

15 Training

Learning objectives in this unit

- Talking about personal development and training
- Giving advice using modal verbs
- Saying thank you and responding
- Showing understanding and suggesting solutions

Case study

- Introducing personal development programmes

Starting point

- 1 What skills do you need for your present job? Did your company offer you any special training?
- 2 What new skills would you like to learn for your professional and / or personal development?

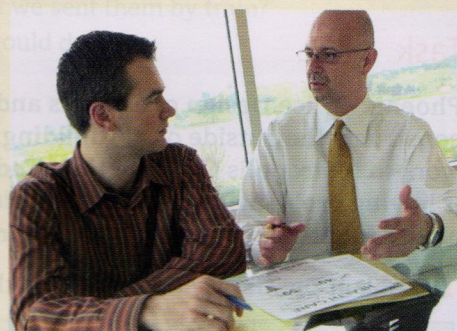
Working with words | Personal development and training

- 1 Read the text. Would you like a business coach?

The benefits of business coaching

In recent years business coaching has grown, with companies such as Unilever and KPMG taking part. It can cost up to £3,000 a day. However, the results are so impressive that some companies want all their executives to enrol to **improve** their performance.

What do business coaches do? Basically, they let you talk about the problems you are having in your professional life and help you **set** new goals. They then meet or speak with you regularly to see if you are **achieving** those goals. For example, they can find ways for you to get better sales results, to **motivate** your team to work better, or to **improve** your promotion prospects in your company. Coaches do not actually make decisions for you, but **give** you **feedback** on your ideas. They can also help you identify what training you might



need to **develop** your skills.

The coaching experience can be an ideal opportunity to **take a step back** and evaluate your lifestyle. The result is often a better work–life balance. Jeremy Lang, former Chief Executive of Chilprufe, the underwear manufacturer, said, 'I am working 50% more *on* my business and 50% less *in* my business. I am 100% happier.'

- 2 Read the text again and answer the questions.

- 1 What's the maximum you might pay for a day's coaching?
- 2 What are some companies asking their top managers to do?
- 3 Do business coaches usually
 - a help you organize your working time better?
 - b listen to your problems?
 - c make written recommendations on what action to take?
 - d help you get better results?
 - e recommend jobs for you in other companies?
- 4 What does Jeremy Lang mean when he says 'I am working 50% more *on* my business and 50% less *in* my business'?

3 Match words and phrases in bold in the text to meanings 1–8 below.

- 1 think about your life in a calm way _____
- 2 give somebody the desire to do something _____
- 3 learn how to do things better _____
- 4 do your job better _____
- 5 decide on your objectives _____
- 6 reaching your objectives _____
- 7 increase the possibilities of a better job in your company _____
- 8 tell someone what you think of their performance _____

4 Complete these sentences with a form of the words and phrases from 3. Then work with a partner. Take turns to ask and answer the questions.

- 1 What things _____ you to do your job well?
- 2 When was your last annual appraisal? Did you _____ any _____ for this year? What are you doing to try and _____ them?
- 3 How often does your boss _____ you _____ on your performance?
- 4 Do you think training is the best way to _____ your _____? What other ways are there to move up in the company?
- 5 When is the best time to _____ a _____ from your job?
- 6 What new _____ would you like to _____ in your professional life?
- 7 Have you done any training courses recently to _____ your _____ at work? How have these courses helped you?

5 Match a company training course from the list to 1–5 below.

Project management Managing stress Motivating employees
Communication skills Time management

PERSONAL DEVELOPMENT AT WORK

Five training courses to help you achieve your personal and professional goals:

- 1 _____ to achieve a work–life balance and take a step back.
- 2 _____ to be a better listener and run effective meetings.
- 3 _____ to speed read and deal with emails.
- 4 _____ to give better feedback and set clear goals.
- 5 _____ to plan work schedules and learn to delegate.

» For more exercises, go to **Practice file 15** on page 130.

6 66▶ Listen to Scott Wesley, a sales director, speaking with different colleagues. Match conversations 1–3 to situations a–c.

- a At the coffee machine _____
- b At an annual appraisal _____
- c At a meeting _____

7 66▶ Work with a partner. Listen again and answer the questions.

- 1 Why aren't Scott's colleagues happy with what he says?
- 2 What courses in **5** would you recommend for him?

8 Which of the courses in 5 would be useful for you? Why?

9 Work with a partner. Take turns to describe what skills you need and to recommend a course.

» Interactive Workbook » Glossary

Language at work | Modal verbs for giving advice

- 1 Read the advice on how to conduct an appraisal with an employee. Ignore the gaps in the sentences for now. Do you agree or disagree with the different points? Then work with a partner and compare your answers.

Annual appraisals

Advice for managers

- 1 You _____ use your own office for the interview.
- 2 You _____ do most of the talking.
- 3 You _____ start with one or two questions about the employee's personal life.
- 4 You _____ give negative feedback first.
- 5 You _____ discuss if the employee achieved last year's goals.
- 6 You _____ offer solutions when goals haven't been achieved.

- 2 **67▶** Listen to a Human Resources manager giving a presentation to department managers on annual appraisals. Compare her advice with your opinions in 1.
- 3 **67▶** Listen again. Complete the advice in 1 with the modal verbs which the HR manager uses. Choose from this list.
must mustn't should shouldn't could
- 4 Complete the sentences with a modal verb from 3.
- 1 If it's really important to do something, you _____ do it.
 - 2 If it's a good idea to do it, you _____ do it.
 - 3 If it's possible, you _____ do it.
 - 4 If it's not a good idea, you _____ do it.
 - 5 If it's a very bad idea, you _____ do it.
- 5 Look at the advice for improving your promotion prospects. Are the points a important? b a good idea? c possible? d not a good idea? e a very bad idea?
- 1 Work longer hours than your colleagues. ____
 - 2 Apply for every management position advertised in the company. ____
 - 3 Tell colleagues which jobs you are applying for. ____
 - 4 Get to know your boss personally. ____
 - 5 Tell your boss you are thinking of leaving. ____
 - 6 Help work colleagues with their problems as much as possible. ____
 - 7 Ask for training courses at least once a year. ____
 - 8 Always send copies of your work to your boss. ____
 - 9 Speak loudly on the phone so your boss can hear your conversations. ____
- 6 Work with a partner. Discuss your answers, using a modal verb from 3.
Example: You shouldn't work longer hours than your colleagues because ...

Tip| have to and must

Have to describes things that our employers, the government, etc. ask us to do.

I have to work 39 hours a week.

We have to pay tax three times a year.

Must describes things that are urgent or personally important for us.

You must pay our tax bill this week.

I must try to work harder.



7 Work with a partner. Read about Marek and Klaudia. Decide what problems they have at work and what advice you could give them.

Marek Podolski: 45-year-old project manager for a software company. Works 60–70 hours a week and is very stressed. Has too many projects to manage at the same time, all with impossible deadlines. His team refuse to do extra hours and his boss refuses to recruit another team member. His wife complains that she and the children never see him.

Klaudia Wojcik: 28-year-old sales rep for an insurance company. In the job for five years. Excellent sales results. CEO promised her quick promotion when she arrived, but her boss says she's too young to be a manager. Applied three months ago for the position of Sales Manager, but didn't get the job. Her boss was on the interview panel, but the CEO wasn't.

» For more information and exercises, go to Practice file 15 on page 131.

8 68► Listen to two experts talking about the problems in 7 and compare their ideas with yours.

9 Work with a partner. Take turns to explain the problems below and to give advice.

- improve your personal performance
- develop your skills
- get the most from your annual appraisal
- get a better work–life balance to have more free time

Practically speaking | How to say thank you and respond

1 What would you say in these situations?

- An ex-colleague invited you to a restaurant and has just paid the bill.
- It's your annual appraisal with your boss. The meeting has been useful.
- A colleague has spent two hours showing you a computer program.
- A supplier you work with has just sent you a birthday message.

2 69► Listen to four conversations. Match each one to a situation in 1.

3 69► Listen again to the conversations and complete the sentences in A. Then match the two parts of the responses in B.

A	B
It was very nice of you to _____.	You're at all.
Thanks _____.	No welcome.
Thanks for _____.	That's problem.
Thank you for _____.	Not OK.

4 Which of the sentences and responses in 3 are more informal?

5 Work with a partner. Say thank you and respond in the situations in 1.

6 Work with a partner. Have similar conversations for these situations.

- Someone has helped you carry a heavy box to your office.
- You've spent the weekend on your boss's yacht.
- A colleague has helped you write a report.

Tip | nice

Nice has many different meanings in English.

*It was **nice** of you to invite me.* (nice = kind)

*Did you have a **nice** time in Beijing?* (nice = enjoyable)

*My colleagues are very **nice**.* (nice = friendly)

*That brochure looks **nice**.* (nice = attractive)

Business communication | Showing understanding and suggesting solutions

1 Work with a partner. Answer the questions.

- 1 Why do people sometimes have to work late?
- 2 Do you ever work late? If so, how often and why?

2 70▶ Marisa is talking to her colleague Glen. Listen and answer the questions.

- 1 Why does Marisa's boss Tom want her to work late today?
- 2 Why can't she do it?
- 3 Why can't she work late tomorrow?
- 4 Why is it taking her so long to finish her work?
- 5 Why doesn't the company want to give her training?
- 6 When does her work have to be finished?
- 7 What does Tom say about deadlines?

3 70▶ Listen again and number these phrases in the order you hear them.

- | | |
|-------------------------------------|------------------------------|
| 1 Right. ____ | 5 I see. ____ |
| 2 It's not easy for you. ____ | 6 I understand totally. ____ |
| 3 I'm sure there's a solution. ____ | 7 I know how you feel. ____ |
| 4 Don't worry. ____ | 8 It's not your fault. |

4 Work with a partner. You are both having some problems at work at the moment. Take turns to explain your problems and show understanding. Student A, turn to File 34 on page 142. Student B, turn to File 51 on page 145.

5 71▶ Work with a partner. Discuss what you think Marisa should do. Then listen to Glen talking about Marisa's problem.

- 1 What solutions does he suggest?
- 2 Which idea does Marisa accept?

6 71▶ Listen again and complete the suggestions and responses.

Suggestions	Responses
1 _____ go to your son's school ...	a No, I _____ _____.
2 _____ coming in at the weekend?	b That _____ _____.
3 _____ tell Tom that you can work on Saturday?	c Yes, _____ _____.

» For more exercises, go to **Practice file 15** on page 130.

7 Work with a partner. Take turns to explain some problems, suggest solutions, and respond. Student A, turn to File 32 on page 142. Student B, turn to File 05 on page 135.

② » Interactive Workbook » Email and » Exercises and Tests

Key expressions

Showing that you are listening

I see.
Right.

Expressing sympathy

I understand totally.
I know how you feel.
It's not easy for you.

Reassuring

I'm sure there's a solution.
It's not your fault.
Don't worry.

Suggesting possible solutions

Perhaps you could do ...
Have you thought of doing ...?
Why don't you do ...?

Responding to suggestions

Yes, (that's a) good idea.
That might be possible.
No, I can't do that.

② » Interactive Workbook
» Phrasebank

Introducing personal development programmes

Background

Helping employees to succeed and grow

LSI Corporation, a leading provider of innovative silicon, systems, and software technologies, believes that personal development benefits both employees and the company. It knows that lack of skills and low morale can reduce performance, quality of work, and efficiency. For this reason, it offers a wide range of programmes which give staff the opportunity to

- have quick access to the technical information they need, with an online database of mentors who can be contacted to give help and advice on specific subjects
- continue or complete their higher education with assisted programmes at accredited universities
- identify and develop the skills necessary to improve their job prospects in the company with online tools to create a personal job and skills analysis
- be recognized for exceptionally good performance with special award programmes.

Discussion

- 1 How can a lack of skills cause problems for a company?
- 2 What do you think of the programmes that LSI has?
- 3 Do you have any personal development programmes in your company?

Task

You work for Lektra, an international firm of engineering consultants. The HR Department is concerned that many employees are dissatisfied with their personal development in the company.

- 1 **72** Listen to some of the employees' comments. What aspects of personal development does the company need to work on?
- 2 Work with a partner or in small groups. Discuss what programmes and ideas could be introduced to improve personal development in the company.
- 3 Present your ideas to the rest of the class. Choose the three best ideas to suggest to management.



Case study

File 01 | Unit 1

Activity, page 11

Rules

- 1 You need two counters or small coins. Player A, place your counter or coin on the Player A, Start square. Player B, place your counter or coin on the Player B, Start square.
- 2 Player A, move down to the next square in one of three directions.



On a blue square, answer the question.

Example: Blue Square: *Where are you from?*

Player A: *I'm from Korea.*

On a yellow square, give a question to the answer there.

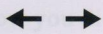
Example: Pink Square: *I'm a sales manager.*

Player A: *What do you do?*

- 3 If you are correct, move down one square.



If you are not correct, move left or right.



- 4 Now Player B plays.

- 5 If you arrive on a 'Joker' square, you will either hear a question from your teacher or on the audio. The first person to answer correctly moves down to the next square.



The other player moves back one square.



File 02 | Unit 2

Case study, Discussion, Exercise 2, page 17

The company used the media to warn the American people not to use the medicine.

They recalled 31 million bottles from shops at a cost of \$100 million.

They stopped all production of the medicine and designed new packaging to protect this and other medicines from contamination.

They offered a special reduction of \$2.50 to people buying the medicine.

More than 2,250 sales reps made presentations to doctors to encourage them to use the product again.

File 03 | Unit 2

Case study, Task, Exercise 1, page 17

Student A

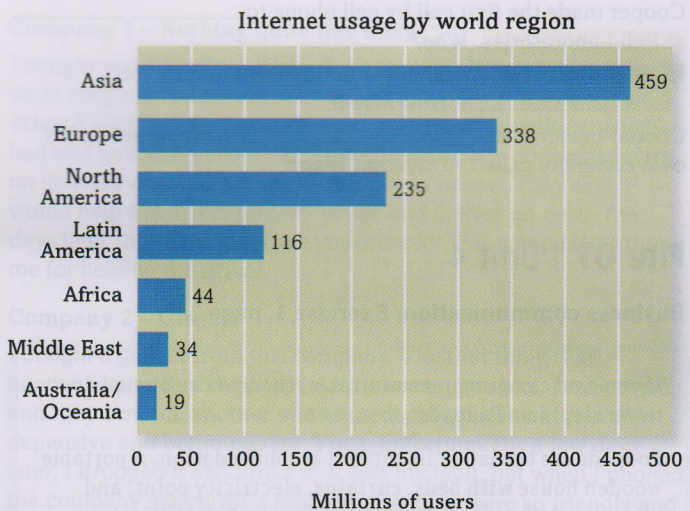
- 1 You are the Area Manager for the cosmetics company. Call your Production Manager at Head Office to inform him / her of this problem and suggest that the company stops production of the product.
- 2 You receive a call from a journalist. He / She wants to know more about the problem moisturizer. Answer his / her questions and say you'll call him / her back when you have more information.

File 04 | Unit 3

Business communication, Exercise 6, page 22

Student A

Look at the information in the slide below.



File 05 | Unit 15

Business communication, Exercise 7, page 94

Student B

- 1 Listen to your partner's problems and make suggestions.
- 2 Now describe the problems below and respond to your partner's suggestions. If you reject a suggestion, give your reasons.
 - a Tomorrow is your annual appraisal. You want to talk about your promotion prospects. But every year, your boss talks non-stop for 45 minutes and there's no time to discuss other things.
 - b You want to work part-time for two years to give you time to do an MBA (Masters in Business Administration). But until now you've always worked 60 hours a week, and you know that the 25-year-old son of the CEO is very interested in your post.

Information files | 32–41

File 32 | Unit 15

Business communication, Exercise 7, page 94

Student A

- Describe the problems below and respond to your partner's suggestions. If you reject a suggestion, give your reasons.
 - Your company has paid for you to do a one-week training course. When you arrive at the training centre on the first day, you discover you've made a mistake. In fact, the course is next week, which is also the first week of your summer holiday.
 - Once a year your company organizes an English test for employees who want to work in the International Division. You're really interested in a new post in the USA, and you have a good level of English. But on the day of the test you don't feel well, and you only score 52%. To work abroad, you need a minimum of 65%.
- Now listen to your partner's problems and make suggestions.

File 33 | Unit 16

Language at work, Exercise 5, page 99

Student A

Sentences	Points
1 This hotel is the cheaper I could find. <i>WRONG: This hotel is the cheapest I could find.</i>	
2 If I will go to Jaime's party, I'll see you there. <i>WRONG: If I go to Jaime's party, I'll see you there.</i>	
3 They gave me some good advice. <i>RIGHT</i>	
4 You must to finish the report today. <i>WRONG: You must finish the report today.</i>	
5 English is speaking all over the world. <i>WRONG: English is spoken all over the world.</i>	
6 The parcel didn't came until yesterday. <i>WRONG: The parcel didn't come until yesterday.</i>	
7 Look at John. He's wearing jeans again! <i>RIGHT</i>	
8 The manager has sent an email to our suppliers yesterday. <i>WRONG: The manager sent an email to our suppliers yesterday.</i>	
9 I'll go on a business trip next week. <i>WRONG: I'm going on a business trip next week.</i>	
10 I didn't speak to my line manager yet. <i>WRONG: I haven't spoken to my line manager yet.</i>	

File 34 | Unit 15

Business communication, Exercise 4, page 94

Student A

You work in the IT Department. These are your problems.

- Virus in computer system
- 25 calls from users
- Only five people in IT department

File 35 | Unit 16

Business communication, Exercise 4, page 100

Student A

Look at the information on Paolo Ricci and prepare a short presentation about him.

Paolo Ricci (<i>male</i>)	Computer Science degree – Rome Master's degree – New York
Previous employment	Programmer – Karpinsky Ltd. Head Programmer – Panda Software
Recent experiences	Helped develop new software for advertising industry Designed new program for Spot-on Advertising Inc.
Present role	Head of IT Media Strategy Group Developing new software for planning department
Plans for the future	Introduce new software Develop new program for Accounts

File 36 | Unit 2

Case study, Task, Exercise 1, page 17

Student B

- You work at Head Office as the Personal Assistant to the Production Manager. Your boss is in a meeting at the moment. Take a message.
- Now you are a journalist. You want more information about this crisis. You call the Area Manager of the local branch. You want to know how many people have been affected, how badly they are affected, and what the company is going to do about it.

File 48 | Unit 14

Language at work, Exercise 8, page 87

Student B

- 1 Read the questions below and answer them for yourself.
- 2 Ask your partner the same questions, starting with *If ...*
Example: If some friends invited you for Sunday lunch at 1.00 p.m., what time would you arrive – 1.00 p.m., 1.30 p.m. at the latest, or any time before 3.00 p.m.?
- 3 Compare your answers and say why they are the same or different.
- 4 Check your score in File 57 on page 146.

- 1 Imagine your boss invites you for Sunday lunch at 1.00 p.m. What time would you arrive?
a 1.00 p.m.? **b** 1.30 p.m. at the latest?
c any time before 3.00 p.m.?
- 2 Imagine you're travelling to work and your train stops between stations because of problems on the line. What would you do?
a get really irritable?
b look at your watch?
c read a book or listen to music?
- 3 Imagine you have a three-day business trip that starts tomorrow. Would you
a write a list of things to take?
b have a list in your head of what you need?
c have no list at all?
- 4 Imagine you're in the supermarket on Saturday and you have ten items to pay for. All the checkouts are very busy. Would you
a leave the items and go out without paying?
b find the shortest queue and hope it doesn't take too long?
c go to the nearest queue and relax – it's the weekend?

File 49 | Unit 14

Business communication, Exercise 5, page 88

Student B

You work for Pixel Printing. Sigma Supplies have asked you to print their new catalogue for next year. They will phone you to ask for some changes. Complete the table below and decide what conditions you can accept or offer using the notes to help you.

	Original order	Sigma now want
No of pages	300	
No of catalogues	5,000	
Delivery	By 15 Dec	
Price per catalogue	€3.00	

Notes

You are very busy in November.
 For a print order of 5,000–6,000 catalogues, the normal price is €1 per 100 pages.
 Sigma Supplies is a very good customer.

File 50 | Unit 14

Case study, Task, Exercise 3, page 89

Student B

You are the Project Manager for Metropolis Construction. You want Phoenix Office Design to pay these costs.

- 1 \$1,000 for an additional electrician.
- 2 \$600 a day more for the decorators to work in the last week of December.
- 3 \$4,000 to cover the salaries of the builders who were unemployed for three weeks in September / October when work stopped.

File 51 | Unit 15

Business communication, Exercise 4, page 94

Student B

You work in the Sales Department. These are your problems.

- Computer virus – lost important document (customer proposal)
- Boss threw away only paper copy by accident
- Customer needs proposal tomorrow

File 52 | Unit 16

Language at work, Exercise 5, page 99

Student B

Sentences	
1 My colleague's girlfriend work in logistics. <i>WRONG: My colleague's girlfriend works in logistics.</i>	
2 Where you went on holiday last year? <i>WRONG: Where did you go on holiday last year?</i>	
3 He works here since ten years. <i>WRONG: He's worked here for ten years.</i>	
4 Your mobile phone isn't as small than mine. <i>WRONG: Your mobile phone isn't as small as mine.</i>	
5 The goods were delivered this morning. <i>RIGHT</i>	
6 He'd get the job if he would speak German. <i>WRONG: He'd get the job if he spoke German.</i>	
7 How many informations are there in the book? <i>WRONG: How much information is there in the book?</i>	
8 We don't can receive personal calls at work. <i>WRONG: We can't receive personal calls at work.</i>	
9 I may be late for the meeting tomorrow. <i>RIGHT</i>	
10 The company will close if they won't solve the problem. <i>WRONG: The company will close if they don't solve the problem.</i>	