

Understanding

Look again at the approaches outlined in *Useful tips*. Which tips does Janette follow? Underline the relevant parts of the dialogue and note the tips she uses in the margin. Which tip does Janette not follow?

Saying it accurately

- 1** Complete the sentences with words from the box. Note that in some sentences, more than one word is possible.

aim	welcome	down	make	started	start	fix	points
kick	sidetracked	begin	see	coming	sight	on	agree
point	thoughts	think	sum	agenda	agreed	up	look

Getting the meeting started

- 1 Thank you all for Let's get to business.
- 2 I'm glad you could all it. Perhaps we could make a
- 3 I'd like to you all here today. Let's get.....

Setting out the aims of the meeting/going through the agenda

- 4 The of this meeting today is to next year's budget.
- 5 On the today are the following for discussion.
- 6 Looking at the agenda, you'll that there are five things to discuss today.

Introducing the first point for discussion

- 7 So, let's at number one.
- 8 John, would you like to ?
- 9 Lynn, would you like to things off?

Sticking to the agenda

- 10 Can you stop there, Paul? Let's not get
- 11 Let's not lose of the main objective here.
- 12 Shall we move to the next point?

Asking for contributions from others

- 13 Any on this, Janine?
- 14 Do we all on this?
- 15 What do you, Simon?

Summarizing and concluding

- 16 OK, that wraps everything for today.
- 17 So, let's just summarize the main things we've
- 18 So, to up, we've agreed the budget for next year.



2 Listen to the sentences to check your answers.

Saying it clearly



Listen to the sentences in *Saying it accurately 1* and repeat them.

Saying it appropriately



1 When we want to hear from other people at a meeting and to get their opinions, we use a rising intonation in the voice. Listen to these sentences and repeat them.

- 1 Any ideas about this, Ellen? ↗
- 2 Do we all think this is a good idea? ↗
- 3 Simon, what do you think? ↗
- 4 Is everyone happy with this, then? ↗
- 5 Shall we move on to the next point? ↗



2 To stop someone from digressing, interrupting, or dominating in a meeting, you need to be firm yet polite. Listen to these sentences and repeat them.

- 1 John, I think you're getting off the point here.
- 2 Paula, could we just hear what Neil has to say first?
- 3 Philippa, could we come back to your point in a moment?

Get speaking

1 You are chairing (managing) a meeting with Rita and Paolo to discuss the plans for the upcoming company conference. Here is your agenda.

Meeting to discuss upcoming company conference

Date: 3 March

Time: 10 a.m.

Attendees: You (chair), Rita Kay, Paolo di Franco

Agenda

Point one: Programme for the day

Point two: Possible locations



You start. Begin by chairing the meeting, covering the first three points. Then play the audio CD and follow the cues.

- 1 Get the meeting started.
- 2 Go through the agenda for the meeting.
- 3 Introduce the first point of discussion and ask Rita to contribute.
- 4 Say that you like Rita's suggestion and ask Paolo what he thinks.
- 5 Say that you like Paolo's suggestion and ask him to come up with some detailed suggestions on this.
- 6 Move the meeting onto point two on the agenda and ask Rita to contribute.
- 7 Get the meeting back on track and ask Rita to continue.
- 8 Say that you like Rita's idea and ask her to get some prices for you.
- 9 Summarize the main points of the meeting and the action items and check that they agree.
- 10 Check if they have anything else to add.
- 11 Conclude the meeting.

2 Write an agenda for a meeting at your workplace. How would you start the meeting? Practise aloud and record yourself if possible, for review.

Remember to sound:

- positive
- interested
- keen to hear what other people think.

Language note

Note the use of *so*, *right*, and *well* as signals in the meeting. When these kinds of words are said emphatically, they serve to direct the conversation.

So, let's get started.

Right, at the moment...

Well, I'm sure everybody...

Cultural note

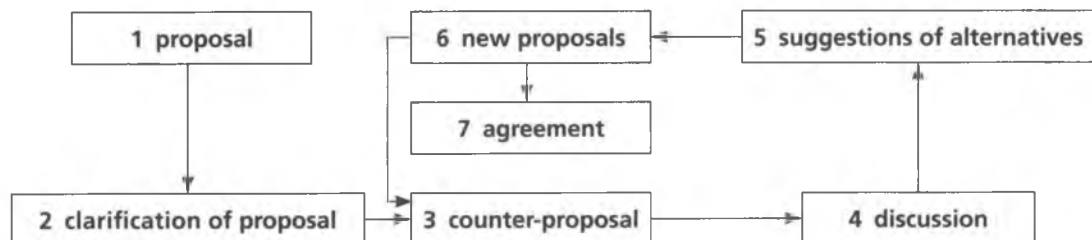
The scope of meetings varies from country to country. For example, in Japan, decisions are not usually made in a meeting between two companies. Rather, meetings are simply a way of exchanging information, which is then discussed internally before a decision is made. In the USA, however, if all the key members of staff are present, a decision may be made there and then. Similarly, etiquette for meetings varies considerably. For example, in Germany a degree of formality is required whereas in Spain, it is not unusual for attendees to speak over each other to get their point across.

10

Negotiating agreement

Well, that's an interesting proposal, but...

USEFUL TIPS: Successful negotiations usually follow this process:



Conversation



Janette wants to hire some specialists from a consultancy company for a short-term project to roll out a software package worldwide for her company. She is meeting Stuart, a senior partner from the consultancy, to discuss fees for their services.

Janette: And that, basically, is why I called you, Stuart. We don't have enough SAP specialists for this job ourselves.

Stuart: I see. So, what exactly do you need?

J: **We propose that** you second us five programmers for customizing the basic SAP package to our needs, two web interface experts to make sure the package is user-friendly and one technical project manager.

S: OK. But **we need to talk about** fees. They would have quite different daily rates: €650 for a programmer, €875 for the interface specialists and, um, at least €1,250 for a project manager. Depending on his or her experience.

J: Well, we'd like to keep the bookkeeping easy. So, we'd like to aggregate these daily rates. **We suggest that** we pay you €700 per head per day.

S: I see. Well, **that's an interesting proposal**, but €700 per day is far too low. €950 is nearer the mark.

J: **I don't think we could go along with that**. You see, we have very strict budget limits.

S: Hmm... **Let's think about how we can make this work...** Another possibility might be to have two rates: €650 for the programmers and €950 for the others.

J: But **have you considered the advantages of** just one single flat rate? It makes the administration so much easier. I mean, **what's the downside?**

S: **I take your point**. It's just a question of agreeing the rate.

J: Right. So, by my calculations **if we agree on a daily rate of €750 per head per day, over six months your company will receive...** just a second... €772,000.

S: €750 per head per day for six months. Yes, I think we **can live with that**.

J: Excellent! So, now we just need to decide which people will be most suited...

Understanding

Look again at the stages of negotiation outlined in *Useful tips*. Write the stages in the correct place in the column on the left.

Stage	Sentences from the conversation
	Another possibility might be to have two rates: €650 for the programmers and €950 for the others. But have you considered the advantages of just one single flat rate?
	We need to talk about fees.
	Well, that's an interesting proposal, but €700 per day is far too low. €950 is nearer the mark.
	I take your point. We can live with that.
	We suggest that we pay you €700 per head per day.
	If we agree on a daily rate of €750 per head per day, over six months your company will receive €772,000.
	Another possibility might be to have two rates: €650 for the programmers and €950 for the others. But have you considered the advantages of just one single flat rate?
	Let's think about how we can make this work.

Saying it accurately

1 Match the phrases and sentences on the left with those on the right that have similar meanings.

- | | |
|--|------------------------------------|
| 1 We propose that... | A I see where you're coming from. |
| 2 We need to talk about... | B That's not going to work for us. |
| 3 I don't think we could go along with that. | C Let's take a closer look at... |
| 4 Another possibility might be to... | D We can go along with that. |
| 5 I take your point. | E We suggest that... |
| 6 We can live with that. | F Instead, we could always do... |

2 Read the continuation of Janette and Stuart's negotiation and complete the sentences with expressions from *Saying it accurately 1*.

- J: Of course, (1)..... the subject of expenses.
(2)..... you cover the travel expenses for all the specialists during their stay.
- S: Hmm, I'm afraid that (3).....
- J: OK, (4)..... split the cost between us instead?
- S: Well, OK, (5)..... we pay 20 per cent and you pay 80 per cent.
- J: No, sorry (6)..... How about we say 50–50 because, as we do most of our work locally, such costs are not built in to our fees.
- S: Yes, I think (7).....
- J: Great!

Saying it clearly



1 Listen to the following sentences, noting how the syllable stress changes when the word form changes.

- We'll present our findings to the client.
We'll be doing a presentation in the board room.*
- We suggest that we increase the budget.
That's a suggestion worth considering.*
- Another possibility might be to hire more staff.
Would it be possible to hire more staff?*
- Have you considered the advantages of temporary staff?
I'll certainly take that into consideration.*

2 Listen to the sentences again and repeat them.

Saying it appropriately

1 When negotiating, it is important to phrase your proposals politely and respectfully. Compare the following pairs of sentences.

We recommend that you give us five programmers.

Give us five programmers.

We suggest the agreement is for a period of twelve months.

The agreement must be for a period of twelve months.

We want a 10 per cent discount.

We propose that you offer us a 10 per cent discount.



- 2** Listen to the sentences again and repeat the polite ones.



- 3** When negotiating, you may want to make a positive comment on a proposal without committing yourself fully. Listen to these sentences and repeat them.

- 1 Well, that's a proposal that's worth considering.
- 2 We'll certainly bear that in mind.
- 3 Well, that's something that we should discuss further.
- 4 Right, we're certainly open to the idea.

Get speaking



- 1** You are in a meeting to negotiate a deal with a building contractor to renovate your office. Listen to the audio CD to hear their quotation and then follow the cues. When you hear the beep, pause and respond.

- 1 Ask the contractor to clarify exactly what that price will include.
- 2 Reject his proposal as it stands and put forward a counter-proposal of \$150,000 including materials.
- 3 Reject his counter-proposal. Suggest \$160,000 including materials. Point out the advantages of working for you because you plan to renovate all your offices around the country next year and so this project could lead to a lot more work for him in the future.

- 2** Write a dialogue based on a negotiation from your work experience. Remember to include all stages of the process before reaching an agreement.

Grammar note

Note how we use the first conditional to indicate that we are close to reaching agreement on a point.

Examples from the text:

If we agree on a daily rate of €750 per head per day over six months, your company will receive €772,000.

If we pay their travelling expenses, then they won't [will not] be out of pocket.

If he delivers the product by Friday, then it'll [will] be on the shelves by Monday.

The bank won't [will not] have any concerns if we guarantee the loan.

11

Assigning action points

Who would like to take responsibility for this?

USEFUL TIPS:

- Ask people to agree to action points rather than simply telling them to do something.
- For a general action point, e.g. organizing somebody to look after visitors to a company, offer the opportunity to anybody from the team. It may be seen as attractive, especially if it involves entertaining the visitors.
- If the action point is unattractive, such as writing the minutes of a meeting, and nobody volunteers, then ask the most qualified person. If necessary, ask if they can reprioritize other tasks.
- Summarize who is responsible for what and when they have agreed to deliver.

Conversation



Janette is having a meeting with her team – Lucy, Fabian, and Tony – to discuss the rollout of a software program.

Janette: ...and we need to work together with SAP experts on this if we want to get the rollout to work properly, right?

Lucy, Fabian, and Tony:

Yeah. Looks like it.

J: So, we need to speak to SAP about running a training program for all the system users. **Could you handle that**, Lucy?

L: Sure, I'll call Dieter Grossmann.

J: **How soon can you** finish the complete training program, **do you think?**

L: To train everybody, we'll need about three months. So, **not until** the end of September.

J: Great, now the project kick-off meeting. We all agreed to have it on the twentieth of July but nobody has done anything yet, have they? No, I thought not. I know I haven't! Well, we need to move fast on that, so Fabian, **could you deal with that?** Invitations to start with, refreshments, you know.

F: Of course.

J: **When will the invitations be ready, do you think?**

F: I'll do them this afternoon.

J: Fine. **I'd like to have them out by** this evening. Now, next week one of our biggest customers, Dimitri Mischkovic, is coming from Moscow to visit the company. He's arriving on Friday night and is staying here until Wednesday next week. Originally, I was going to take him out in London at the weekend, but my mother is in hospital. **So I need somebody to** take him out, all expenses paid by the company, of course. **Who would like to take responsibility for this?**

T: Oh, I don't mind. I mean, if nobody else wants to that is.

F: That's OK with me.

- L: I don't think my boyfriend would like me going around London with somebody else anyway!
- J: Good, I'll send you the details, Tony. Now, item number four on the agenda: we are going to be audited.
- F and L: No. Not again! So soon?
- J: Yes. Company policy, I'm afraid. I need somebody to write a report on our business activities over the last twelve months. **Is anybody interested in** doing that? Tony, **how do you feel about taking responsibility for that?** You have the most experience.
- T: Well, it's a bit difficult, Janette, you know. I've got the department meeting to organize and then the budget to do and then Mr Mischkovic.
- F: I could look after Mr Mischkovic for you, Tony.
- T: No, I mean, I'm not saying I —
- J: **Would you mind prioritizing this**, Tony? It's really very important.
- T: Oh. Well, I suppose so.
- J: Thanks. **Can you send me the report by Friday midday?** Then you can relax over the weekend with Mr Mischkovic!

Understanding

Make notes about the points agreed upon during the meeting.

Employee	Task(s) allocated	Finish date/time
Tony	• <i>Taking care of Dimtri Mischkovic during his stay</i>	<i>This weekend</i>
Lucy		
Fabian		

Saying it accurately

1 Read these requests and decide in which category they belong. Follow the examples.

- asking for volunteers to complete a task: **1**
- allocating a task to a particular person: **2**
- determining a completion time for the task: **3**

- 1 Would anyone like to put themselves forward for this?
- 2 Can I leave that with you, Jean?
- 3 Can you send me that by next Monday?
- 4 Could you take care of that, Kumiko?

- 5 How soon do you think you can finish that?
- 6 I'm looking for somebody to look after this.
- 7 Is anybody interested in doing this?
- 8 Could you deal with that?
- 9 Who would like to take responsibility for the minutes?
- 10 Is end February realistic as a deadline?
- 11 When will that be ready, do you think?
- 12 Could you handle that?
- 13 Will you be able to get that done by tomorrow?
- 14 Would you take responsibility for that, David?
- 15 Are there any volunteers to do this?

2 Complete these requests with words from the box.

of by for about with in

- 1 Can you take care that?
- 2 Is anyone interested doing this?
- 3 Who would like to take responsibility this?
- 4 How do you feel doing this?
- 5 When do you think the report will be ready ?
- 6 Will you deal that for me?

3 Complete the conversation with questions from *Saying it accurately 2*.

Janette: OK, and we also need to decide who is going to prepare the financial statements that the auditors will need to see.

(1)

Fabian, (2)

Fabian: I suppose so.

J: Great, thanks. (3)

F: Would first thing Monday morning be OK?

J: Perfect, so, moving on...

Saying it clearly



56

Listen to the requests in *Saying it accurately 1* and repeat them.

Note that in the Yes/No questions, the intonation goes up and in the Who/How/When questions, the intonation can go down.

Can you I leave that with you, Jean? ↗

How do you feel about taking responsibility for that? ↘

Remember to stress the key syllables and words.

When will that be ready, do you think?