

15 | Practice file

Working with words

- 1** Put the letters in the right order to make words relating to appraisals. Then complete the sentences with the words.

sadders _____ corucstetivn _____
geare _____ espxrse _____
ccdnotu _____ tjebicoev _____
imnoort _____

- If you don't _____ performance, you may overlook important areas where change is essential.
- Always allow yourself enough time to _____ an appraisal – don't rush things.
- Could we set up a meeting to _____ some of the issues about the new filing procedure?
- During the appraisal we rate each _____ on a scale of one to five.
- The weekly meeting gives us an opportunity to _____ our views to the manager.
- It's important to give _____ feedback rather than criticizing things that haven't been done properly.
- Today we are going to _____ my objectives for the coming year.

- 2** Complete the text with the words from the list.

peer value performance
tool appraisals criteria

¹_____ management is not just about carrying out top-down staff ²_____; it's about encouraging change and making sure everybody gets the chance to perform well. A 360° appraisal system is a really useful development ³_____ for doing this. In our department, we spend time carefully working out the assessment ⁴_____ we are going to use. And people enjoy taking part in the process – they like having the chance to make ⁵_____ judgements on their colleagues' performance; and if they are being assessed, they take it very seriously, because ⁶_____ rating is as important as what the manager says.

- 3** Complete these sentences with the correct preposition.

- My manager handed _____ a feedback form to all my colleagues.
- We go _____ the form during the appraisal.
- My manager plans to carry _____ doing 360° appraisals every year.
- I usually come _____ as very confident at work.
- I've decided to move _____ from learning French to learning Spanish.
- I think I will end up _____ a good score at the end of my appraisal.

Business communication skills

- 1** Sylvie is conducting an appraisal with an employee. Complete their conversation by finishing the words and phrases.

Sylvie So, Julio, what do you consider were your ¹s_____ and ²f_____ this year?

Julio I think I've performed quite well and reached my sales targets. And if I'd secured the Zipco contract, I'd ³h_____ b_____ salesperson of the month.

Sylvie Yes. I must say, we're very ⁴h_____ with your achievements. Are there any areas you feel you need to ⁵i_____ on?

Julio Yes. I sometimes have difficulty closing a sale. What's the ⁶b_____ w_____ to deal with apprehensive clients?

Sylvie There are quite a few approaches you could take. You ⁷o_____ to observe some of your colleagues and see what they do.

Julio That sounds a good idea.

- 2** Complete the rest of their conversation by correcting the mistakes in the phrases in *italics*.

Sylvie Yes, you need to focus on encouraging more teamwork. ¹*Throwback from the sales force*

_____ has been rather poor.

Julio ²*How I should this do?* _____ Perhaps I could arrange the observation as a team-building activity?

Sylvie Good idea. ³*Can we identification that as* _____ a personal goal for next year?

Julio Yeah. But ⁴*we could help with some support* _____ from our managers, so we're given enough time for team building.

Sylvie OK. Now, ⁵*you delegated good* _____ interpersonal skills when working with clients, and we'd like to involve you in training new graduates in customer care.

Julio Sounds great. But ⁶*if I'd known about this earlier,* *I would may not have organized* _____

so many business trips in the next few months.

Sylvie Oh. We'll talk about dates later then. Let's turn to the issue of remuneration.

Julio Good. ⁷*While we're talking to money, could we discuss* _____ travel expenses, too?

Sylvie Hmm, I suppose so.

Language at work | Third and mixed conditionals | Perfect modals

Third conditional

1 Use the third conditional to talk about things that did not happen in the past (imagining what would have happened if things had been different). It is often used to criticize past actions or to express regrets. In the *if* clause we talk about the imagined past situation; in the other clause we talk about the imagined past result.

Past situation	Past result
<i>If + past perfect</i>	<i>would(n't) have + past participle</i>
<i>If you'd concentrated</i>	<i>you wouldn't have made the error.</i>
<i>If I'd studied harder,</i>	<i>I would have passed my exam.</i>

2 Notice how negative changes to positive and positive changes to negative.

Real past: *You didn't give me the information.* (negative)

Imagined past: *If you'd given me the information.* (positive)

Real result: *I made the error.* (positive)

Imagined result: *I wouldn't have made the error.* (negative)

3 In the result clause, use *might have* or *could have* to talk about a less certain result.

If you'd helped me, we might / could have finished on time.

Mixed conditional

Change the verb forms in conditional sentences to talk about an imagined past situation and an imagined present result.

Past situation	Present result
<i>If + past perfect</i>	<i>would(n't) + present infinitive</i>
<i>If you'd done what I advised,</i>	<i>we wouldn't be in trouble now.</i>
<i>If I hadn't won the money,</i>	<i>I would still be working in a supermarket.</i>

Perfect modals

1 Use *could have*, *might have* and *would have* to talk about something that was possible in the past but didn't happen.

It's a good thing you didn't invest in that company – you could / might / would have lost everything.

2 *Could have* and occasionally *might have* can be used to express irritation and criticism.

I was expecting you at the meeting – you really could / might have told me you weren't going to come.

3 Use *should have* to criticize what people have or haven't done.

You should have asked me for authorization – you shouldn't have made the decision yourself.

1 Complete these sentences with the correct form of the verbs in brackets. Sometimes more than one answer is possible in the result clause.

- That was a missed opportunity. If we _____ (buy) the shares in April, we _____ (make) a lot of money.
- It's just as well we took the train to the airport. We _____ (miss) the flight if we _____ (drive), because there was an accident on the motorway.
- If I _____ (study) harder when I was at school, I _____ (not need) to go to language classes now.
- They called the strike off because if it _____ (go on) for any longer, the company _____ (shut down) the factory.
- Of course I've got my mobile. If I _____ (not bring) it with me, I _____ (not / talk) to you now!
- This is all your fault. If you _____ (pack) the items more carefully, none of this _____ (happen).
- If we _____ (leave) an hour earlier, we _____ (be) there by now, instead of being stuck here in this traffic jam.
- I understand why you made that decision – if I _____ (be) in your position, I think I _____ (do) the same thing.

2 Rewrite the phrases in *italics* using *could have*, *should have* or *might have*. More than one correct answer is possible.

- That wasn't a very sensible decision. *You ran the risk of being dismissed.* _____
- What a pity you didn't come five minutes earlier. *You have missed the chance of seeing Anne.* _____
- You were wrong to speak* _____ to her like that.
- I'm irritated you didn't let me know* _____ you were coming.
- It was a mistake not to send* _____ the price list with the catalogue.
- We're very lucky we didn't lose* _____ the contract.
- I'm irritated that you didn't call* _____ to say the meeting had been cancelled.