

Business English in a Global Context

Coursebook

Best Practice

Upper Intermediate

Bill Mascull and Jeremy Comfort

情境国际商务英语 (高级)

学生用书



 人民邮电出版社
POSTS & TELECOM PRESS

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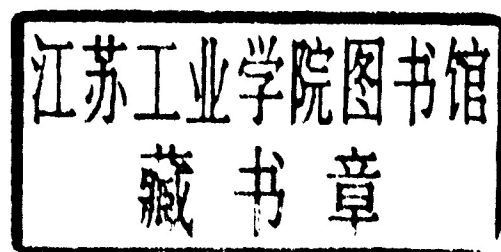
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北 京

图书在版编目 (CIP) 数据

情境国际商务英语 (高级): 学生用书 / (英) 马斯卡尔 (Mascull, B.), 康福特 (Comfort, J.) 著;

- 北京: 人民邮电出版社, 2008.6

ISBN 978-7-115-18178-7/F

I. 情... II. ①马...②康... III. 商务 - 英语 - 高等学校 - 教材 IV. H31

中国版本图书馆 CIP 数据核字 (2008) 第 074683 号

Best Practice Upper Intermediate: Coursebook by Bill Mascull and Jeremy Comfort

ISBN 978-1-4240-0065-4

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情境国际商务英语 (高级): 学生用书

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策 划 刘 力 陆 瑜

责任编辑 刘晓庆

◆ 人民邮电出版社出版发行 北京市崇文区夕照寺街 14 号 A 座

邮编 100061 电子函件 315@ptpress.com.cn

网址 <http://www.ptpress.com.cn>

电话 (编辑部) 010-84937150 (市场部) 010-84937152

(教师服务中心) 010-84931276

北京中科印刷有限公司印刷

新华书店经销

◆ 开本: 889 × 1194 1/16

印张: 11.25

字数: 211 千字 2008 年 6 月第 1 版 2008 年 6 月第 1 次印刷

ISBN 978-7-115-18178-7/F

定价: 49.00 元

本书如有印装质量问题, 请与本社联系 电话: (010) 84937153

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1 Leadership



If you have an army, it's no good just having a general – you need leadership all the way through the system.

Start-up

A With a partner, discuss these questions.

- 1 To what extent do you agree with the quotation opposite? Explain your reasoning.
- 2 What are the qualities of a good leader?
- 3 How much does the success of an organisation depend on its leader(s)? Is it the same for all types of organisation?

Vocabulary and listening

A Look at the adjectives below. Which are positive characteristics and which are negative? Which can be a mixture of both? Use a dictionary if necessary.

charismatic inspiring visionary authoritarian audacious intimidating subservient motivated

B Use the adjectives above to complete the gaps in the sentences below. (Not all adjectives are used.)

1 That guy is always thinking 20 or 30 years into the future. His ideas are quite _____.

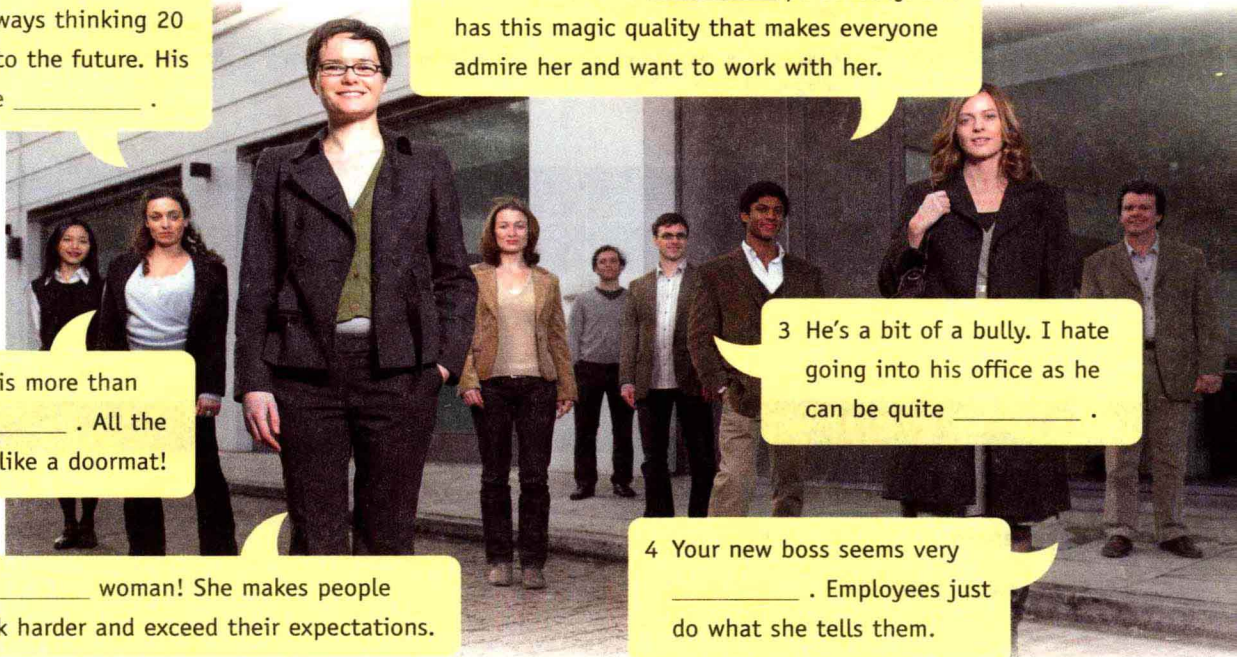
2 Laura has such a _____ personality. She has this magic quality that makes everyone admire her and want to work with her.

6 That new employee is more than obedient, he's _____. All the managers treat him like a doormat!

3 He's a bit of a bully. I hate going into his office as he can be quite _____.

5 What an _____ woman! She makes people want to work harder and exceed their expectations.

4 Your new boss seems very _____. Employees just do what she tells them.



1.1

C You are going to listen to an interview with James Bartley, a specialist on leadership styles. Listen to the first part of the interview and answer the questions.

- 1 Which of the characteristics in A does he mention?
- 2 According to James, is leadership something inborn, or can it be learnt?



1.2

D Listen to the second part of the interview and answer the questions.

- 1 What is the first leadership style called?
- 2 How does James Bartley describe it?
- 3 What is a disadvantage of this first leadership style?
- 4 What's the second type of leadership style and why is it better?
- 5 What's the difference between leadership and management?

E Think about the organisation in which you work or study. To what extent does its leader involve employees / students in its strategy? Do you feel there is a clear sense of leadership? Which of the characteristics listed in A would you apply to the leader of your organisation?

Reading and speaking

- A** We have probably all experienced examples of poor leadership, or at least read about them. Think of some examples of ineffective leadership. What kind of mistakes did the leaders make?
- B** Read the article below about leadership mistakes. Match each paragraph (1–7) to its heading (a–g).
- | | |
|--------------------------------------|---------------------------------------|
| a Afraid to change | e Neglecting workers |
| b Knowing everything | f Procrastination |
| c Lack of focus | g Unable to delegate responsibilities |
| d Not being able to handle criticism | |

Top Seven Leadership Mistakes

Leadership and management skills are something that rarely come naturally to most people. But if you follow some basic rules and are willing to learn how to work with people, you will have things running much more smoothly in the workplace in no time.

Here's a list of some the things you should not be doing.

1 *e Neglecting workers*

Your workers are your business and they have to be treated that way. Failing to send this message to workers can be a financial and productivity drag for any business. Our workers are people with feelings and emotions and need to be told in many ways how important they are to the company.

2

Just because you are in a leadership position does not mean that you suddenly become immune to making the wrong decisions. As a leader you must

listen to constructive criticism and make the necessary changes. If a worker cares enough to share criticism, the least you can do is listen.

3

We have to trust that our workers can do the things we have done for so long. A big part of leadership and management is about making sure that things run smoothly and efficiently, and that does not mean running from job to job doing everything yourself.

4

Many of the world's greatest leaders are people of average intelligence who don't know all there is to know in their industry. They understand that they can't possibly know everything and they hire people who between them do know everything! The success of any business is in the hands of its workers and the leading managers and entrepreneurs of the world all try to hire the best in their field.

5

Putting something off till tomorrow that should be done today. This is often a result of having no plan or list of priorities. Time management and goal setting are two ways to overcome this problem.

6

Obviously there will be things that come up during the day which require immediate action that will distract us from our work, but we must have a clear set of priorities to follow. Doing a little bit of everything gets nothing finished, causing stress and feelings of being overwhelmed.

7

Holding on to old ways of doing things just because they've always been done that way is a sure way to lose business. If any aspect of the business can be improved then there has to be change, even if this means getting rid of a poorly performing worker or a product range that is no longer profitable.



- C** True or false? Based on the advice in the article, leaders should ...
- 1 be considerate towards workers' feelings.
 - 2 keep criticism from workers to a minimum.
 - 3 regularly 'get their hands dirty' by helping workers with their jobs.
 - 4 understand they can't be experts about everything.
 - 5 leave time management and prioritising tasks to their personal assistant.
 - 6 be prepared to take hard and unpleasant decisions sometimes.
- D** Do you agree with the list of leadership mistakes in the article? Can you think of any others?
- E** Work in small groups. Decide on the three worst mistakes that leaders can make. Compare your selection with that of other groups and justify your choice.

Grammar

Modals

- A** Modals are used to indicate functions such as necessity, obligation and possibility, for example, *As a leader you must listen to constructive criticism* (obligation). Read the article about seven leadership mistakes again. Underline all the modals you can find. What form of the main verb follows the modal?

Modals are always followed by an infinitive. This is often a simple infinitive like *do*, *be*, *listen* or *find*.

*We **must have** a clear set of priorities to follow.*

The infinitive also has passive, continuous and past forms:

*Procrastination is when we put something off till tomorrow that **should be done** today.*

*Here's a list of the things a leader **should not be doing**.*

*You **could have given** me better advice on how to run this company!*

- B** Fill in the gaps using an appropriate infinitive of the verb in brackets.

- Every business should _____ (try) to be operationally effective, for example by performing better than its competitors.
- A business leader needn't _____ (worry) about not knowing everything!
- Employees must always _____ (give) help and encouragement by their leaders.
- The management might not even _____ (know) at that time how the workforce felt.

- C** Look at some of the functions of modals in the box below. Match them with sentences 1–7.

possibility obligation lack of obligation permission lack of ability deduction past habits

- Employees may seek the advice of their line manager at any time.
- Graham has a personal charm which must have helped him develop good relations with his team.
- When she was in charge here, she would continually stress the importance of ethical leadership.
- If the supporting team is effective, the leader needn't always be checking up on them.
- As a leader you must be self-aware, and understand your own strengths and weaknesses.
- The company's poor performance might be a result of incompetent leadership.
- Why couldn't she establish a good relationship with her employees, do you think?

Questions

You usually form questions by putting the modal before the subject, as in 7 above. *Have to*, however, is different. It is known as a phrasal modal, and questions are formed by using an auxiliary, as with any regular verb.

*Why **does** a leader **have to** learn about time management and goal setting?*

- D** Work in pairs.

Student A: You are a manager at the start of your career. Ask your mentor, **Student B**, for advice about how to be an effective leader and how to avoid making mistakes in your future leadership roles.

Student B: You are Student A's mentor. Try to use as many modal verbs as possible in your discussion.

*You **should** delegate as much as possible.*



Communication

Profiling your own communication style

In order to develop your communication skills, it is important to understand what your main style is first. Then, you can decide which areas you need to work on.



1.3

A Listen to seven extracts. Match the extract (1–7) with the style (a or b).

1 a direct

b indirect

Indirect language *I wonder if we could think about this* v Direct language *We need to think about this.*

2 a personal

b impersonal

3 a formal

b informal

4 a simple

b complex

5 a asking questions

b giving advice

6 a active listening

b passive listening

7 a emotional

b neutral

B Look at the Key language below which shows some typical characteristics of different communication styles. Match each characteristic (1–7) with one of the seven styles above.

Key language

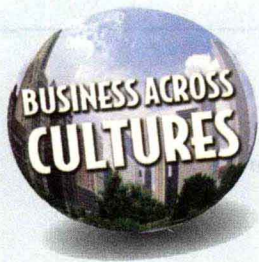


1 Long sentences with specific vocabulary	The system is supported with a continuous feed which is piped through the external network of conduits which are installed variably around the peripheral environment.
2 Questions which show interest or seek to clarify what the speaker is saying	So, if I understand you, you believe we should stop this project?
3 Showing how you feel about something or someone	It's really nice to see you again. I enjoyed working together last time.
4 Getting straight to the point	OK, we need to look at the reasons for this downturn.
5 Telling people what they should do	You need to slow down.
6 Keeping a distance from people	My name is Smolensky. Professor Smolensky.
7 Using 'official' language	According to the procedures, all lights must be switched off during the process.

C Work in groups of three. Two members of the group should role-play the situations below while the third observes. At the end of the role-play the 'observer' should give feedback on the communication style.

- 1 A colleague at work is going to leave because of personal reasons. She has been with the company for 20 years and you want to make short farewell speech.
- 2 Call a client to tell them that a delivery will be late because of production problems.
- 3 Explain to your colleague how to use a new piece of equipment (e.g. a specific service on your mobile).
- 4 Advise your colleague about how to develop his / her career.
- 5 Tell your colleague about a crisis at work you have recently faced.

D What is your dominant style? In which areas would you like to develop?



International leadership

Leaders can't do everything. They have to make sure the followers (employees) are motivated and skilled enough to implement their strategy. In this section we look at three cases in order to explore how the leadership style influences the culture of an organisation.

Leadership styles

1.4

- A** Listen to Maria López, an independent financial consultant, talking about two companies she's worked for, Invesco Investment and Markhams Derivatives. As you listen match a word in the box to the company.



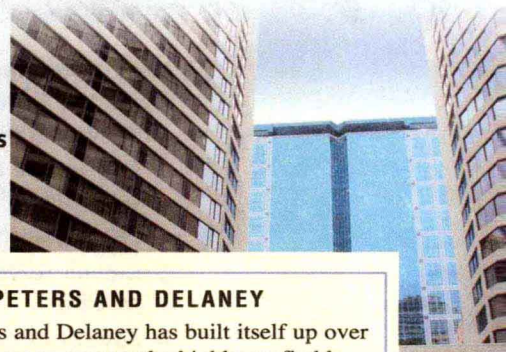
male-oriented competitive personality-driven impersonal fair results-oriented
hierarchical managing results process-driven long hours

- B** Listen again and make notes on each company. Use the words in the box to help you.
- C** In pairs, prepare a short profile of the culture of each company. Use the words in the box and add others. Include your opinion about the company culture when you present the profile.
- D** Describe the cultural profile of the company you currently work for, or would like to work for in the future. Present the profile to your partner.

Cultural fit

Many mergers and acquisitions fail because they fail to take account of the 'cultural fit' between the two companies.

- E** Work in pairs. Discuss what are some of the typical mistakes companies can make when trying to integrate an acquisition or a new merger partner.
- F** Mays International, a leader in recruitment and personnel services, has recently bought Penfold, Peters and Delaney (P, P & D), a headhunting company. Read about the two businesses and then look at the list of integration strategies which follow. What advice would you give the Mays management on how best to integrate P, P & D?



MAYS INTERNATIONAL

Mays International was established 35 years ago and since then has built itself up to be a leader in its field. It acts as recruitment consultants for large international and multinational clients. Its head office is in Boston but it has offices in many capital cities and its current headcount is 2,450 worldwide. It was founded by Arthur Mays although the family is no longer involved in the business. The company is highly structured with six layers, starting with office staff and rising up to board level. It has a rigorous reporting system and also very transparent HR processes. It is very results-focused and all managers and employees have performance-related pay.

PENFOLD, PETERS AND DELANEY

Penfold, Peters and Delaney has built itself up over the last few years to occupy the highly profitable niche of international executive head-hunting. It finds CEOs and senior executives to run global businesses. The offices are in London and there are 120 employees. The three partners have agreed to sell their business to Mays International but would like to see it continue to succeed. They have built up a very strong network based on relationships with board members of top international companies. They are a typically person-based company which operates flexibly with few systems. They have just three layers – partner, consultant and assistant. All three partners have a very informal leadership style.



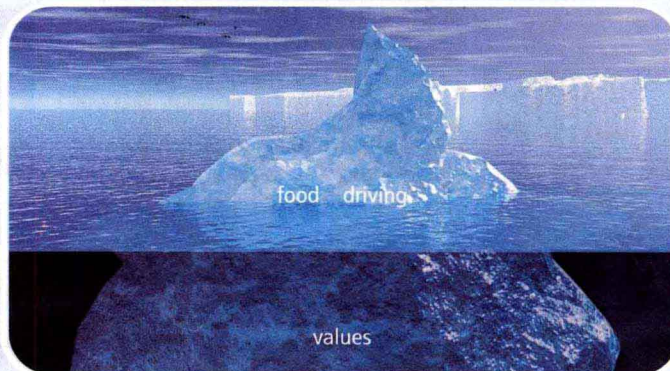
Mays management should:

- support and develop the culture of P, P & D
- focus on results
- increase the number of layers to make the organisation more structured
- appoint strong charismatic leaders
- maintain a distance from their staff
- put Mays managers in charge
- encourage independence in P, P & D employees and staff
- change the culture to adapt to the Mays culture
- focus on relationships
- reduce the number of layers to reduce costs
- appoint participative and cooperative leaders
- stay close to the staff
- promote P, P & D managers to run the business
- build a strong network between P, P & D and Mays managers

plus (your ideas)

Values and leadership

Culture is like an iceberg. Above the surface, we observe aspects of the culture such as the way people dress, what they eat and how they drive. Deep below the surface are the values, which are like an unwritten code which most people understand but don't talk about. Values are also the invisible part of a company culture.

**G NorskOil is a major oil company. Read its values below.**

Imaginative
Hands-on
Professional
Truthful
Caring



1 Match the words in the box to one of the five values above.

creative open concrete qualified pragmatic supportive
frank innovative practical expert honest nurturing

2 In pairs, expand on these values and explain what they mean.

3 How can leaders encourage and maintain these values?

4 Does your institution or organisation have a written set of values? If so, what are they? How are they communicated to employees? To what extent do employees put these values into practice?

Checklist

✓ adjectives to describe leaders:
inspiring, intimidating, visionary

✓ leadership styles and mistakes

✓ modals: *leaders needn't know everything, employees must be given guidance*

✓ profiling your communication style
✓ international leadership

2 Dream teams

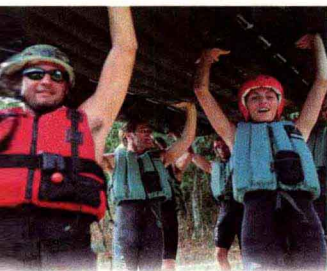


It's better to have a great team of minds, rather than a team of great minds.

Start-up

- A** How would you define a *team*? Work in a small 'team' with two or three other people and agree on a one-sentence definition. Explain your definition to the other teams.

Vocabulary and speaking



- A** Look at the different types of working styles below. Where would you place yourself on the scale?

- | | | |
|---|--|--|
| 1 I like working with other people. | | I prefer working on my own. |
| 2 I am 100 per cent involved throughout a project. | | I often lose interest towards the end of a project. |
| 3 I regularly speak to my colleagues about work matters. | | I am always too preoccupied with my own work. |
| 4 I often come up with new and innovative ideas. | | I prefer to stick to ways of doing things that are tried and tested. |
| 5 I organise and plan my work carefully. | | I often have to rush at the last minute to get things done. |
| 6 I always take other people's feelings into consideration. | | The way I do things sometimes upsets the people I work with. |
| 7 I'm a perfectionist in everything I do. | | It's better to do each task in a 'good enough' way, depending on its importance. |

- B** Discuss your answers with a partner. Which positions on the scales are particularly good or bad for effective teamwork? Why?
- C** Look at some of the key issues affecting team work in the box below. Match the issues to the relevant statement from the scales (1–7) above.

communication time management conflict avoidance
creativity performance commitment independence

- D** Think about good and bad team members you have worked with. Use the key issues in C to talk about them.

Listening and speaking



2.1

- A** Bob Fisher, a team leader, talks to Helen Clarke, a management consultant, about some problems he is having with his team. Listen to the conversation and answer the questions.

- Which key issue from above is mentioned for each team member?
Nadine Janet Karen Oliver James
- Which two members get the most positive feedback?

- B** Complete the statements about teams and team members below. Then listen again to check your answers.

- If team members like each other, they _____ on well with each other.
- Someone who prevents arguments between people is said to be good at reducing _____ and conflict.
- Someone who is a bit of a _____ prefers to work on their own.
- Someone who leaves things to the last moment is prone to last-minute _____.
- Someone who contributes a lot is an _____ to the team.
- When people are not working well together, someone might say that they need to _____ as a team.

Reading and vocabulary

- A** Have you attended a teambuilding course yourself? Did you find it useful? Look at some of the benefits of teambuilding courses below. Can you think of any others? Compare your list with a partner and rank the benefits in order of importance.

motivate people have fun boost morale

- B** You are going to read an article about a teambuilding session. Look at the headline of the article. What type of teambuilding session do you think it is?

Getting staff thumping to the same beat

THE roar goes around the conference hall like the sound of an army going into battle. Beat after beat reveals the drummers are *engrossed* in an activity they are deeply passionate about. They mean business.

'Whoops' and 'Ows' are heard from the chief drummer, *whipping the group into a frenzy* of exhilaration and excitement.

No, this is not a company of soldiers practising. Nor is it an African tribe performing a ceremonial dance. The group gathered in the conference hall at Ayr Racecourse are employees from the Scottish Executive's Accountant in Bankruptcy department.

Their office in Kilwinning opened in early March. All 80 employees have assembled inside the hall on a snowy March morning to beat 350 African drums. Why?

Enter Drumming Up Business, an enterprise set up by Suleman Chebe to boost motivation, morale and teambuilding in the workplace. The activity is by no means just another *gimmick* aimed at breathing life into a workforce. Far from it.



The sessions, he says, are ideal for *breaking the ice* between new members of staff, opening and closing conferences, corporate away days, or internal teambuilding.

These sessions help new employees build rapport. Most of the workers here today have only known each other for two weeks. However, looking at the group today, you'd think they had known each other for two years, not two weeks.

From executives to receptionists, the sessions are an effective way of *breaking down barriers*. Similar to singing from the same song sheet, all employees hit the same drumbeats.

'Unlike some teambuilding schemes where people have a

different level of commitment, the drumming sessions are universal,' explains Chebe. 'We're not teaching people how to drum, we're teaching people how to have fun.'

'The drumming sessions are not what I expected and they certainly *get the pulse going*,' says Peter Hyslop, an employee of the company. 'I was a little *sceptical* before I got here, although I can now see the sessions are excellent at boosting morale and team work.'

'Che-che-ku-lae,' calls Chebe. This translates to 'Are you having fun?'

You can tell by the look on their faces the question doesn't need an answer.

- C** Look at the words and expressions in the article in *italics*. First, try to work out their meaning from the context. Then, match each of the words or expressions with one of the definitions or explanations below.

- 1 helping people from different backgrounds to get to know and understand each other better
- 2 doubtful, unbelieving
- 3 giving all your attention to something; totally absorbed
- 4 make you excited
- 5 something that is not serious used to attract people's interest
- 6 putting people into a state of uncontrolled and excited behaviour
- 7 making people who have not met before feel more relaxed with each other

- D** Work in small groups. Discuss the following questions:

- 1 Could you imagine participating in a 'drumming day' like this with your colleagues?
- 2 Do you think this kind of teambuilding session would work well in all cultures?
- 3 What other types of activities are used in teambuilding sessions? Which would work best for you?

Vocabulary

- A** Business English is full of idioms. The article you read was about a company called Drumming up Business. What do you think to *drum up business* means?



"Hi. Steve Smith here. Just calling to say hello and to touch base. Well, bye. Hi. Steve Smith here. Just calling to say hello and to touch base. Well, bye. Hi ..."



"I think I'd have an easier time thinking out-of-the-box if I didn't have to spend the entire day in a cubicle."

- B** Complete the expressions below with a verb in the box.

cut pull go touch think take face be pull have

- | | |
|-------------------------------|-----------------------------|
| 1 _____ the plug on something | 6 _____ your weight |
| 2 _____ rushed off your feet | 7 _____ base with someone |
| 3 _____ to the chase | 8 _____ something on board |
| 4 _____ out of the box | 9 _____ a lot on your plate |
| 5 _____ the music | 10 _____ through the roof |

- C** Match the expression (1–10) above with its meaning (a–j) below.

- | | |
|--|--|
| a think about something in a new and creative way | f be very busy |
| b accept criticism or punishment for something you have done | g stop a project |
| c exchange news with someone about the latest situation | h rise to a very high level |
| d have a lot to do | i understand or accept an idea or piece of information |
| e talk about or deal with the main issue | j contribute your fair share as a team member |

- D** Read the email below from Bob Fisher to Helen Clarke. Complete the sentences with the correct expression from B.

Hi Helen

I promised I would (1) _____ once we had been on our teambuilding course. Things have improved so much since. These days everyone (2) _____ and some members have shown some real improvements. Janet really (3) _____ the advice I gave her and integrated herself into the team. Karen said she would try to organise her time effectively especially when she (4) _____ and James's motivation (5) _____. He is so enthusiastic about everything!

Thanks again for suggesting the teambuilding course.

Best wishes
Bob

- E** Work in pairs. Replace the idioms in the email with more everyday or common expressions.

Communication

Active listening

Good listening can often be more effective than good speaking. Good listeners have the skill of getting people to trust and respect them. They are also usually better negotiators, as they check and clarify to make sure they fully understand the other party.



2.2

A Listen to a salesperson talking to a customer. Answer the questions.

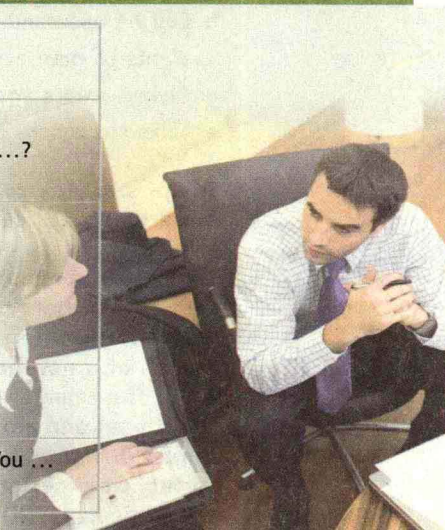
- 1 What type of product is the customer interested in?
- 2 How does the salesman build a trusting relationship with the customer?

B Look at the Key language below. Listen again and, using the audio script on page 113, mark the moments when the salesman supports the customer's decisions.



Key language

Open questions	What sort of job do you have to do? What are you looking for?
Clarifying questions	So, you're looking for something ...? So, if I understand you, you are looking for ...? So, you mean that ...?
Confirming comments	I'm sure. You're right. Of course. I see. OK.
Showing interest	Really? That sounds interesting.
Summarising	Let me just make sure I've got the picture. You ... Can I summarise ...?



C The skill in active listening is responding actively to what your partner is saying. Work in pairs. Student A looks at this page. Student B looks at page 100.

Student A

- 1 Tell Student B about a challenge you face at work or at your institution (e.g. a difficult boss / colleague, a tough project / task)
- 2 Listen to Student B telling you about a recent success. Make sure you listen actively and can summarise at the end.

D Work in groups of three or four. Choose one of the topics below for discussion. One student should lead the discussion and show good active listening skills. The other participants should also show that they have understood each other. Make sure you focus both on listening and speaking.

- Teamwork is a nice idea but in the end it's about individuals doing the work.
- Team members should be chosen on the basis of their competence to do their job, not according to their personality or team skills.
- Teams should be rewarded rather than individuals. Bonuses for good performance should go to teams, not to individuals.



Understanding the team

Building a strong international team depends on the individuals understanding each other – both the different personalities and backgrounds. In this section we focus on one team and the diversity in that team.

- A** When working in a team it is important to recognise the individual personalities. Look at the different personalities below. Match the personality type (1–5) to its preference (a–e).

1 Controller 2 Seller 3 Negotiator 4 Organiser 5 Creator

- a Likes communicating, persuading and influencing
- b Likes innovating, experimenting, finding new ways
- c Likes structuring, planning and doing things
- d Likes quality, making sure everything is correct
- e Likes getting people together, building relationships and consensus

- B** Match the personality type in A (1–5) to its potential weakness below (a–e).

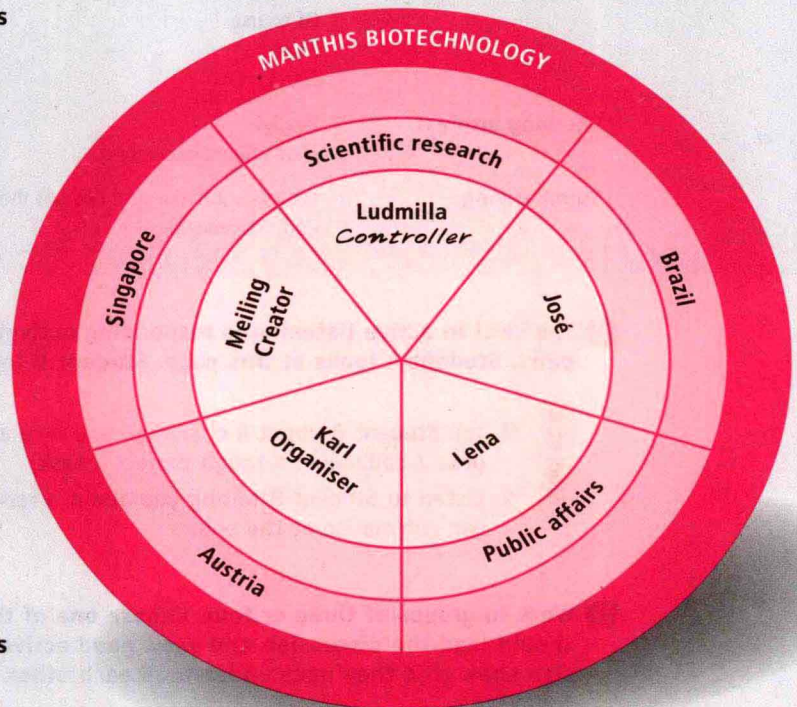
- a Gets bored quickly, does not follow through to the end
- b Can be obsessed with getting it right. Takes too long on projects
- c Wants to plan everything. Does not allow enough flexibility
- d Always wants agreement. Does not push strongly enough for results
- e Talks too much. Doesn't always listen

- C** In pairs, match your personality to one of the personality types. You may find you are a mix of more than one. Build a short profile of yourself and your partner.



2.3

- D** Manthis Biotechnology has formed a project team to work on the international launch of a new anti-viral drug. The team is cross-functional and cross-border, bringing a wide variety of experience to the project. In their first meeting, they introduce themselves. Listen to the start of the meeting and complete the team wheel.



- E** The goal of this project is to develop a strategy for launching a new drug. The whole team wants to succeed in this goal. However, they all have very different backgrounds and will have different priorities. Match the team member to the priority.

- 1 Ludmilla
- 2 José
- 3 Lena
- 4 Karl
- 5 Meiling

- a decisions based on accurate research data
- b clear scientific basis for product claims
- c good media stories to support the launch
- d an effective marketing campaign
- e a clear route to market and the end consumer

- F** Read the short profiles of the five countries from where the project team members come. Where do you see the biggest clashes happening?