

- E: The end of the month?!
- C: Yes. I've spoken to Tom Wilkinson in production and he agrees with me that this is the best way forward. He'll set up a meeting with you for later this afternoon.
- E: I see. Well, perhaps it will help.
- C: Good. Now, let's move on to discuss your development. **Looking ahead**, I think it would be a good idea if you took part in some project management training.
- E: Sure. It's definitely something I'm interested in.
- C: Good, because **down the line**, project work is going to be where the best **opportunities** for promotion are in our company. And I feel **you need to develop your leadership skills**.
- E: Definitely. I mean I would really appreciate any opportunities I get to improve on that aspect of my work.

Understanding

Are these statements true or false?

- 1 Caterina asks Edward how he feels he has performed this year.
- 2 She asks him if he has any problems at work.
- 3 She asks him what he thinks about the production department.
- 4 She describes the various aspects of his job and makes sure that he agrees.
- 5 She discusses his professional development for the future.
- 6 She sets him a specific objective to meet.
- 7 She tells him about the future plans for the company.
- 8 She tells him how she feels he has performed this year.
- 9 She tells him that she is disappointed with his performance.
- 10 She asks him for feedback on how his team has performed this year.

Saying it accurately

- 1** Read these interviewer questions and statements. Group them in the correct categories, following the example.

Discussing employee's job description: 1

Assessing employee's performance:

Setting employee an objective:

Discussing employee's future development:

- 1 Are you happy with how I've outlined your job description?
- 2 Down the line, I think it would be helpful for you to develop your interpersonal skills.
- 3 Have I missed out anything that you do in your position?
- 4 How do you feel about your performance this year?
- 5 I expect you to have completed your review of expenses by Tuesday.
- 6 I would like you to organize an employee First Aid course by January.
- 7 I've observed that you are steadily improving in all areas of your job.
- 8 Is that a fair description of your role?
- 9 Looking ahead, I think you should work to improve your leadership skills.

- 10 Moving forward, perhaps we could look at management training courses.
- 11 My impression is that your performance has way exceeded our expectations this year.
- 12 Please could you set up a meeting with all the relevant personnel by the end of the week?

2 Complete the conversation with sentences from *Saying it accurately 1*. In some places, more than one answer is possible.

- Manager: And so, as personnel assistant, your responsibilities include writing advertisements for vacancies, selecting possible candidates, and sitting in on the interviews with the relevant manager. 1
- Employee: Yes, that's right, but I also carry out induction days for new employees and some in-house training for existing employees.
- Manager: Oh yes, of course.
- Employee: Well, I think I've done well. I've helped to recruit twenty-three new members of staff and carried out successful inductions with all of them.
- Manager: Yes, I've had some positive feedback on that. As for my personal opinion,
- Employee: That's very encouraging to hear.
- Manager: Great. Right, some employees have mentioned to me that they would like to receive First Aid training. I'm all in favour of that so
- Employee: OK. Should that be open to everyone in the company?
- Manager: Yes, absolutely. OK,
- Employee: Yes, I'd be very keen to go on a management course. Thanks.

Saying it clearly



- 1** Listen to these sentences, noting the different pronunciations of 's' and 'th'.
I've observed that you hit all your sales targets.
Have I missed out any areas that you'd like to develop?
Is there anything else that you'd like to discuss?
Moving forward, I think that we should look at management courses.

- 2** Listen again to the sentences from *Saying it clearly 1* and repeat them.

Saying it appropriately



- 1** Listen to the speakers. How do they sound?
 1 interested or uninterested

- 2 negative or positive
- 3 polite or impolite; assertive or shy
- 4 diplomatic or blunt; angry or encouraging



- 2** Listen to the sentences from *Saying it appropriately 1* and repeat them.

Get speaking



- 1** You are carrying out a performance review with your office manager, Kamil. Play the audio CD and follow the cues. You start.

- 1 Outline Kamil's job description (in the following bullet points) and ask if he agrees to:
 - maintaining office services
 - supervising office staff
 - overseeing office records and efficiency.
 Ask if you have missed anything.
- 2 Ask him about his opinion of his performance this year.
- 3 Agree with what Kamil says and give him positive feedback on his performance this year.
- 4 Set him an objective regarding the implementation of the second phase of the office refurbishment: new furniture and equipment for the ground floor. Make sure that it meets the SMART requirements.
- 5 Move the conversation on to talk about the future and suggest that Kamil should develop his IT skills and suggest training on this.

- 2** Think about your own workplace. Write a list of employees for whom you carry out performance reviews.

- 1 Outline the jobs of the employees that you have listed. How might you describe these in a performance review? Practise them aloud.
- 2 How have the employees performed this year? Say a sentence about each of them as you might in their performance review.
- 3 Think of an objective (real or imaginary) for each of the employees and make sure that it meets the SMART requirements. Practise them aloud.

Language note

Well, quite good, meaning 'to a degree/fairly/rather'.

Quite right, meaning 'completely'.

I'm not quite sure, meaning 'completely'.

I quite agree, meaning 'completely'.

In British English, 'quite' usually means 'to a degree/fairly/rather', for example, '*the conference was quite short.*'

In American English, 'quite' usually means 'completely' or 'very', for example, '*the conference was quite fascinating.*'

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Persuading your manager

Would you be willing to support my request?

USEFUL TIPS: If you want to ask for something special from your manager, you need to be well prepared.

- Be proactive. Ask your manager for a meeting to discuss what is on your mind.
- Persuade, don't threaten. Decide what exactly you want and be prepared to justify your demands with logical arguments, rather than emotional ones.
- Be ready to negotiate. Think in advance about the best alternative to your preferred solution.
- Remain polite. Whatever the result, always thank your manager for their time at the end of the meeting. You still have to work with them.

Conversation



Candy is a highly skilled programmer in a large software company. She wants to discuss an issue with her manager, John.

Candy: Hi John! Do you have a moment?

John: Sure, Candy. What can I do for you?

C: **I'd like to schedule a meeting with you to talk about my position.** When's a good time for you?

J: Er, well, it's probably best if you fix a time with my secretary, OK?

C: Fine. I'll do that.

J: Come in, Candy, take a seat. Now, what can I do for you?

C: Well, **I'd like to discuss my compensation package with you.**

J: Really? I thought you were happy with the increase we gave you last year!

C: Yes, but **I hope you'll agree that** since last year I've achieved such a lot and we need to consider these achievements. For example, I was responsible for organizing the conference in Astana last month and...

...and finally, I managed the ISO 9001 audit, which we successfully completed. So, **wouldn't you agree that my performance this year has been** very successful?

J: Well, yes. But what exactly do you want?

C: I understand that this year the pay increase is between 3 and 8 per cent. **I would like to ask** for a raise at the top end of that scale.

J: Ooh! I don't know about that, Candy, I mean, what about the others?

C: If you look at my responsibilities in comparison to my colleagues, I am currently underpaid. **Wouldn't you say this should be taken into consideration?**

J: I'm not sure that that is really quite true, Candy.

- C: Oh, I think so. I checked. Compared to programmers in other companies, I'm earning about 4 per cent less than the market average. Here are the figures.
- J: Are you saying you want to leave?
- C: No, I just want you to know the background to my request, that's all. **I'm sure you can see that** it wouldn't be hard for me to get a better paid job elsewhere.
- J: I see.
- C: So, **would you be willing to support my request for** a higher wage increase?
- J: Well, the problem is also your qualifications. Even though you are a fantastic programmer, you don't have the qualifications on paper for me to justify to the HR department putting you into a higher salary level.
- C: **I thought that might be a problem.** So, **wouldn't it make sense for** the company to invest in sending me on an advanced programming skills course? The company benefits from my improved skills, I have the necessary qualifications on paper and you could then justify to the HR department paying me more. I hope you'll agree that that would be a win-win situation for everybody.
- J: Hmm. I need to think about this idea.
- C: Sure. I'll find a time for another meeting towards the end of the week with your secretary. But **thanks for your time today.** I do appreciate that.

Understanding

Tick the statements that are true about Candy and John.

- 1 She agrees with her boss that she doesn't have the qualifications on paper and accepts that this will mean she can't get a top-end pay rise.
- 2 She becomes emotional, telling him how much she loves her job.
- 3 She negotiates with regard to her lack of qualifications on paper.
- 4 She demands additional training.
- 5 She is polite and thanks her boss for his time.
- 6 She reminds him that he promised her a good pay rise last year.
- 7 She presents logical arguments on why should she receive a top-end pay rise.
- 8 She says that she will look for another job if he won't give her a pay rise.
- 9 She schedules a meeting with her boss.
- 10 She stops by to see her boss unannounced.

Saying it accurately

Match the two halves of the sentences.

- | | |
|--|---|
| 1 I think you'll agree that... | A ...a transfer to a different department. |
| 2 I'd like to ask for... | B ... your time today. I do appreciate that. |
| 3 Would you be willing to... | C ...me to attend a management training course? |
| 4 I'd like to schedule a meeting with you... | D ...compensation package with you. |
| 5 Wouldn't you say this should be... | E ...my proposal for unpaid leave is quite convincing. |
| 6 I'd like to discuss my... | F ...support my request for extended leave? |
| 7 Wouldn't it make sense for... | G ...would be possible for me to extend my paternity leave? |
| 8 Thanks for... | H ...taken into consideration? |
| 9 I thought that might be a problem... | I ...to discuss my position. |
| 10 I wanted to ask you if it... | J ..., so perhaps you would consider this proposal? |

Saying it clearly



- 1** Listen to the statements from *Saying it accurately*. Repeat them, copying the rhythm of the speaker.



- 2** Listen and compare these similar sounds from the unit.

1. 'ch'	2. 'j'	3. 's'	4. 'z'
achieved	managed	discuss	organizing
such	job	sense	raise
much	suggestions	skills	skills

- 3** Listen again to the words from *Saying it clearly 2* and repeat them.

Saying it appropriately



- 1** When you are trying to persuade your manager to agree to something, use an appropriate tone of voice: polite, confident, and persuasive. Which of the following speakers use an appropriate tone?

speaker 1	speaker 6
speaker 2	speaker 7
speaker 3	speaker 8
speaker 4	speaker 9
speaker 5	speaker 10



- 2** Listen again to the speakers from *Saying it appropriately 1*. This time, they will all use an appropriate tone. Repeat what they say.

Get speaking



- 1** You would like a transfer to the US office. Play the audio CD and follow the cues. You start.
- 1 Ask your boss, Karen, if you can schedule a meeting with her.
 - 2 Thank her and explain your request.
 - 3 Remind her that you've been a loyal employee over the last six years and explain how you are keen for a new challenge and the opportunity to live abroad.
 - 4 Say that you've considered this point and were wondering if anyone from the US office would consider a job swap for a few months.
 - 5 Thank her for her time.
- 2** Write a short dialogue similar to the one in *Get Speaking 1*. Imagine a situation in your workplace and replace the request for a transfer with one you might make. Practise the dialogue aloud.

Cultural note

In some cultures, there is more respect for hierarchy than in others. This means that employees in some countries are less likely to approach their managers with a difficult issue than employees in other countries. This is worth bearing in mind when working across cultures.

Grammar note

Note how Candy uses questions to make her language sound more persuasive. She forms most of these with the modal verb *wouldn't*, which implies that John will agree with the point that she is making. This makes her sound confident and persuasive.

Examples from the text:

Wouldn't you say this should be taken into consideration?

Wouldn't it make sense for the company to invest in sending me on an advanced programming skills course?

Wouldn't you agree that my performance this year has been very successful?

APPENDIX – Extended learning through COBUILD

This section provides you with information from the COBUILD corpus on key vocabulary items in the conversations. It gives information on meaning, usage and collocations.

Unit 1 Starting a conversation **exactly**

- When I left school, I wasn't sure exactly what I wanted to do.
- It is difficult to explain exactly what it is.
- I do exactly what stockbrokers do.

COLLOCATIONS: **do/know/understand/define/explain** *something* exactly
exactly **right/sure/correct**
exactly **match/mirror/replicate** *something*

SYNONYM: precisely

Unit 2 Talking about jobs **challenging**

- We continue to face a challenging retail environment.
- After ten years, I still find my job immensely challenging and satisfying.
- My last job wasn't mentally challenging.

COLLOCATIONS: a challenging **role/task/environment/marketplace**
extremely/incredibly/immensely challenging
intellectually/mentally/physically challenging

SYNONYMS: demanding, rigorous

rewarding

- Teaching is a worthwhile and rewarding career.
- It's hugely rewarding when you can sort out a problem for someone.
- Real estate is an industry I've found financially and emotionally rewarding.

COLLOCATIONS: a rewarding **job/career/profession/pursuit/endeavour/experience**
richly/hugely/immensely/highly rewarding
financially/emotionally/spiritually rewarding

SYNONYMS: gratifying, satisfying, stimulating

Unit 3 Showing interest in other people

negotiation

- It's a matter for negotiation between an employer and their workforce.
- We're currently in negotiations over a new contract.

COLLOCATIONS: negotiation(s) **between** *people*
 negotiation(s) between **management/staff/employers/**
workers/representatives
 negotiations **over** *something*
 negotiations over a **contract/issue/settlement**
 negotiations over **pay/payment/compensation**
 negotiations **with** *someone*
 negotiations with a **supplier/vendor/buyer/developer/**
creditor

SYNONYMS: discussion, dialogue

PHRASES: under negotiation, subject to negotiation, open to negotiation,
 in negotiations

Unit 4 Exchanging information

apparently

You use **apparently** to indicate that the information you are giving is something that you have heard, but you are not certain that it is true.

- Apparently, all new manufacturing is to take place in eastern Europe.
- Apparently, the meeting today was very positive.
- He resigned, apparently because of disagreements with his boss.

SYNONYMS: seemingly, supposedly

Unit 5 Cold calling

risk

- Most investors avoid risk when they can do so without sacrificing return.
- There is a significant risk that the company will fail.
- Most firms are taking risk management seriously.

COLLOCATIONS: **avoid/eliminate/minimize** risks
 a **high/potential/significant/serious** risk
 a **low/minimal/slight/tiny** risk
 a risk **of** *something*
 a risk of **failure/injury/death**
 a **security/safety/investment/inflation** risk
 risk **assessment/management**

Unit 6 Confirming or rearranging appointments appointment

- Just give me a call and we can arrange an appointment.
- Your appointment is scheduled for tomorrow morning.
- Can I possibly make an appointment for another day?

COLLOCATIONS: **make/request/arrange/book/schedule** an appointment
confirm/cancel/miss/reschedule an appointment
a **scheduled/urgent/available** appointment
an appointments **diary/calendar/book/schedule**
an appointment **with someone**
an appointment with a **manager/consultant/specialist/adviser**

Unit 7 Making a complaint on the telephone unsatisfactory

- I found the service totally unsatisfactory.
- Their behaviour has been wholly unsatisfactory and foolish, to say the least.
- The new charging arrangements are patently unfair and unsatisfactory.

COLLOCATIONS: an unsatisfactory **situation/performance/explanation/outcome**
profoundly/deeply/wholly/thoroughly/totally
unsatisfactory
find/consider/deem something unsatisfactory

SYNONYMS: inadequate, unacceptable

ANTONYMS: satisfactory, acceptable

Unit 8 Dealing with a complaint on the telephone refund

- Unfortunately, we can only offer a refund, exchange, or repair if a product is faulty.
- I'm afraid that we cannot offer refunds for cancellations.
- We will replace it or issue a refund, whichever you choose.

COLLOCATIONS: a **full/complete/partial/possible** refund
demand/expect/request/obtain a refund
offer/promise/issue/arrange/give a refund
a refund **policy/offer/guarantee/request**

SYNONYM: reimbursement