

1.1 About business Developing your career

Discussion

1 Work with a partner. What advice would you give to a new employee on how to make a good impression and 'get on' in their career? Think about the issues below and agree on five top pieces of advice.

dress meetings colleagues your boss business lunches
conferences dealing with emails / phone calls

2 Read an introduction to an article about getting on at work. What do you think the attitude or stance of the writer of the article is towards the subject matter? Underline words in the text which support your view.

Scan reading

3 Read the whole article quickly. Match the headings below with the correct paragraphs.

- | | |
|-------------------------------------|--|
| a) Dress up not down | f) Be nice to PAs |
| b) Get yourself noticed | g) Ignore all emails |
| c) Remember that less is more | h) Learn to recycle reports |
| d) Steer well clear of all meetings | i) Treat appraisals as auditions for pantomime |
| e) Manage without bosses | |

Reading and discussion

4 Work with a partner. For each paragraph of the article, summarize the point the writer of the article is making about the subject matter. What advice would you give on this topic? Write down your ideas, and compare them with another pair.

Listening for gist

5  1:01-1:03 Listen to three employees talking about what they think helps them get on at work. Sample marketing text © Macmillan Publishers LTD

- Make notes of the advice they give under the headings below.
 - Promotion
 - Relationships with your boss
 - Work-life balance
- How do their comments compare with the tips in the article?

Top tips for getting on in the workplace

Life at work is a potential minefield: if your boss isn't out to get you at any opportunity, it will be your colleagues. But don't worry, as there are many things you can do to make your life at work a little easier (and even to get yourself ahead). Aside from such illegal strategies as blackmail and kidnap, a number of less drastic and more legal ones exist. So, next time you are having a hard time at work, try using a few of the tips opposite.

Internet research

Search for the key words *success at work* to find other tips. Choose the best five to compare with a partner.

Getting ahead in business means getting **NOTICED**

Top tips for getting on in the workplace

1

Getting ahead in business means getting noticed, but working hard makes you almost invisible. Therefore it's a lot better to work hard at getting yourself noticed. What senior management likes more than anything else is junior managers who show signs of initiative and volunteer to do things. Most of the reason for this is that the more junior managers volunteer to do, the less senior managers will have to do themselves. Of course, volunteering for things and doing things are two different matters. Once you have got the credit for volunteering for a project, it's best to get as far away as possible from the project before the work kicks in. The best way to do that is to volunteer for another project.

2

Working in the post room is not generally a career choice for most people. Yet with the epidemic of email most people spend half their working lives slaving away in their own personal computer post room. Most emails are non-gradable, however. If you let them sink to the bottom of the pile and go unanswered they will eventually become irrelevant. To some people, doing this might seem like just about the most daring and suicidal thing you could possibly do in an office but, if something really matters, the person who sent it will eventually call you to ask you about it.

3

The difference between a boss and a high street bank is that a bank sometimes gives you credit for things. Bosses give you things to do and then blame you for doing them. What they never understand is that if they didn't give you things to do in the first place, you wouldn't make so many spectacular foul-ups. Naturally there are good bosses and bad bosses. Some take the trouble to get interested in what you are doing, encourage your personal development and generally provide you with a stimulating and challenging environment in which to work. There are also good bosses who lock themselves in their rooms, have five-hour lunches and leave you completely alone.

4

Since the collapse of communism, dress-down Fridays have done more than anything else to impair the smooth running of capitalism. Business suits are for doing business in. If you are wearing a welder's helmet people expect rivets; if you are wearing a suit people expect business. But if you are wearing shorts and sandals, people expect you to be on your way to San Francisco with flowers in your hair. On the other hand, never look too businesslike. This marks you out as someone who works in organized crime or as an undertaker, if not both.

5

An appraisal is where you have an exchange of opinion with your boss. It's called an exchange of opinion because you go in with your opinion and leave with their opinion. When you have had a bad year, the best approach is a balance between cringing apology and grovelling sycophancy, something like: 'My respect for you is so intense that it sometimes distracted me, thereby causing the continual string of major cock-ups that have been the main feature of my performance this year.' Interestingly, giving appraisals is actually as hard as getting them. The secret is to mix criticism with recognition. For example: 'You've made a number of mistakes Martin, but we recognise you made them because you are a total idiot.'

6

Reports are the office equivalent of cones in the road. They are not actually work themselves but they are a big, clear sign that real work might be done at some stage. In the meantime, they slow everything down and cause anger and annoyance all round. The quickest and easiest way to write a report is to change the names in the last report. When you do this, be aware that there will always be one name that escapes your changes and that will be in the sentence, 'We are committed to personal service to ...' The other thing people always forget to change in reports are the headers and footers which you only notice are completely wrong in the lift on the way to your presentation.

7

If you put all the country's chief executives in one room, all they would produce would be a range of jammy share options for themselves and some meaningless corporate waffle for the City. Give them one good PA and they might get some useful work done. That's why it's very difficult for PAs to become managers. It's not that PAs couldn't do management jobs, it's because management couldn't do management jobs without PAs. Remember that for every senior executive on the golf course, there is a PA running the business back in the office.

8

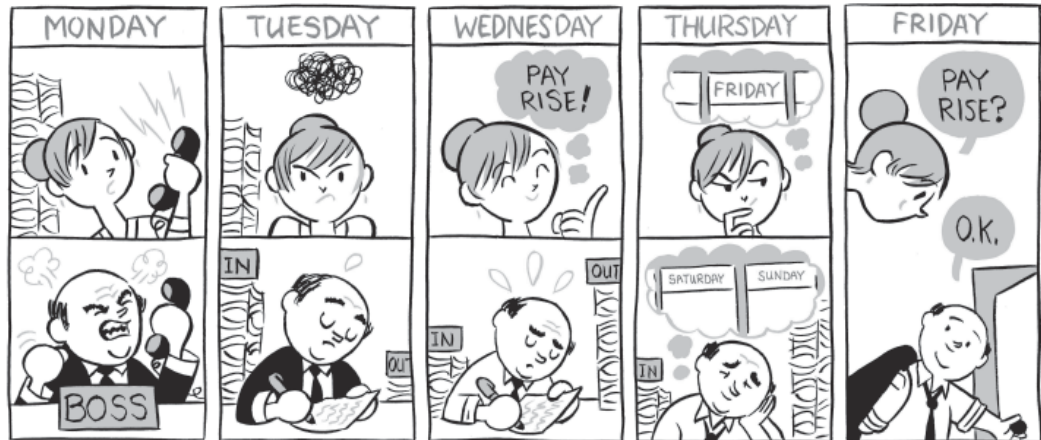
You would think that lazy people would form an inert mass at the bottom of an organization. On the contrary they are found at all levels in business, right up to chair person. The reason for this is simple: when something goes wrong in business it's generally because someone somewhere has tried to do something. Obviously, if you don't do anything, you can't be blamed when it goes wrong. People who sit all day like a lemon, busily straightening paperclips, are therefore the only people with a 100% record of success, and with that sort of record, promotion is inevitable.

9

Half of every working day is spent in meetings, half of which are not worth having, and of those that are, half the time is wasted. Which means that nearly one third of office life is spent in small rooms with people you don't like, doing things that don't matter. The only reason people have so many meetings is that they are the one time you can get away from your work, your phone and your customers. People say that the secret of a good meeting is preparation. But if people really prepared for meetings, the first thing they would realise is that most are unnecessary. In fact, a tightly run meeting is one of the most frightening things in office life. These are meetings for which you have to prepare, in which you have to work and after which you have to take action. Fortunately, these meetings are as rare as a sense of gay abandon in the finance department.

2 Corporate image

2.4 Management skills Time management



Discussion

1 Work with a partner. Tell the story in the cartoon. What points are made about managing the working week?

2 Research shows that our moods and aptitudes follow a pattern each week. Which days of the week do you imagine are best for doing the following?

- asking for a rise
- brainstorming
- getting important jobs done
- setting goals
- holding meetings
- doing sport
- finding a new job
- making redundancies

3 Work with a partner. Student A, read about Monday, Tuesday and Wednesday on page 110. Student B, read about Thursday, Friday and the weekend on page 112.

Share what you have learnt, and compare it with the ideas you discussed in 2. Give examples from your own experience which support or contradict what you have read.

Prioritizing and delegating

4 Write a 'to do' list of at least eight tasks that you could do in the next week.

Decide which items on your list are urgent and important (A), urgent but not important (B), important but not urgent (C) or not important and not urgent (D).

(Urgent = tasks which have to be done as soon as possible.

Important = tasks which lead to achieving an important objective.)

	Important	Not important
Urgent	A	B
Not urgent	C	D

5 Use the Paired Comparison Analysis from Internet research to prioritize the urgent and important (A) tasks on your 'to do' list.

Discussion

6 Work with a partner. Discuss your 'to do' list. Think about the questions below.

- 1 Which items would you be reluctant to delegate?
- 2 Which items could you delegate to a trusted friend or team member?
- 3 Which items could you delegate to an inexperienced team member?
- 4 Are there items you could afford to ignore?
- 5 What are the advantages of delegation for managers and their teams? Brainstorm a list.
- 6 What are the reasons why many people are reluctant to delegate? Brainstorm a list.

Internet research

Search for the keywords *Paired Comparison Analysis* to learn how to use this decision-making tool to establish priorities.

	A	B	C	D
A				
B				
C				
D				

Listening

7 1:22-26 Read the guidelines for effective delegation, and then listen to five extracts from a meeting.

Margherita is delegating a cost-cutting project to Robin, a member of her team.

Match each extract to steps 3-7 in effective delegation.



Seven steps to effective delegation

- 1 Define the task and check it is SMART (specific, measurable, acceptable / achievable, realistic, time bound).
- 2 Identify the person who can do the job.
- 3 Explain the reasons why you are delegating the task to them.
- 4 State the results you expect.
- 5 Discuss how they will do the job, and what resources are needed.
- 6 Agree on deadlines, review dates and feedback strategies.
- 7 Communicate details to other people who need to know.

8 Listen again and complete the sentences.

- 1 I'd like you _____ ways of reducing our travel costs.
- 2 Is that something you'd be _____?
- 3 Think about how much time you'll need, and _____ what you decide.
- 4 I suggest you _____ every two weeks or so, OK?
- 5 I'll _____ Kim _____ you're _____ the project.
- 6 I'd appreciate it if you could _____ confidential.
- 7 I thought I'd _____ Estelle _____ some of your paperwork. _____ does that _____?
- 8 As a first step, could you _____ with proposals we can _____ Human Resources?
- 9 If they're happy, you can _____ and _____ new procedures.
- 10 Are you _____ that?

9 Work with a partner. You are assigning tasks to your team. Take turns asking and answering these questions.

- | | |
|--|-------------------------------------|
| 1 What do you want me to do? | 5 Can I have someone to help me? |
| 2 Why me? | 6 When do you want it for? |
| 3 How do I know if I've done it right? | 7 How much initiative can I take? |
| 4 Does anyone else know about this? | 8 What should I tell my colleagues? |

Roleplay

10 In groups of three, take turns as A, B and C to practise delegating, using the seven steps from 7.

Student A: Delegate one of the tasks from your 'to do' list in 4 to Student B.

Student B: Be yourself and react naturally. Ask questions if necessary.

Student C: Monitor the conversation and give feedback after the meeting. Point out effective delegating behaviour as well as giving constructive criticism.



4 Managing conflict

4.6 Case study Olvea Brasil

Discussion

1 Work with a partner. Imagine your ideal team leader. What would they do in the following situations?

you need help you make a big mistake you do something really well
you do your job with no problems you have personal problems

Reading

2 Read the background to the case and answer the questions.

- 1 What are Eliana's concerns?
- 2 What kind of management style does the company encourage?
- 3 Why does Eliana like to hear both sides of the story?



ELIANA SCHAEFFER, Director of Human Resources at Olvea Brasil, stood at her window and stared out pensively at the mountains rising above the city. On her table were four employee files; each had been put in the 'concerns' category at last Friday's six-monthly staff review. Eliana knew very well that although a 'concern' tag was supposed to be an early warning, all too often it meant that a crisis was just waiting to happen.

Olvea Brasil was the Brazilian subsidiary of an international group which supplied components for the automobile industry. Aware that they relied heavily on the skills and creativity of their engineers

for survival, Olvea's management encouraged a culture that was officially firmly people-oriented. At the same time, Eliana understood that in a field where competition was fierce, and customers more and more demanding, productivity was crucial; results often took precedence over people's feelings.

It was going to be a tough morning; Eliana had made appointments with each of the four 'concerns' in turn. After reading their manager's comments in their files, she liked to hear the employee's side of the story before reaching any conclusions. 'More often than not it's the manager who's the real concern!' she thought as she sat down at the table to review the four files.

3 Work in small groups. Read the employee files opposite and answer the questions below. What do they suggest about the relationship between each employee and their manager?


Which members of staff:

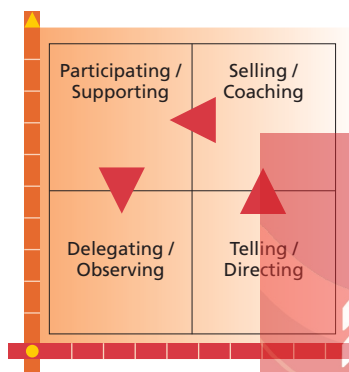
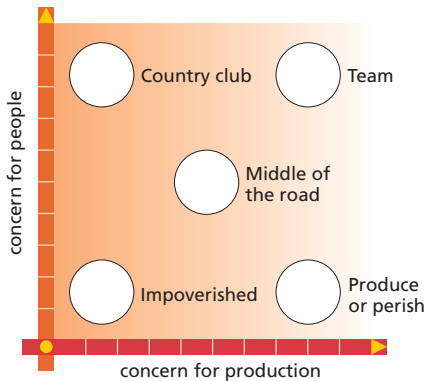
- 1 have changed their attitude?
- 2 do not communicate well?
- 3 are disappointing or disappointed?
- 4 are being unreasonable?
- 5 have a limited future with the company?

Internet research

Search for the keywords *how to manage your boss*. Take a class vote to find your top tips.

Listening

4  **1:63–1:66** Listen to Eliana's interviews with the four members of staff, and take notes.



Discussion

5 In small groups, discuss the questions.

- How are the employees' stories different from their manager's versions? Who should you believe?
- What are Carla Hartmann, Vitor Martins, Isabel Correia and Antony Middleton's management styles?
- What strategies do you feel would be most effective in managing Wilson Holden, Susan Shipley, Luigi Tarantini and Natasha Gomes in future?
- How should Eliana manage the managers?

Presentation

6 In your groups, draw up an action plan covering all the issues. Present your plan to the class and take questions.

NAME: Wilson Holden

AGE: 26

POSITION: Moulding engineer

MANAGER: Carla Hartmann

MANAGER'S COMMENTS: Young graduate engineer.

No problems in first year, but uncommunicative.

Three months ago he started suggesting changes to

procedures. I explained it was not his job to make

changes; if changes are needed I will make them. Since

then he has consistently disregarded procedures and encouraged other colleagues

to do the same. He refuses to follow instructions; last week he refused to work on

Saturday, even though all the engineers agreed to do one Saturday per month. He

is insolent, arrogant, frequently uses foul language and cannot accept criticism.



NAME: Susan Shipley

AGE: 38

POSITION: Project manager

MANAGER: Vitor Martins

MANAGER'S COMMENTS: Susan is very experienced and autonomous (13 years with Olvea) but she seems unhappy. No obvious problems – her work is satisfactory, but people in the department say she's miserable and demotivated. Isabel Correia, my boss, said she asked to speak to her, so I thought I'd better bring it to your attention.



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NAME: Luigi Tarantini

AGE: 48

POSITION: Head of R&D

MANAGER: Isabel Correia

MANAGER'S COMMENTS: Luigi does a great job for us, we've always worked well together. But just recently he's become colder, not his normal friendly self. With my engineering background, I enjoy working with Luigi in the lab, but he has become almost secretive about his work – when I offer to look at the latest test results with him he keeps suggesting I have more important things to do.

No complaints about the quality of his work, everything is fine – he just doesn't seem to want to share with me the way we used to.



NAME: Natasha Gomes

AGE: 23

POSITION: Administrative assistant

MANAGER: Antony Middleton

MANAGER'S COMMENTS: Natasha is pleasant and compliant. However she lacks initiative and seems frightened of making mistakes. She seems unable to make decisions herself; she phones me several times a day to ask for instructions when a little common sense is all that is necessary. Her work is acceptable but never excellent. Although she is much more willing than the rest of my department, I am not sure that she possesses the qualities we expect in an administrative assistant.



8 Free trade

Did you know?

The ten phrasal verbs with the most combinations and meanings are: *come, go, put, get, take, turn, run, bring, look, cut*. The most common particles are: *around, away, back, down, in, into, off, on, out, over, through, up*.

8.2 Grammar Phrasal and prepositional verbs



Focus on frequent verbs

1 Choose the correct verb from the box to fill in the spaces in the text. Remember to use the correct verb form.

Sample marketing text © Macmillan Publishers LTD

come go put get take turn run bring look cut

Free trade has long been a controversial issue. You might have to (1) _____ back to Genghis Khan to see where free trade really began: in the wake of his conquests trade (2) _____ off between Europe and Asia in the 13th century when precious fabrics, stones and perfumes were transported along the Silk Road. Half a millennium later, you would have to (3) _____ to the 18th century economists such as the Scot Adam Smith, who (4) _____ forward the view that it was free trade which (5) _____ about an increase in wealth for those nations involved. However, advocates of free trade have often struggled to (6) _____ their message across in the face of strong opposition and widespread protectionism. After the Second World War, a group of nations (7) _____ up with an international organization in the form of the General Agreement on Tariffs and Trade (GATT), which aimed to (8) _____ down on tariffs and protectionist practices in general. Although this organization (9) _____ into a number of difficulties during its lifetime, it was widely seen as successful. In 1995 the World Trade Organization (WTO) grew out of it: this organization aims to (10) _____ for new ways to promote free trade.

2 Explain each phrasal verb above in your own words, and suggest possible collocations.

3 Which one of the four particles cannot be used with each verb?

- | | | |
|----|-------|------------------------------------|
| 1 | come | about / behind / forward / through |
| 2 | go | from / together / under / with |
| 3 | put | aside / back / for / through |
| 4 | get | across / against / ahead / at |
| 5 | take | above / from / in / to |
| 6 | turn | back / down / on / under |
| 7 | run | by / down / together / up |
| 8 | bring | forward / in / into / past |
| 9 | look | ahead / into / through / without |
| 10 | cut | about / back / into / out |

Internet research

Search for the keywords *GATT* or *WTO* to find out the history of world trade talks since the Second World War. Write down the main dates and historical milestones so that you can tell a partner.



Focus on frequent particles

4 Fill in each space with the correct particle from the box to complete the presentation by Lawrence, head of a team of marketing managers. Use each particle once only.

around away back down in into off on out over through up

Right, let's start, shall we? I'd like to just kick (1) _____ a few new ideas and see what we get. Our main difficulty, of course, is trying to claw (2) _____ our market share after the events of the past few months. Well, actually I think we might gloss (3) _____ that and move on to the future. What we really need to do is weigh (4) _____ our various options and see what strategy would be most effective. I know with the new trading conditions and laws there's a lot of new legislation for us to take (5) _____ and it may take us a while to really understand it but we do need to get to grips with the new realities. No one is going to bail us (6) _____ if it all goes wrong, that's for sure. A free trade environment is no joke – we're all on a level playing field and those nice government tariffs that always made it prohibitively expensive for our competitors, well, they've done (7) _____ with them now. Don't forget, our competitors are out there now, and they're beginning to focus (8) _____ our territory from South-East Asia to Central America. I don't want to scare you but interest in our products will just tail (9) _____ unless we're out there fighting. And of course the other side of the coin is we've now got free access to their comfort zone. OK, so just before we nail (10) _____ the action plan I've got to emphasize the difficulties we're facing. It's tough. But if we can get (11) _____ the next, well, year, then we can build it up from there. Now, tough, challenging, massively rewarding – is that something you can all buy (12) _____?

5 Now match each phrasal verb from 4 with its nearest synonym below.

absorb	assess	discuss	finalize	recover	rescue
accept	concentrate (on)	dwindle	ignore	remove	survive

Listening

6 2:33 Lawrence's team of market strategists are meeting alone to discuss their responses to his talk in 4. As you listen, complete his PA's summary of discussion for Lawrence using the verbs from the box in the correct form.

Sample marketing text © Macmillan Publishers LTD
 commence continue dispute diversify enter
 erode initiate produce protect surrender

Summary of Discussion

David argued that the process should (1) _____ with a review of the new trading laws. Jin disagreed, saying that this would (2) _____ the time available, proposing instead to immediately (3) _____ with formulating the strategy. Sara doubted whether the time was right to (4) _____ overseas markets or (5) _____ geographically into overseas markets. Jin's focus was to (6) _____ a business plan, something he could not instantly do alone. David emphasized the importance of (7) _____ the domestic market, but Jin reiterated the need to (8) _____ the actual strategy. Jin warned against the tendency to (9) _____ proposals before they were fully discussed. Dave concluded by saying that the company should (10) _____ to what is unavoidable and stop discussing costly ideas.

7 Now listen again and match each of the answers in 6 with a phrasal verb used in the meeting.

8 The speakers use seven more phrasal verbs. Listen again and note them down. What are their meanings?

