

Assessing teams

Speaking

- 1 Work in pairs. Look at the following characteristics of a good team. Choose the five most important and put them in order.

What makes a good team?	
1	The members work towards a common objective. <input type="checkbox"/>
2	They discuss roles and allocate them to team members. <input type="checkbox"/>
3	They co-operate fully with each other. <input type="checkbox"/>
4	They help individuals develop within the team. <input type="checkbox"/>
5	The members trust each other. <input type="checkbox"/>
6	Everyone makes an equal contribution to the team. <input type="checkbox"/>
7	The members share information effectively within the team. <input type="checkbox"/>
8	They listen to different points of view. <input type="checkbox"/>
9	They talk openly and honestly within the team. <input type="checkbox"/>
10	When people are under pressure, others offer help. <input type="checkbox"/>
11	Members show respect for others and for their opinions. <input type="checkbox"/>
12	Members carry out the tasks they are assigned to do. <input type="checkbox"/>

Which of these have you personally experienced in a team? Did it help make the team successful? Why/why not?



No longer Poles apart



After 50 years of living in centrally-controlled economies, one of the challenges eastern European companies faced was how to develop effective teams to improve efficiency. PZ Cussons plc is a good example of a company that succeeded with this goal.

When Peter Welch, President of PZ Cussons plc Polska and Uroda SA, arrived at Cussons' newly acquired factory in Poland to take over as CEO he discovered that the concept of teamwork didn't exist. 'The guy who ran it before had a queue of people outside his office waiting for decisions on everything from taking a day's holiday to major investments. All decisions were made by one man.' PZ Cussons entered Poland by taking over a manufacturer of cleaning products in Wroclaw. Two years later they bought Warsaw-based Uroda toiletries. Turnover increased at Wroclaw from £11m to £50m and the smaller Uroda quickly grew into a £22m business. Both businesses are now major brands in Poland and export to other eastern European markets.

But in spite of these successes, it is still hard to develop new approaches. 'The company culture here is the result of fifty years of regulation and control,' explains Welch. 'It's not easy to get people to take on responsibility and be accountable when things go wrong. The sales department used to be a guy next to the phone waiting for it to ring.'

To help solve these problems, PZ Cussons brought in three expatriate managers to work closely with the local sales staff in project teams. They also brought in senior Coverdale management consultant Keith Edmonds to work on the team's managerial skills and improve communication within the team. Edmonds held two one-week programmes, working on team-building and developing creative thinking.

'The imaginative ideas participants came up with were extraordinary – electric.' He describes the programmes as helping people recognise that there is a range of effective management styles. 'We wanted to throw new light on old problems.' The participants responded very positively. In one task, they were given £500 and told to make as much profit with it as possible. 'They came up with amazing ideas,' says Edmonds. 'They put on discos. They went to the Czech border, bought products and then sold them at a profit.'

Welch believes the programmes were excellent at 'getting people excited about their jobs'. But he warns, 'we need to ensure that what happens on the programme happens back in the workplace'. The results, however, are already very positive. 'The two programmes cost us about £40,000 in total, including food and accommodation,' says Welch, 'but the returns we are getting from them are huge. We saved about £200,000 from the first programme and we're expecting savings of around £700,000 from the second one.'

The programmes also form the basis of monthly reviews, in which progress is measured against targets set in the programmes. 'You can see the results improving each month. I'm very pleased with the way it worked out,' says Welch. PZ Cussons has continued to support and encourage team work. Part of their company strategy is the active recruitment and development of staff. They look for people who share, and will help grow, their values. Their ultimate goal is to create a culture of high performance in the company and work as a meritocracy where staff become leaders due to their talent and hard work.

3 Using the information in the article, complete each sentence with a phrase from the list.

- 1 When Peter Welch visited the new factory he found one man ...
- 2 Cussons tried to deal with the problems at Uroda by ...
- 3 The programmes succeeded in ...
- 4 It is possible to see the programmes ...

- A waiting for a decision about holidays.
- B making people enthusiastic about work.
- C setting up training courses.
- D taking responsibility for everything.
- E organising amazing discos.
- F contributing to improved profits.
- G employing foreign sales staff.

Vocabulary

4 Match the following verbs, prepositions and nouns from the article. Then use the phrases to describe what happened at PZ Cussons in Poland.

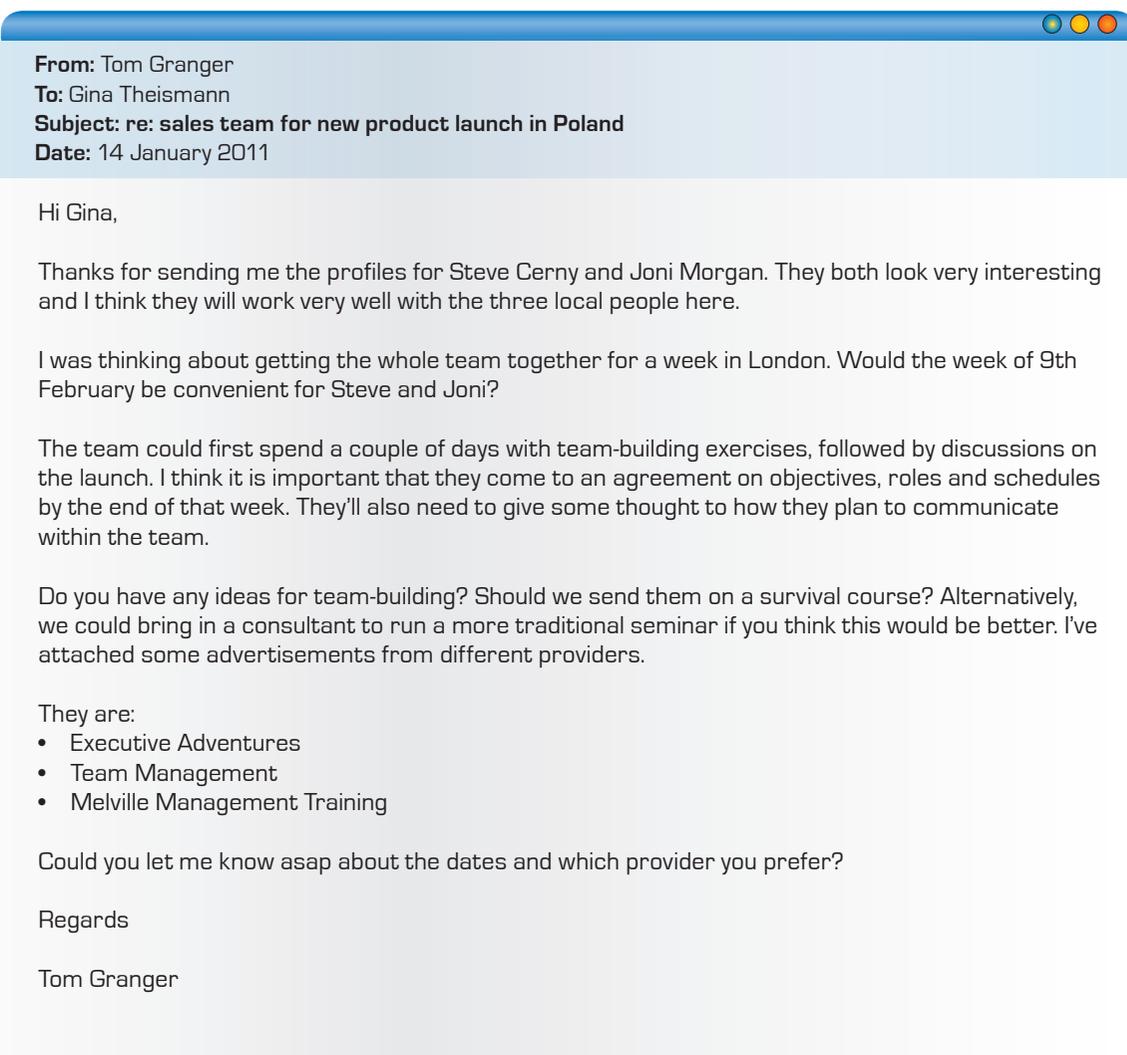
1	wait		decisions
2	take	in	ideas
3	bring	for	a consultant
4	work	on	a profit
5	come up	with	people
6	sell	at	responsibility
7	look		managerial skills

Speaking

5 Do you know of other companies who effectively use teamwork? Give examples.

Arranging a course

1 Carmichael, an American cosmetics group, has a Polish subsidiary. Gina Theismann, Head of Central European Sales, receives an email from Tom Granger, the local manager in Warsaw. Read the email and answer the questions.



From: Tom Granger
To: Gina Theismann
Subject: re: sales team for new product launch in Poland
Date: 14 January 2011

Hi Gina,

Thanks for sending me the profiles for Steve Cerny and Joni Morgan. They both look very interesting and I think they will work very well with the three local people here.

I was thinking about getting the whole team together for a week in London. Would the week of 9th February be convenient for Steve and Joni?

The team could first spend a couple of days with team-building exercises, followed by discussions on the launch. I think it is important that they come to an agreement on objectives, roles and schedules by the end of that week. They'll also need to give some thought to how they plan to communicate within the team.

Do you have any ideas for team-building? Should we send them on a survival course? Alternatively, we could bring in a consultant to run a more traditional seminar if you think this would be better. I've attached some advertisements from different providers.

They are:

- Executive Adventures
- Team Management
- Melville Management Training

Could you let me know asap about the dates and which provider you prefer?

Regards

Tom Granger

- 1 How many people will be in the sales team?
- 2 Where and when does Tom suggest a meeting for the team?
- 3 What are the objectives of the meeting?
- 4 When does Tom want an answer?
- 5 What needs to be decided?

Speaking

- 2 Work in pairs. Student A: Look at the Activity sheet on page 152. Student B: Look at the Activity sheet on page 157.



Don't forget

Making arrangements

The following phrases are useful for making arrangements.

- **Suggesting times and dates**
How about / What about the following week / A few weeks later?
Would the week of ... work for everyone?
Shall we say 8th February?
- **Asking for suggestions**
When would suit you / your team?
Did you have a time / place in mind?
What would you suggest?
- **Saying we are unavailable**
I'm afraid I'm / we're / he's / she's busy then.
Sorry, but I can't make it then.
- **Using the present continuous for talking about fixed arrangements**
They're working on another project until 12 February.

- 3 Work in pairs. Look at the question below and discuss the different aspects of team building. Add ideas of your own.

What is important when deciding on team building?

- where to hold a training session
- setting clear goals before you start
- what type of training would work best for the team

Now look at the advertisements for the team-building courses below. Which of the courses would be the best for the Carmichael team? How would it benefit the five team members and the project?

Which of these programmes would you personally prefer and why?

EXECUTIVE ADVENTURES LTD



Executive Adventures outdoor events help build leading business teams by increasing personal awareness of abilities and complementary skills in colleagues. The events involve a combination of intellectual, physical and practical challenges - meeting and dealing with the unexpected. Our tasks mean that individuals and teams have to:

- identify clear and achievable objectives
- make best use of resources
- work together and communicate openly
- learn to overcome storms and crises.

TEAM MANAGEMENT

YES 2+2 really can = 5! Let the experts at TML show you how. Our team of expert consultants will demonstrate how High Performance Teams really can work. Focusing on issues such as how to form an effective team, team dynamics and communication within teams, our list of specialised seminars includes:

- Self-managing Teams (SMTs)
- Multi-cultural Teams
- Team Leadership
- Fast-forming Teams
- Building World Class Teams



Melville Management Training

Our unique two-day in-company seminars use board games and simulations to focus on issues such as sales, customer service and team-building. Board games and simulations are fun, time-efficient and allow managers to experience situations without the fear of failure. All games and simulations lead to discussions on management theory and practice. The range includes titles such as:

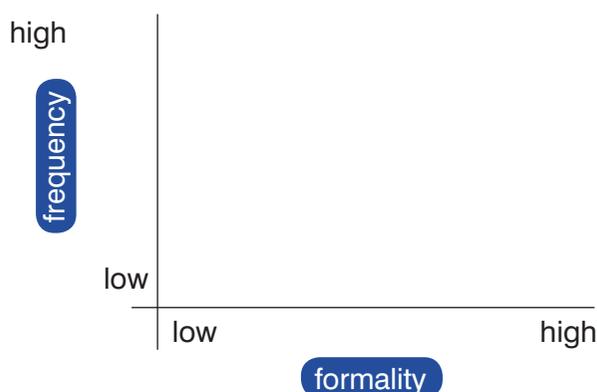
- Teamwork Challenge
- Marketing Mania
- Go for Profit

Keeping in touch

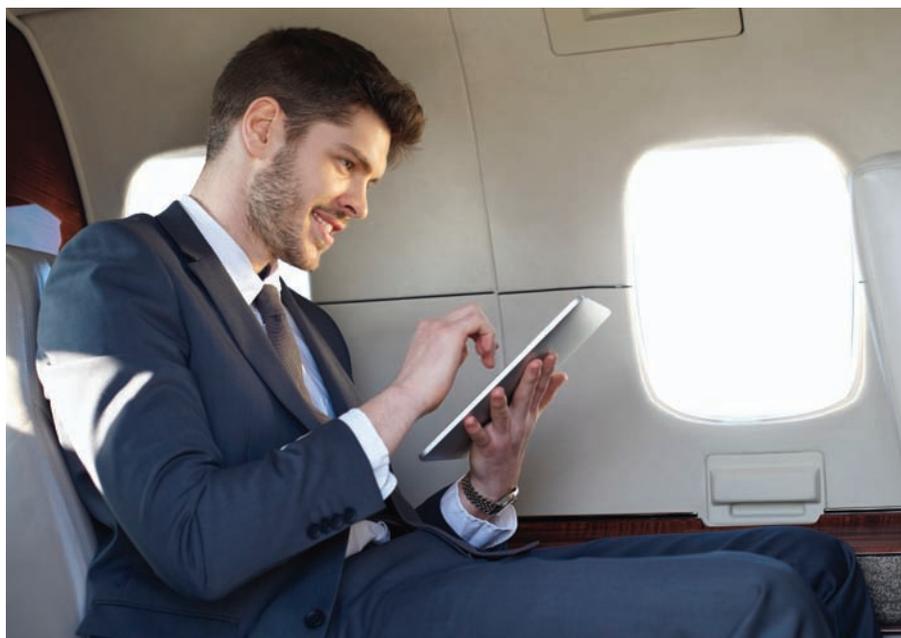
Speaking

- 1 Work in pairs. Decide how formal the forms of communication mentioned are. How often does your partner use them? Mark them on the graph below.

text messages letters emails phone calls memos notes faxes



What are the advantages and disadvantages of each form of communication?



Reading

- 2 Read the article on the opposite page about using English for international business. Think of a title for each paragraph.
- 3 Answer these questions about the article.
- 1 Why does Ericsson use English as its official language?
 - 2 What can native English speakers do to communicate more effectively?
 - 3 Why are native English speakers unaware of the difficulties of listening to foreign languages?
 - 4 How does Ericsson make its employees more aware of these difficulties?

Is your English too English?

English may be the language of international business but, as **Alison Thomas** reports, it's not only non-native speakers who need to learn how to use it effectively.

- 1 Ask a Swedish Ericsson executive 'Talar du Svenska?' and he may well reply 'Yes. But only at home. At work I speak English.' Ericsson is one of a growing number of European companies that use English as their official corporate language. These companies recognise and, at the same time, increase the dominance of English as the language of international communication. Soon the number of speakers of English as a second language will exceed that of native English speakers.
- 2 Although a company might use English as its official language, its employees are unlikely to be bilingual. Language trainer Jacquie Reid thinks we consistently over-estimate the fluency of non-native speakers. 'We always assume that because their language skills are better than ours, they understand everything we say.'

“Don't over-complicate the message. Reduce what you're saying to manageable chunks.”

- 3 So how should we adapt our use of language and what are the common problems? 'Simplify it,' is Reid's advice.

- 'Don't over-complicate the message. Reduce what you're saying to manageable chunks.' Reid always tells people to limit themselves to one idea per sentence. 'It's also important to slow down and not raise your voice.'
- 4 Dr Jasmine Patel, a language consultant at Europhone, says different languages also have their own approach to dialogue. 'The British start with idiomatic expressions such as So, should we get down to it? and understate important issues with phrases such as There could be a slight problem. They also say That's a good idea, but ... when they mean No and they repeatedly use the word get with different meanings. And worst of all, they insist on using humour which is so culture-specific that no-one understands it.'
 - 5 The majority of English native speakers are insensitive to the stress of trying to understand a foreign language in a work environment because they rely on the business world speaking their language. At Ericsson, however, this is not the case. At the UK subsidiary, Ericsson Telecommunications, management training courses include seminars on both language and cross-cultural issues. A frequent comment made in follow-up evaluations is that increased awareness has improved communication and, more importantly, given participants a better understanding of their own language and how others might interpret it.

Speaking

4 What is important when talking with native speakers?

- ask them to speak more slowly
- ask them to repeat words you do not understand
- ask them to explain using different words and examples

Discuss these points with your partner and add any other ideas you might have.

Leaving voicemails

Listening 1  **1** Frida Andersson, a manager at Sanderlin AB in Stockholm, receives five voicemails. Listen and decide what each speaker is trying to do.

1.01–1.05

- 1
- 2
- 3
- 4
- 5

- A** make a complaint
- B** request some information
- C** change an arrangement
- D** decline an offer
- E** give feedback
- F** confirm arrangements
- G** make an offer
- H** ask for permission



Was there anything in the phone calls you found difficult to understand? Look at the audioscript to find the difficult words or phrases.



Don't forget

Leaving voicemail messages

When we leave messages, it is important to be very clear.

- **Prepare the listener for the message**

This is Frank Larsen from Scandinavian Conferences.

It's 9.30 on Wednesday morning.

I'm ringing about the sales report.

- **Make requests simple and polite**

Could you send me the report, please?

Could you please call me back?

- **Give clear contact information**

I'm in Helsinki until Friday.

My telephone number is 346 766.

Speaking

2 Work in pairs. Look at the audioscript and choose one of the messages you found difficult. Rewrite it to make it easier to understand.

Taking messages

Listening 2  **1** Frida tries to return two of the calls. Listen and complete the forms below with one or two words or a number.

1.06–1.07

TICKET ORDER FORM

Event: <i>Danish Telecommunications</i> (1)	No. of tickets: (3)
Name: <i>Frida Andersson</i>	Date of tickets: (4)
Company: <i>Sanderlin AB</i>	Other name(s): (5)
Address: <i>Torhammsgatan (2)</i> <i>Stockholm</i>	

WHILE YOU WERE OUT

To: *Sue Mellor* Date: *1 Nov*
 From: *Frida Andersson* Company: *Head Office*
 Tel: _____
 Returned your call Please ring back Will ring back

MESSAGE

She received (6) _____.
 She's (7) _____ the meeting on 13 November.
 She's (8) _____ the following week.
 Can you meet her on (9) _____?
 Could you call her and (10) _____ the date?



Don't forget

Taking messages

The following phrases are useful for taking messages..

- **Offering help**
*I'm sorry, she's not here today. **Can I help you?***
*I'm afraid he's visiting a client. **Can I take a message?***
- **Asking for information**
Could I ask who's calling, please?
Could you give me your mobile number, please?
- **Checking information**
Could you spell that, please?
So, that's 27 November.
- **Promising action**
I'll give her the message as soon as she gets back.
I'll ask her to call you as soon as possible.

Speaking

- 2** Work in pairs. Student A: Look at the Activity sheet on page 152.
 Student B: Look at the Activity sheet on page 157.

Self-study 1a

1 Choose the correct word to fill each gap.

PZ Cussons bought its first Polish (1) in 2003. The Canadian company soon discovered that it would take more than a few (2) managers to make the business profitable. To improve teamwork, PZ Cussons decided to (3) training sessions to improve (4) within the cross-cultural teams. PZ Cussons then (5) in a management consultant, who (6) on managerial and communication skills. Although the programmes cost almost £40,000, the (7) over the following twelve months included savings of up to £1m and a clear improvement in management skills and (8) towards cross-cultural teams.

- 1 A branch B subsidiary C office
 2 A strange B overseas C expatriate
 3 A allocate B contribute C arrange
 4 A responsibility B togetherness C co-operation
 5 A brought B fetched C took
 6 A developed B worked C put
 7 A values B benefits C profits
 8 A attitudes B trust C views

2 Complete the telephone conversation.

- Paul Ricard speaking.
- ▼ Hello Paul. It's Angela. (1) I'm calling about the new project. Could we have a meeting for the sales team next week?
- Sure. (2) _____ ?
- ▼ Well, (3) _____ next Tuesday? Would that be OK for you?
- That should be fine. (4) _____ ?
- ▼ I'd like to meet in the morning, early if possible. (5) _____ 9.30?
- (6) _____. Could we meet a little later, at say 10.30?
- ▼ Sure, that's no problem. I'll send everyone an email. Should I ask people to bring anything with them?
- No, just their great ideas.
- ▼ OK, that's fine. See you on Tuesday, Paul.
- Right. Thanks for calling, Angela. I'll see you on Tuesday at 10.30. Bye.

3 Use the words to write sentences with team.

She's an effective team member.

- multi-cultural
 manage work
 successful
 develop organise
 effective **team** leadership
 contribute to member
 improve
 courses building
 skills

Present tenses

4 Complete the conversation. Put each verb in brackets into the correct form of the present simple or present continuous.

- Hi Julie. How are you?
- ▼ Fine, thanks. But I'm very busy at the moment. I (1 *prepare*) 'm preparing for the big meeting tomorrow.
- What's that all about?
- ▼ Oh, it's all about that new product which we (2 *launch*) _____ next month.
- Yes. I hear it (3 *not/go*) _____ well.
- ▼ You can say that again. We're behind schedule and I (4 *begin*) _____ to think we won't be ready in time for the launch.
- What's the problem?
- ▼ The Marketing Department. They're the problem. Every time we (5 *agree*) _____ on a final design, they (6 *want*) _____ to make some small change. It's so annoying.
- (7 *you/meet*) _____ them tomorrow?
- ▼ Yes. We're going to tell them we can't make any more changes. We (8 *not/have*) _____ the time for any more.
- What (9 *you/think*) _____ they'll say?
- ▼ To be honest, I (10 *not/care*) _____. We (11 *have*) _____ to stick to the schedule. It's as simple as that.

For further grammar practice see the Workbook pages 8–9.

Self-study 1b

1 Choose the correct word to complete each sentence.

- OK, I'll (*tell / say*) him you called.
- Could you give her a (*telephone / call*) after lunch?
- It's been (*put back / cancelled*) until next week.
- Unfortunately they are not (*sensible / sensitive*) to other people's difficulties.
- We're trying to (*rise / raise*) awareness of good telephone practice.
- Could you (*ask / request*) her to call me back?
- Please (*adopt / adapt*) your language to the listener.
- Shall we (*go / get*) down to business?

2 Put the telephone conversation into the correct order.

Reception

- So that's the Alsterhof Hotel for three nights from 22 August. Could you spell the name of the hotel for me, please?
- OK, Ms Meier. I'll give Paul the message.
- I'm afraid he's in a meeting. Could I take a message?
- Thanks for calling. Bye.
- And could I ask who's calling, please?
- Good afternoon, Pace Systems. Can I help you?

Caller

- Sure. That's A-L-S-T-E-R-H-O-F.
- Yes, please. I'm ringing about accommodation for his trip to Berlin. I've booked him a room at the Alsterhof Hotel for three nights from 22 August.
- That's great. Thanks very much. Bye.
- Could I speak to Paul Kerridge, please?
- It's Kerstin Meier from Althaus Press in Berlin.

3 Are the sentences in each pair usually written (W) or spoken (S)? What is the function of each pair?

- So, that's tomorrow at 10 am in your office.
- I would like to confirm our meeting tomorrow at 10 am in your office.
- Would it be possible to postpone the meeting?
- We couldn't put the meeting back, could we?
- Please inform me by next week.
- Could you let me know by next week?
- I am afraid I am not available on 12 November.
- I'm sorry but I can't make it on the 12th.
- Is it OK if we offer customers a 5% discount?
- Would it be possible to offer a 5% discount?
- We can take 10% off the price, if you like.
- We would be willing to reduce the price by 10%.

4 Complete the sentences with *in*, *at* or *on*.

- I'm afraid he's not here _____ the moment.
- We'll be _____ Copenhagen until Friday.
- She's busy. She's _____ the phone to someone.
- The meeting's _____ 3 o'clock tomorrow.
- I'm afraid I can't make it _____ the 18th.
- I'm taking two weeks off _____ Christmas.
- You can call me back _____ 0207 244 666.
- I'm visiting the Madrid office _____ April.
- We'll have the meeting _____ the weekend.
- We should get the report _____ Tuesday morning.

Past simple and present perfect

5 Add a time phrase to each sentence.

when I started yet	on Friday so far 20 years ago	lately just already
--------------------	-------------------------------	---------------------

- We haven't bought anything from them this year.
- You don't need to order them because I've done it.
- The goods arrived.
- They haven't phoned the suppliers.
- I didn't have much experience.
- We've been very busy.
- She's gone to lunch but she'll be back in an hour.
- The company was founded by two brothers.

6 Complete the telephone message. Put each verb in brackets into the correct form of the past simple or present perfect.

Hi, Stefan. It's Maggie. I (1 *get*) _____ ^{got} your email yesterday, but I (2 *be/not*) _____ able to open the attached report yet. You'll have to tell me which program you (3 *use*) _____ when you (4 *do*) _____ it. I (5 *try*) _____ to open up the document with different programs, but none of them (6 *work*) _____ so far. I also think we need to discuss one or two things before the meeting. I agree with what you (7 *say*) _____ in your email about the department training budget being far too small. I (8 *tell*) _____ Chris that ages ago but he still (9 *not/do*) _____ anything about it. Anyway, I'd better go. I'll speak to you soon.
Bye.

For further grammar practice see the Workbook pages 12–13.

Reading Test Part Four

- Read the text below about interviewing candidates for jobs.
- Choose the correct word from **A, B, C** or **D** to fill each gap.
- For each gap **1–15**, mark one letter **A, B, C** or **D**.

Catching out the dishonest candidate

Most personnel managers agree that job interviews are one of the least objective recruitment methods. But the advantages of testing are not going to change the **(0)** of the interview to employers. The appeal of the interview has everything to do with the **(1)** factor.

Most people believe they are a **(2)** judge of character and trust their instinctive feelings. We might use some kind of test to aid the **(3)** process, but we usually pick a candidate who interviews well, has good **(4)** and an impressive work record.

But **(5)** the candidate lies or is less than completely honest ‘This can be a serious, problem for employers’, **(6)** Alan Conrad, Chief Executive at Optimus Recruitment. ‘The most difficult liars to find are those who **(7)** half-truths rather than complete lies.’ Research **(8)** that up to 75 per cent of curriculum vitae are deliberately inaccurate. The most common practice is **(9)**

Interviewers should therefore concentrate on areas of **(10)** such as gaps between periods of employment and job **(11)** that seem strange. ‘Focusing on these areas will force candidates to tell the truth or become increasingly **(12)** This is usually when people signal their **(13)** by their body language. Sweat on the upper lip, false smiles and nervous hand movements all **(14)** discomfort.’

Conrad does not suggest an aggressive police-style interview technique, but insists that **(15)** inspection of a curriculum vitae is absolutely essential. Only by asking the right questions can you confirm the suitability of the candidate or put pressure on those who are being less than completely honest.

Example

0 **A** attraction **B** addiction **C** necessity **D** temptation

A	B	C	D
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- | | | | |
|---------------------------------|-------------------------|--------------------------|-------------------------|
| 1 A emotion | B feeling | C human | D person |
| 2 A reasonable | B sensible | C substantial | D normal |
| 3 A choice | B selection | C identification | D discovery |
| 4 A examinations | B papers | C notes | D qualifications |
| 5 A pretend | B think | C suppose | D fantasise |
| 6 A reveals | B admits | C exaggerates | D explains |
| 7 A say | B tell | C inform | D talk |
| 8 A shows | B predicts | C calculates | D reckons |
| 9 A ignorance | B forgetfulness | C omission | D carelessness |
| 10 A error | B incorrectness | C uncertainty | D indecision |
| 11 A descriptions | B advertisements | C interpretations | D routines |
| 12 A untrue | B illegal | C dishonest | D criminal |
| 13 A annoyance | B anger | C anxiety | D disappointment |
| 14 A indicate | B prove | C present | D picture |
| 15 A immediate | B tight | C near | D close |

Reading Test Part Five

- Read the extract from a business management book.
- In most lines 1–12 there is **one extra word** which does not fit in. Some lines, however, are correct.
- If a line is correct, write **CORRECT**.
- If there is an extra word in the line, write the **extra word in CAPITAL LETTERS**.

Example

0 T H E

00 C O R R E C T

Managing Your Business Finances

- 0 If you want to succeed in the business, you need to know about financial _____
- 00 management. No matter how skilled you are at developing a new product, _____
- 1 providing with a service, or marketing your wares, the money you earn will _____
- 2 slip between your fingers if you do not know how to collect it, keep on track _____
- 3 of it, save it and spend or invest it wisely. A poor financial management _____
- 4 is one of the main reasons why businesses fail. In many cases, failure _____
- 5 could have been avoided against if the owners had applied sound financial _____
- 6 principles to all their dealings and decisions. So what is the most best way of _____
- 7 making sure that you are handling after your money correctly? The truth of _____
- 8 course is that you must have to pay a professional to do it for you. This _____
- 9 should be looked at as another investment: you have to spend money in the _____
- 10 short term to save money in the long term. However, you are then faced _____
- 11 with a new other problem: how do you find the best consultant for your _____
- 12 business and make sure of you are getting value for money? The short _____
answer is that only time will tell.

Writing Test Part One

- You are the Human Resources Manager of an insurance company. You want to arrange a 2-day team-building event with the training company Team-Plus for eight sales staff.
- Write an email of **40–50 words** to your assistant:
 - telling him to contact the provider
 - saying who and how long the event is for
 - suggesting two possible weekends for the event.