next few weeks ...

By the end of the / next month ...

By Tuesday ...

In the short / medium / long term ...

In the long run ...

» Interactive Workbook
» Phrasebank

Practically speaking | How to encourage people

- 1 35▷ Listen to five extracts from conversations. Which of the phrases a–e below show the speaker is**

1 very happy about something? _____

2 not very sure about something? _____

a Well done!

b It's a start.

c Great work, everyone.

d That's an excellent idea.

e That has potential.

- 2 Work in small groups. You have two minutes to do one of the following.**

- Come up with an idea to improve something in your workplace.
- Write a new slogan for your company.
- Design a visual diagram of your company's activities and partners.

- 3 Look at everyone else's creations or listen to their ideas. Take turns to comment on them.**

Language at work | Talking about the future – *going to*, *will*, and modal verbs

1 Carmen works for Quoteus Insurance. She has written to her colleague, Kirsten, with an update on how plans are going for a merger between their company and another insurance company. Read her email and answer questions 1–2.

- 1 How optimistic is Carmen about the schedule?
- 2 What predictions does she make?

Dear Kirsten,

I just wanted to let you know that Erica is **going to** prepare a list of key people to consult on the new hierarchy and departmental structure. Based on feedback I've received from staff meetings, I can see that this is **going to** be a sensitive issue for some people, but the steps we are taking **should** reduce problems. There **could** be trouble, and I expect that a few people **will** leave.

Anyway, the basic message is that everything is on schedule, so we **should** be in the new premises by the end of June. By the way, it **might** be useful for you to come to the next meeting. We're going to discuss the allocation of work space. There **could** be some issues which affect you directly. I'll keep you posted on any developments in the meantime.

All the best,

Carmen

2 Complete sentences 1–6 with the words in **bold** from the email in 1.

- 1 Use _____ to make a confident prediction.
- 2 Use _____ and _____ when we are less confident but think something is possible.
- 3 Use _____ for predictions which are based on evidence we can see in front of us.
- 4 Use _____ to make a prediction based on what is usual or expected.
- 5 Use _____ for an intention to do something.
- 6 Use _____ for a spontaneous offer, promise, or decision.

3 Complete sentences 1–6 with words from 2.

- a There _____ be a train in two minutes; there is usually one at that time.
- b The price of commodities _____ definitely continue to rise.
- c I think I' _____ come in on Saturday – there's just so much to do.
- d This decision _____ cause problems if we don't handle it carefully.
- e What terrible sales figures! We are _____ go bankrupt if things don't improve.
- f He's _____ apply for the manager's job.

» For more information and exercises, go to **Practice file 8** on page 117.

4 Work with a partner. Read situations 1–5 and decide what you would say.

- 1 Your boss is worried about you missing a deadline. Reassure him / her.
- 2 Your colleague usually arrives at work at 9.30. It's 9.15. Somebody asks you where she is.
- 3 With a quarter of the year left, you've only reached half of your sales target.
- 4 Your head of department has just been promoted. Someone asks you if you want to apply for his / her job. You are not sure.
- 5 You sent a document by post to a client. They need it in two days. You are fairly confident that this is OK. They want to know where it is.

5 Make notes about your short- and long-term goals in your job and at home. Work with a partner or in small groups. Tell each other what your goals are.

Tip | Adding extra information and changing topic

Use *by the way* and *incidentally* to add extra information or thoughts.

By the way, you should try to come to the next meeting.

Incidentally, Erica is bilingual.

Creating a plan for effective teamwork

Background

Virtual teamwork at Nortel

Nortel creates Internet technologies, and has 80,000 employees located in 150 countries. It conducts business 24 hours a day, seven days a week with people on different continents and in different time zones.

The HR Director works at the head office in Ontario, Canada, but as a member of a virtual team, she has colleagues as far away as Europe and China. She trained her virtual team of 60 finance and legal employees on deal-making skills. Since they were located throughout the world, she used a group meeting technology

tool called Meeting Manager. Virtual participants were on individual PCs and also on a teleconference line.

The meeting took place in real time from team members' desktops. Charts from the presenters were uploaded onto Meeting Manager, which allowed for group viewing. The chair was able to control the order of the meeting and the viewing of the charts. Participants posted questions on an electronic white board, which could be answered online or by phone.

The Expert View

Early in a project it's important to create a positive working environment where team members can learn to trust and support each other. Social interaction and understanding of cultural differences are essential to obtaining commitment from all members. It's also important to identify individual strengths and role preferences. The team needs to appoint a leader to provide a framework for working towards defined outcomes or collective goals. As the project becomes more task focused, the team dynamic may shift from performing as a group to becoming a collection of individuals.

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Discussion

- 1 What is a 'virtual team'? How does the team meet?
- 2 What are the advantages and disadvantages of virtual teamwork?
- 3 Why might an international company decide against virtual teamwork?

Task

- 1 You work for a global company. It has five key regions: North America; Latin America; Europe; the Middle East and North Africa; and Asia. The head office is in the Netherlands. You need to set up new working practices to allow for better and more effective teamwork across the different regions. Read this information about the international meetings, training sessions, and conferences that take place throughout the year.

Event	When / where	Who travels	Details
Sales conferences	One per year in June / July	All sales managers from all regions	Attend three-day conference in one of the regions.
Product training sessions	Four per year in varying regions	Product manager and several product developers from head office	Run two-day sessions for local sales reps covering several new products.
Marketing meetings	Several times per year in each of the regions	Marketing and R&D personnel from head office	Visit regional sales teams to discuss sales and marketing strategy.
Finance meetings	Several times a year in different regions	Finance controllers from head office	Visit finance teams in all the regions for a one-day meeting to look at the books and discuss future strategy.
General conferences	One every two years in the Netherlands	Managers and senior workers from all regions	To analyse results, share ideas and develop strategy. Includes social events.

- 2 Work in small groups, divided into two parts – A and B. Group A turn to File 21 on page 140. Group B, turn to File 28 on page 142. Read the information and make notes.
- 3 Share the information from your files and discuss what to do about all the international meetings, etc. in 1. Decide what changes you will make and when.
- 4 Present your plans to the rest of the class.

File 17 | Unit 6

Case study, Task, Exercise 1, page 41

Student B

You are the Human Resources Director of an Indian company that is working closely with a Swedish company on a joint venture in India. Many of your staff are now managed by Swedish managers. You have received this file of comments from your Indian employees. You are meeting with your Swedish colleague who has also received comments from their Swedish employees.

- 1 Read through the information below before you begin.
- 2 Take turns to exchange information. Your partner will tell you about a problem his / her Swedish employees are having. Use the 'Business etiquette' information below to explain the possible reasons for the problems. Tell your partner about a problem that your Indian employees are having. Your partner will try to explain why.

Problems reported by Indian employees

'My manager is very rude at the start of meetings – we don't get an opportunity to greet our colleagues properly and make small talk.'

'My Swedish colleagues would rather work than join us for lunch.'

'My Swedish colleagues are rude sometimes – they say things like: "This is not as good as your last report."'

'My Swedish colleagues address me by my first name in front of my Indian team who I have been managing for many years. This is terrible.'

India – Business etiquette

The working day: Breakfast meetings are not common. The working day usually begins around 9.30 – 10.00 a.m. Business lunches are often quite long – 90 minutes is not uncommon.

Concept of time: Levels of speed, efficiency and punctuality will be different from those in the West: if someone promises to meet you in ten minutes, expect arrival in twenty.

Communication styles: Indians often over-promise because they want to please: admitting a job is difficult to get done is often considered rude or weak.

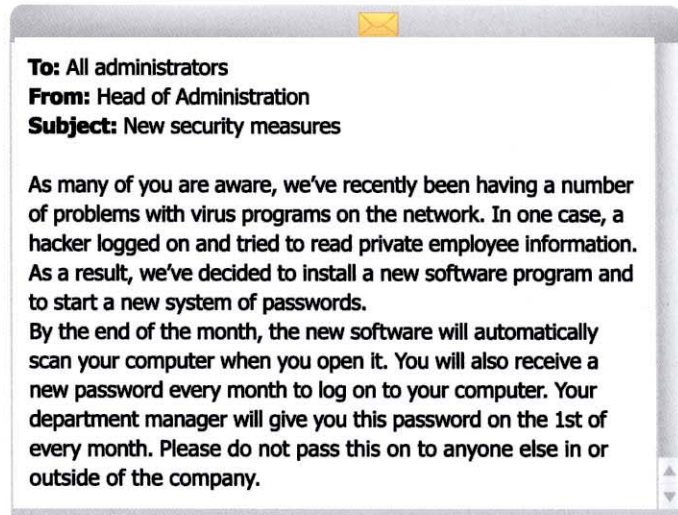
Status and hierarchy: Managers are expected to 'manage'. This includes making key decisions, often with little or no consultation, and telling subordinates what to do.

File 18 | Unit 7

Business communication skills, Exercise 5, page 45

Student B

Read this email, make notes, then update your partner.



File 19 | Unit 8

Business communication skills, Exercise 6, page 51

Student A

You are responsible for the organization of office space. This is a difficult topic because

- more people are working in less space
- there are fewer individual offices.

Your plans are to

- hold a meeting with staff in existing departments
- explain the situation and ask for their views.

By the end of the month: hope to have a lot of recommendations

Next month: brief office fitters and choose furniture

In two months' time: be ready for move

- 1 Tell your partner what you are working on, how you expect it to go, and describe your plans.
- 2 Your partner will describe his / her plans for the project he / she is working on.

File 20 | Unit 2

Case study, Task, Exercise 2, page 17

Group C

You are working on publicity for the club and the launch party.

Your responsibilities:

- Advertising the launch party with leaflets and posters.
- Issuing special invitations for local business people.
- Recording a commercial for the local radio station.
- Setting up a website and making sure it is up to date.

Your progress: The leaflets and posters are ready. You are still waiting for the invitations. The website has been designed and is working well. The radio commercial has been recorded and needs to be approved by the team.

Problems: You need help to distribute the leaflets and posters. The website needs to be updated more frequently and expert help is expensive.

File 21 | Unit 8

Case study, Task, Exercise 2, page 53

Group A

Read these advantages of virtual working and share them with Group B.

- **More efficient use of time** – a team that stays in close contact and keeps an accurate record of its own progress is more likely to get something done on time and under budget.
- **Efficient use of training budget** – organizations that already have the necessary technology and skills for online communication have reported big savings on airfare, hotel and restaurant costs, and other expenses associated with face-to-face training.
- **Increased productivity** – too often organizations rely so much on meetings that a decline in overall productivity is experienced. Team members don't waste time walking down corridors, talking in the doorways along the way, and waiting for others to arrive.
- **Greater participation** – virtual team members can decide when and where they will participate and as a result they might feel able to participate more fully than they otherwise would.
- **Better use of individual time** – twelve minutes into a meeting, your reason for attending may be over. You could leave, then return later to 'listen in' and perhaps add something more.
- **Greater equality** – when you can't see the other people involved in the meeting, the organizational hierarchy doesn't completely disappear, but it does fade further into the background, allowing individuals to express their position more fully and easily.
- **Less air pollution** – when team members are able to work from home or the office, and avoid travelling for meetings, they lower their impact on the environment.

File 22 | Unit 9

Business communication skills, Exercise 5, page 57

Student A

Situation 1

Conversation 1

You are the customer. You work for an oil company. You want to order two drill pieces from S1 Engineering.

You have an account with the company. It is HK568.

Call S1 Engineering.

Conversation 2

You urgently need the pieces you ordered five days ago.

Call the company and find out about your order.

Situation 2

Conversation 1

You are a call handler for Haddows Trading, a fashion distributor. A customer calls you to place an order.

Give this order reference: HTGS899.

Conversation 2

You receive another call from the customer.

There has been a problem with the order. Find out what the problem is and invent an excuse / explanation.

Promise to take immediate action. (You can send a delivery van today – no extra charge.)

File 23 | Unit 10

Case study, Task, Exercise 1, page 65

Student A

Read this information on visitor numbers at last year's event. Decide what attractions and facilities were popular, and make recommendations for this year's events to the rest of the committee.

Total number of visitors: 358 (adults)

Numbers of visitors (approximately) that

- watched a promotional video about the work of the charity: 27
- rode on the Tour de France simulator: 152
- had lunch at the outdoor barbecue: 289
- took the guided tour of the factory: 95
- completed the quiz about the company: 43
- tried out the bikes on a special course: 235
- bought a lottery ticket for the charity (bicycles as prizes): 117
- had children who used the children's play area: 145
- used the outdoor café: 231

File 28 | Unit 8

Case study, Task, Exercise 2, page 53

Group B

Read these disadvantages of virtual working and share them with Group A.

- **Over-reliance on email** – communication can take up to four times as long as one face-to-face meeting, especially as non-verbal communication transfers 63% of meaning.
- **Failure to respond to messages** – employees might have to wait for responses before they can continue their work. This means that their workflow is affected and they might waste a lot of time.
- **No socializing** – socializing with team members helps to improve relationships and often makes teamwork more effective. Face-to-face contact is also essential in building trust. Without trust, relationships can break down.
- **More time needed** – Multicultural teams can take up to seventeen weeks to become as effective as teams of the same culture, and without face-to-face contact this can take even longer.
- **Working over different time zones** – it is difficult to schedule meetings so that everyone can be involved.
- **Intercultural communication issues** – travelling to other countries increases awareness and understanding of cultural differences and this leads to improved communication. Without business travel, misunderstandings due to cultural differences are more likely.
- **Cost issues** – although virtual working means that less money will be spent on travel, the problems connected with developing effective virtual teams might actually cost the company more money in the long term.

File 29 | Unit 10

Language at work, Exercise 8, page 64



File 30 | Unit 9

Business communication skills, Exercise 5, page 57

Student B

Situation 1

Conversation 1

You are a call handler for S1 Engineering, a company which provides spare parts for the oil industry.

A customer calls you to place an order.

Give this order reference: 965/LQ.

Conversation 2

Five days later you receive another call from the customer. Check the caller's account details and find out what the problem is.

Give the following explanation:

Explain that the order was delayed by two days because of a strike. The customer will receive the order later this afternoon.

Situation 2

Conversation 1

You are a customer from the fashion trade. You want to order fifteen green skirts from Haddows Trading, a fashion distributor. Your account number is VX890. Call Haddows Trading.

Conversation 2

You have just received the order from Haddows Trading. Unfortunately it contained fifty green shirts. You are very unhappy. Call and complain. Ask for a solution.

File 31 | Unit 10

Case study, Task, Exercise 1, page 65

Student B

Read this visitors' feedback from last year's event. Decide what attractions were popular, and make recommendations for this year's events to the rest of the committee.

Comments and suggestions

'The Tour de France simulator was really amazing! Where can I buy one? I had a great day. Why don't you have more activities for children next year? And maybe a bicycle race?'

'We really enjoyed trying out the bikes on the special course. How about some cycle training next year?'

'The factory was very interesting and everyone was extremely friendly. The only thing was that there were a lot of people waiting for the Tour de France simulator, so we couldn't try it. Perhaps we can next year!'

'I liked seeing the factory, but my kids thought it was rather boring. What about having more family entertainment in the park outside? What about a display of extreme cycling?'

'We bought two bikes for our kids. The prices were very good and it was great to know we were helping the charity in their work at the same time.'