



12 Performance

Learning objectives in this unit

- Talking about performance
- Talking about present and past performance using the present perfect
- Saying large numbers and approximate numbers
- Describing trends

Activity

- The performance game

Starting point

- 1 How can you measure the performance of a company? Put these in order from the most important (1) to the least important (5).
 - ___ how much money the company makes
 - ___ how green the company is
 - ___ who it employs
 - ___ how it treats its staff
 - ___ how safe it is to work there
- 2 How can you measure the performance of
 - a a government?
 - b an employee?

Working with words | Evaluating performance

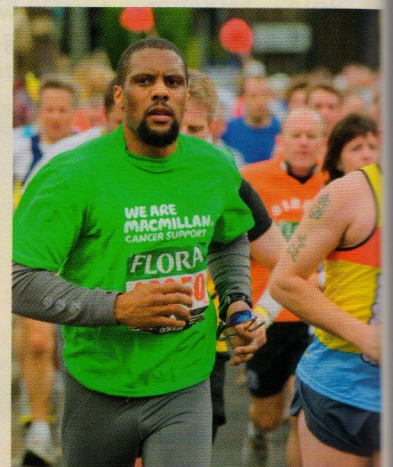
- 1 Work with a partner. Read statements 1–5 and discuss whether you think they are true or false. Then read the text and check your answers.
 - 1 Everybody loves a company that makes money.
 - 2 It's not enough for a company to have good sales results.
 - 3 Companies have to show that they look after their employees.
 - 4 Employees would work harder and for a lower salary if they were with a socially responsible company.
 - 5 Only a small minority of employees think they work for a socially responsible company.

Company performance in a socially responsible world

Every investor loves a company when it **achieves its sales targets**, **manages its costs**, and **performs well** on the stock market and, therefore, makes money.

However, a company nowadays also needs to think about its **reputation** with the public and its own staff. In other words, it has to be **socially responsible**. For example, it is expected to improve its **environmental performance**. In addition, it is often judged these days on the **diversity of its workforce**: the number of women, people from ethnic minorities, and disabled people in all positions, including senior management. This has become an important factor in recruitment. Finally, a company needs to have a good **safety record**, both in terms of its workers and the products it produces.

In a recent survey, 40% of workers said they would work longer hours and 48% would work for less pay with a socially responsible company. Interestingly, 46% of employees believed they already work for a socially responsible company. Without doubt, profits are no longer the only way to measure a company's success. Employees and customers expect a lot more.



2 Complete the sentences with words and phrases in bold from the text in 1.

- 1 If a company is open to both sexes and all races, it believes in the _____.
- 2 A company which protects people and nature is _____.
- 3 If your company has good results, its shares usually _____.
- 4 If people like or respect the company, it has a good _____.
- 5 If the company doesn't spend too much, it _____ its _____.
- 6 If there aren't many accidents, the company has a good _____.
- 7 If the company sells what it plans, it _____ its _____.
- 8 If a company doesn't pollute too much, it has a good _____.

3 Work with a partner. Which of the performance factors in 2 are important in your place of work, and why?

4 54▶ Listen to five people talking about their employers. Which aspects of the company's performance is each person evaluating?

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

5 54▶ Complete the sentences with these adjectives. Then listen again and check your answers.

poor excellent satisfactory encouraging disappointing

- 1 It's very _____ – I really thought I had a big future here.
- 2 Last year was _____, because the number of serious injuries went down dramatically.
- 3 We've had a really _____ year, much better than we expected.
- 4 It's been a very _____ performance – I don't like to tell people who I work for.
- 5 I suppose I could say we've had a _____ year.

6 Which adjective in 5 means

- | | |
|-----------------------------|--------------|
| 1 good enough? | 4 very good? |
| 2 positive for the future? | 5 bad? |
| 3 not as good as we wanted? | |

» For more exercises, go to **Practice file 12** on page 124.

7 Choose three of the following topics and evaluate their performance in the last year. Then work with a partner and explain your answers.

Example: My company's performance has been disappointing. We lost an important customer in June.

- your company
- your department
- your government
- your country's economy
- the stock market
- a sports personality or sports team that you like

📍 » Interactive Workbook » Glossary

Tip | *disappointed / encouraged or disappointing / encouraging*

A thing is **disappointing** or **encouraging**, but a person is **disappointed** or **encouraged**.

The company's performance is disappointing.

The employees are disappointed by the company's performance.

The results were encouraging.

The CEO was encouraged by the results.

12

Language at work | Present perfect (2) with *for* and *since*

1 55▷ Listen to Lionel Chang and Raul Aguilar talking at a sales conference. Where do they work? When did they arrive there?

2 55▷ Look at these sentences from the conversation. Listen again and underline the correct answer from the words in *italics*. Which verbs are in the past simple, and which are in the present perfect?

- 1 We *opened* / *have opened* our first sales office in 2004.
- 2 We *had* / *have had* disappointing results for the first two years.
- 3 Since 2006, our market share *went* / *has gone* up to nearly 5%.
- 4 I *was* / *'ve been* in Dubai for three years now.
- 5 My wife and children *moved* / *have moved* here last year.

3 Complete the rules about the past simple and present perfect, using the sentences in **2** to help.

- 1 Use the _____ when an action starts and finishes in the past.
Example: _____
- 2 Use the _____ when an action starts in the past, but includes the present.
Example: _____
- 3 Use _____ with the present perfect and past simple to describe the length of time of the action.
Example: _____
- 4 Use _____ with the present perfect to describe the start of the action.
Example: _____

4 Work with a partner. Make sentences in the present perfect and past simple using the prompts in the table.

Lionel's company	have	a sales office in Dubai	
Its market share	live	in Dubai	for ...
Raul	start	working in Dubai	
Raul's family	work	going up	since ...
	arrive	more encouraging results	in ...

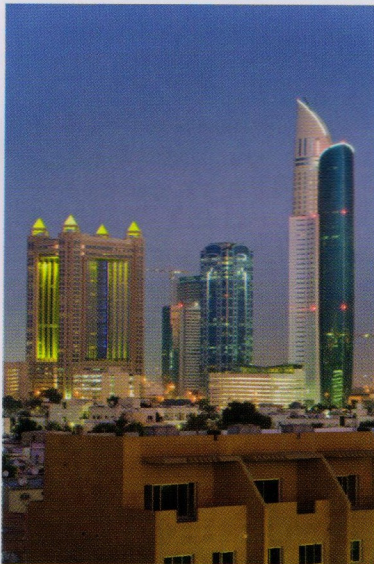
5 Read about the history of Dubai's economy and answer the questions.

- 1 What is Dubai trying to do?
- 2 Has it been successful? How do you know?

DUBAI DIVERSIFIES

1970s	Dubai earns 64% of its GDP from oil.
Early 1990s	Government realizes that oil revenues are not enough for the economy. It begins to invest in services: tourism, trade, transportation, and financial services. The aim is to build the first non-oil economy in the Gulf region.
2000–2005	The economy grows by an average of 13.4% a year.
2005	Dubai achieves GDP target of \$30 bn, five years earlier than expected.
2007	Government launches 'Dubai Strategic Plan'. New GDP target is \$108 bn by 2015 with more and more investment in services.
Today	Only 3% of GDP comes from oil.

GDP (Gross Domestic Product) – the total value of all goods and services produced in a country



Tip | How long? and When?

Use *How long?* with the present perfect and the past simple tenses.

Use *When?* with the past simple tense, but not the present perfect tense.

6 Work with a partner. Make questions about Dubai using the prompts below. Then take turns to ask and answer the questions.

Example: A When did the government decide to build a non-oil economy?
 B In the early 1990s.

- 1 When / government / decide / build / non-oil economy?
- 2 How long / Dubai / invest / services?
- 3 When / the economy / begin / grow very quickly?
- 4 How long / it grow / 13.4% a year?
- 5 How long / GDP / be / over \$30 billion?
- 6 How long / 'Dubai Strategic Plan' / be / in operation?



» For more information and exercises, go to Practice file 12 on page 125.

7 Work with a partner. What do you have in common? Take turns to ask and answer questions with *How long?* and *When?* using the ideas below.

- work for your present company
- know your English teacher
- work for your last company
- live in your last house / flat
- do your present job
- learn English at school
- need English for your job

Practically speaking | How to say numbers

1 56▶ Work with a partner. How do you say these numbers? Listen and check your answers. When do we use a full stop or a comma? When do we say 'nought' and 'oh'?

1.39% 0.033 102 7,467 906,570

2 57▶ Listen to the stock market report for 21 May. Which markets are in the report? Has each market gone up or down?

3 57▶ Listen again and complete the table.

21 May 5.55 p.m. GMT		World Stock Markets Summary	
Index	Value	Change	%
Nikkei	13,688.28	+ 377.91	+ _____%
FTSE 100	5,932.20	+ _____	+ 0.65%
DAX	6,904.85	+ 5.17	+ _____%
Dow Jones	12,357.41	- _____	- 0.56%
Nasdaq	_____	- 10.19	- 0.44%

4 Work with a partner. What were the stock market values for 21 May?

Example: The Nikkei was 13,688.28. It was up 377.91.

5 It is often easier to use an approximation when we are saying numbers. Look at these approximations and match them with a figure in the report.

- | | |
|----------------------------|---------------------|
| 1 nearly 380 <u>377.91</u> | 4 just over 5 _____ |
| 2 roughly 6,000 _____ | 5 around 40 _____ |
| 3 just under 70 _____ | |

6 Work with a partner. Say these numbers, using the approximations in 5.

17.8% \$899 7,068 49% €141.05

Example: Nearly 18%

Tip | nearly, around, and roughly

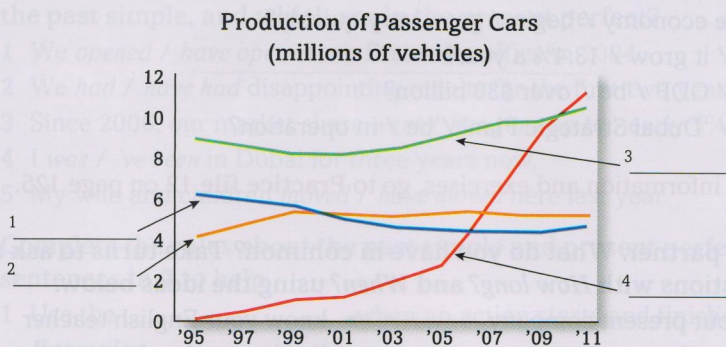
Nearly means slightly less or just under.

About and roughly can mean slightly more or slightly less. In written English we often use approximately to mean about or roughly.

Business communication | Describing trends

- 1 58▷ A consultant is presenting the graph below about car production in four countries. Listen and label the graph with the names of the countries from the list.

Japan USA Germany China



- 2 Look at the verbs in the table. Decide if they describe an upward movement [↑], a downward movement [↓], or no change [↔]?

	↑, ↓, or ↔?	↑, ↓, or ↔?
rise		grow
decrease		fall
remain stable		decline
drop		increase

- 3 Work with a partner. Take turns to ask and answer questions about the graph in 1, using the verbs in 2.

Example: A Did production rise in China at the end of the nineties?

B Yes, it did.

A Has production increased in the USA since 1997?

B No, it hasn't. It's declined.

- 4 58▷ Look at these sentences from the audio. Decide which country they are describing, using the graph in 1. Then listen and check your answers.

1 Car production grew from five to five point five million at the end of the nineties.

2 Since 1999, it has remained stable at just under six million vehicles per year.

3 In fact, new car production has fallen by two million since 1997.

- 5 Look at how *from*, *to*, *at*, and *by* are used in 4. Then complete the description of a company's sales below, using each word once.

Our sales went up _____ 500 units, _____ 2,500 in October _____ 3,000 in November. They stayed _____ 3,000 units in December.

» For more exercises, go to Practice file 12 on page 124.

- 6 Work with a partner. Compare the sales of two car producers. Student A, turn to File 22 on page 139. Student B, turn to File 47 on page 144.

- 7 Find or draw a graph describing the recent performance of your company or department, or your country (inflation, unemployment, etc.). Then present it to your partner.



Key expressions

Describing changes

... rose / increased / grew.

... fell / decreased / declined / dropped.

... has remained stable.

Giving figures

... rose by 10%, from \$20m to \$22m.

The price remained stable at €17.50.

» Interactive Workbook
» Phrasebank

» Interactive Workbook » Email and » Exercises and Tests

The performance game

1 Work in groups. You are starting a new company which manufactures plastic tables and benches from recycled plastic. Your furniture looks like wood, but is stronger and lasts longer. It's also more expensive. Your main customers will be local councils, who will buy your products for parks, schools, and other public areas.

Your objective is to achieve the highest level of performance. This means excellent sales and profits, but also a good reputation for socially responsible action.

Discuss the questions below and agree on the best answer. After each question, go to the number of your choice in File 24 on page 140.

Where are you going to locate your factory?

- a In an old industrial town with high unemployment? **Go to 6**
- b In a pleasant middle-class town with a reputation for 'green' policies? **Go to 16**

Sales have been very disappointing in Year 1, and you need to reduce your salary costs. What will you do?

- a Ask your production workers to go part-time? **Go to 13**
- b Lay off five male production workers because they earn more than the women? **Go to 18**

In Year 3, your business has grown so quickly that your factory is now too small. What will you do?

- a Extend your existing factory – this will give you 20% more capacity? **Go to 5**
- b Outsource part of your production to a low-cost country? **Go to 11**

What will your recruitment policy be?

- a Equal numbers of men and women? **Go to 3**
- b Just advertise and take the best? **Go to 10**

Your results in Year 2 are more encouraging, but the price of recycled plastic is rising dramatically. What will you do?

- a Increase the prices of your products? **Go to 8**
- b Use cheaper recycled plastic from Asia? **Go to 15**

You want to promote your image to the public as a socially responsible company. What will you do?

- a Include new pages on your website about your employment and environmental policies? **Go to 4**
- b Visit schools in towns which have bought your products to teach children about recycling? **Go to 9**

What will be your key advertising message to promote your products?

- a Helps to preserve the environment? **Go to 7**
- b High quality and durable? **Go to 2**

Two people are injured when a bench collapses. You discover that this is due to a defect in the screws you bought from a supplier in Year 1. What will you do?

- a Replace all the 200 benches you sold in Year 1 with new ones? **Go to 14**
- b Replace any damaged benches which are returned? **Go to 17**

It's Year 5, and you have two offers to buy shares in your company. Who will you sell them to?

- a A company which manufactures and recycles plastic packaging? **Go to 1**
- b A multinational oil company which wants to improve its image by investing in environmentally friendly companies? **Go to 12**

2 How did you score?

21–27 points

You have combined successful sales policies with a great sense of social responsibility. This will help you to achieve even better growth in the next few years.

11–20 points

You've made some good and bad decisions. To optimize your performance in the future, you should look back and learn from your mistakes.

0–10 points

Your sales performance has been disappointing and your public image is very poor. It's probably time to make some changes in your management team!

Activity

File 18 | Unit 9

Case study, Task, Exercise 1, page 59

Student A

These are the ideas that you have for promoting the 3C card and their costs.

- Adverts on a search engine popular with young users. Advert appears when you type 'cool', 'money', or 'cash'. €100,000
- Adverts on a (legal) music download site. When the page opens, the image of the 3C card 'floats' across the screen. €70,000
- Adverts on a popular IM (instant messaging) service between 5.00 p.m. and 11.00 p.m. €100,000
- Interview with a young manager from your bank on a late-night TV programme about money issues for young people. €40,000

File 19 | Unit 10

Business communication, Exercise 6, page 64

Student A

You work for a green office cleaning company. Give a presentation to Student B about your service, using the notes below.

Advantages of using a green cleaning company

- improves working conditions of staff – cleaning products non-toxic
- receive personalized service – same team are always sent
- creates green image of company – environmentally friendly products are used
- helps local industries – small company

File 20 | Unit 10

Case study, Task, Exercise 1, page 65

Group A

Your issue is transport. You think that employees should be encouraged to reduce their use of private cars and air travel by 40%. These are some of the measures your company could take:

- carpooling – *how? when?*
- using hybrid cars – *who? how? cost?*
- having incentives for using public transport – *what? cost?*
- reducing number of business trips – *how? alternative?*

File 21 | Unit 11

Case study, Task, Exercise 1, page 71

Group A

Italian experience

Guests travel to Italy to spend a cultural weekend in the beautiful city of Verona. They spend two nights at the luxury five-star Hotel Baglioni and go out for a traditional seafood dinner the first evening. The next morning is spent following the Romeo and Juliet trail before travelling to the ancient Roman amphitheatre to watch Verdi's opera *Nabucco* in the evening.

File 22 | Unit 12

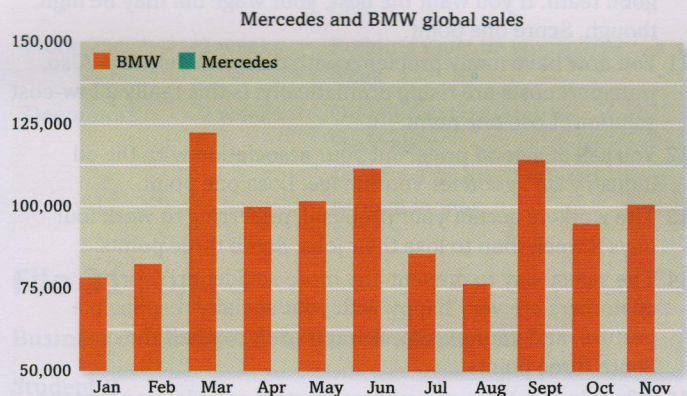
Business communication, Exercise 6, page 76

Student A

- 1 Describe BMW's sales. Your partner will mark them on his / her graph.

Example: In January, sales were just over 75,000. In February, they rose to about ...

- 2 Listen to your partner's description of Mercedes' sales, and mark them on your graph.



File 23 | Unit 14

Case study, Task, Exercise 3, page 89

Student A

You are the Project Manager for Phoenix Office Design. If you don't meet the deadline of 31 December, you will have to pay your client Odensa \$1,000 for each day that construction is delayed. Your objective is to try and limit your extra costs.

Information files | 24–31

File 24 | Unit 12

Activity, page 77

- 1 Good for your reputation, and now you have a cheap source of recycled plastic. Score three points.
- 2 An important sales argument. Outdoor furniture needs to resist the weather – and vandalism! Score three points.
- 3 You earn a good reputation for promoting equal opportunity policies. Score three points.
- 4 Your web pages will mainly be read by potential employees or future customers. Not a very public way to promote your image. Score one point.
- 5 This works for six months, but now you're at full capacity again and there's no more space to expand. Score one point.
- 6 A good choice. Local salaries won't be too high because of the employment situation. Score three points.
- 7 Recycling is an important part of environmental protection. But in general, plastic isn't good for the environment. Score one point.
- 8 Your market share remains stable because your competitors have had to increase their prices too. Score three points.
- 9 A good socially responsible gesture. It will also make you more popular with your local council customers. Score three points.
- 10 Not a socially responsible action, but you'll be sure to have a good team. If you want the best, your wage bill may be high, though. Score one point.
- 11 You now have many problems with delays in delivery. Also, transport costs are rising dramatically. Is this really a low-cost solution? Lose one point.
- 12 You sell at a good price, but your association with the oil industry isn't good for your image. Lose one point.
- 13 The workers accept your proposal, preferring to work four days a week than to lose their jobs. Score three points.
- 14 The safest way to prevent any more accidents. Your customers are very happy with your socially responsible gesture, and your ex-supplier agrees to pay half the cost. Score three points.
- 15 After six months, your customers start complaining that the quality of your furniture isn't the same as before. Lose one point.
- 16 The local council say they don't want another factory in their beautiful town. Lose two points. Read the question again and choose another option.
- 17 Your customers are very disappointed – this doesn't solve the problem. What happens if somebody gets seriously injured? Lose two points.
- 18 Your good reputation is damaged when the press hear about your sexist policies. Lose three points.

File 25 | Unit 13

Case study, Discussion, Exercise 3, page 83

Productivity

Invested money – more robots on production line
Introduced flexible working – 3 shifts every day, 7 days a week
→ more production hours

Logistics

Three main suppliers relocated to near factory + 60% components now delivered from UK → less time and money wasted

Relations with workforce

Workers organized into teams of 8–15 people responsible for solving their own problems on production line → improved relations with management

Environmental concerns

Minis for European market transported by rail

Customer satisfaction

Customers offered personalized car and can choose extensive range of options even after order is placed.

File 26 | Unit 13

Case study, Task, Exercise 1, page 83

Problems at Textiles Inc.

Productivity

- low productivity
- high production costs
- inefficient

Logistics

- factory in rundown area on outskirts of town
- no public transport links

Relations with workforce

- largely female part-time employees
- high level of dissatisfaction
- high staff turnover

Environmental concerns

- textiles and factory very old-fashioned
- fined recently for not conforming to environmental legislation

Customer satisfaction

- poor – textiles do not meet customers' needs
- many goods returned

Information files | 42–52

File 42 | Unit 8

Case study, Task, Exercise 2, page 53

Student B

Look at the information below about Stable & Sons.

Company history:	30 years in the business
Type of company:	National
Price:	€10 per package Discount starts at 500 packages
Collection:	Daily
Speed:	Four working days
Delivery options:	Daily delivery (including Saturdays) Early morning and late evening special service
First time delivery rate:	80%
Tracking facilities:	Via email

File 43 | Unit 9

Case study, Task, Exercise 1, page 59

Student B

These are the ideas that you have for promoting the 3C card and their costs.

- Outdoor advertising on buses taking young people to school and university. €80,000
- National competition for best photo taken by a mobile phone. Photos posted on your bank's website. 100 winners get a 3C card and \$300 in cash. €80,000
- Ten 30-second TV adverts on popular youth music channel. €90,000
- Free concert tickets for the first 1,000 people to take out cash with the card on a particular date. €60,000

File 44 | Unit 10

Business communication, Exercise 6, page 64

Student B

You work for a company of green consultants. Give a presentation to Student A about your service, using the notes below.

Advantages of using a green consultancy company

- expert advice from experienced consultants
- receive list of green contacts
- kept up-to-date on any changes in law
- improves company image – shows you are serious about environment.

File 45 | Unit 10

Case study, Task, Exercise 1, page 65

Group B

Your issue is resources. You think that the company could reduce its consumption of paper and water by 25%. These are some of the measures your company could take:

- cutting paper wastage – *how?*
- more recycling – *what?*
- conserving and recycling water – *how? where?*
- reducing waste in the canteen – *how?*

File 46 | Unit 11

Case study, Task, Exercise 1, page 71

Group B

The Boat Race

Guests are given the pieces of a full-size boat which they have to build and brand in teams using their own imagination. They then have the opportunity to race in their boat against the other teams to see whose boat is the fastest. At the end of the race, the winners celebrate their victory with a bottle of champagne. The day ends with a fantastic barbecue and buffet-style dinner with a free bar.

File 47 | Unit 12

Business communication, Exercise 6, page 76

Student B

- 1 Listen to your partner's description of BMW's sales, and mark them on your graph below.
- 2 Describe Mercedes' sales. Your partner will mark them on his / her graph.

Example: In January, sales were about 65,000. In February, they rose to just over ...

