

# English for Business Administration



University of Cyprus

Language Centre

June 2011

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## English for Business Administration

2 days workshop

1 <sup>st</sup> Day			Instructors
Time	Description		
08:00-09:00	<ul style="list-style-type: none"> <li>Icebreaking / Welcoming Activity</li> <li>Discussion of participants expectations from the workshop</li> <li>Learning Outcomes</li> </ul>	V O C A	E. Nikiforou
09:00-10:00	<ul style="list-style-type: none"> <li>Understanding theory for communication</li> <li>Cultural diversity and Socializing Skills</li> <li>Listening and Speaking tasks using Multi-media</li> </ul>	B U L A R Y	
10:00-10:15	COFFEE BREAK		
10:15-11:15	<ul style="list-style-type: none"> <li>Telephoning: welcoming, small-talk, inviting/declining, setting up appointments, changing appointments, problem-solving</li> <li>Listening and Speaking tasks using Multi-media</li> </ul>	V O C A B	
11:15-12:00	<ul style="list-style-type: none"> <li>Listening and Paraphrasing in communication</li> <li>Role –playing tasks: putting theory into action</li> </ul>	U L A R Y	
12:00-12:30	COFFEE BREAK		
12:30-13:30	<ul style="list-style-type: none"> <li>Presentations: technique and preparation</li> <li>Listing information, linking ideas, sequencing, summarizing and concluding, questions &amp; discussion, body language</li> </ul>	V O C A B.	
13:30-14:00	<ul style="list-style-type: none"> <li>Mini-presentation task discussion</li> </ul>		





## English for Business Administration

2 days workshop

2 <sup>nd</sup> Day			
Time	Description		Instructor
08:00-09:00	▪ Mini-presentations		E. Nikiforou
09:00-10:00	▪ Discussion of presentations		
10:00-10:15	COFFEE BREAK		
10:15-11:15	▪ Meetings: making meetings effective Opinions & Statements Agree & Disagreeing, Linking Arguments Interrupting & Handling interruptions, Asking for clarification	V O C B U	
11:15-12:00	▪ Negotiations, Accepting & Confirming, Summarizing.	L A R Y	
12:00-12:30	COFFEE BREAK		
12:30-13:30	▪ Mock Meeting – Role Playing		
13:30-14:00	▪ Summarization and discussion of Workshop		




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Tutor: Eleni Nikiforou

Day One

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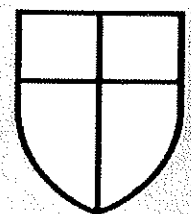
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Who is who?



- Let's break the ice!



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Philosophy of the workshop

- Collaborative learning
- Task-based learning
- Constructive learning
- Authentic tasks
- Reflective learning



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### The participants...



Job-experienced learners know a lot about their business and their own jobs and often have very precise notions about why the need business English (Frendo, 2005, p.1).

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### Expectations

- What would you like to get out of this workshop?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



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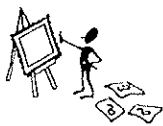
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### Learning outcomes

- Understand theory of communication
- Improve socializing skills
- Enhance telephoning skills
- Develop and improve paraphrasing skills
- Develop and improve business vocabulary
- Develop presentation skills
- Improve meeting skills



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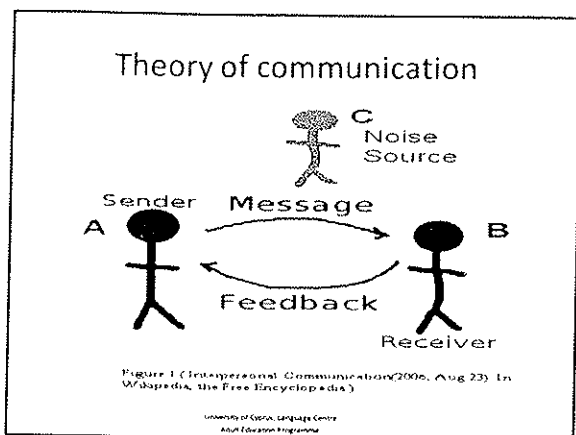
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### Communication theory

...communication typically includes making information known or the exchanging of information or news. Communication typically involves two or more people with a sender, receiver and a message. These are the elements of the basic communication theory.

<http://www.speechmastery.com/definition-of-communication.html>

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### Socializing skills

- A lot of business-related interaction is done in places like restaurants, airports, before and after meetings or standing chatting at trade fair stands.
- Socializing may be vital in establishing rapport with a business partner, and good rapport is often considered essential to good business.

(Frendo, 2005, p. 61)

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Task



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### Cultural Diversity

- **Cultural diversity** is the variety of human societies or cultures in a specific region, or in the world as a whole.
- As well as the more obvious cultural differences that exist between people, such as **language, dress and traditions**, there are also significant variations in the way **societies organize themselves**, in their shared conception of **morality**, and in the ways they **interact with their environment**.

[http://en.wikipedia.org/wiki/Cultural\\_diversity](http://en.wikipedia.org/wiki/Cultural_diversity)

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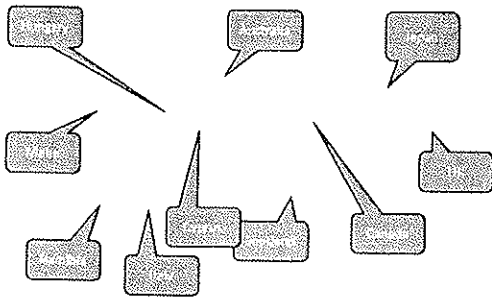
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### My experience of culture ☺



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### Therefore...

Before receiving a visitor from a foreign country or before travelling abroad you need to think about cultural issues that may affect the relationship.

What issues should you think about?

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Small talk

...talk at work is not confined to talk about work...

(Frendo, 2005, p. 65)



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Small talk...



- ...while waiting at the photocopier
- ...just before a meeting is to start
- ...during a meeting when the coffee and biscuits are brought in
- ... while waiting to say goodbye
- ...when meeting someone unexpectedly in a corridor
- ...socializing with a client
- ... while waiting in someone's office for someone else to come
- etc

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Break



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Telephoning 

- Talking on the telephone has become an extremely important part of business.
- You need to be able to answer a call professionally and create a good image of yourself and your company with only your voice.
- Having effective telephone skills leaves a good impression on your customers, clients, and colleagues.
- People are busy, so you want to be very clear, polite and organized.

<http://www.businessenglish.com/2010/12/13/step-4-telephoning-answering-a-call/>

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### Telephoning

- A good phone call has a clear aim.
  - Welcoming;
  - Small-talk;
  - Inviting/ declining;
  - Setting up appointments;
  - Changing appointments;
  - Problem-solving.

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### Task



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### Paraphrasing

- Paraphrasing or reflecting content feeds back the essence of what has just been said.
- Paraphrasing is not parroting; it is using your own words.

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### Paraphrasing involves:

1. A sentence stem such as, you appear to be saying...@ or what I hear you saying is...@
2. Key descriptors and concepts of the original used to describe the situation or person.
3. The essence of what has been said in summarized form.
4. A check for accuracy. Am I hearing you correctly?@

[http://www.globalhealthcommunication.org/tool\\_docs/48/provession\\_4\\_6.pdf](http://www.globalhealthcommunication.org/tool_docs/48/provession_4_6.pdf)

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### Task



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### Break



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## Presentations



The primary aim of a presentation is to get through to the audience.

A good presenter considers the following:

- Context
- Structure
- Language
- Voice
- Body language
- Visual aids

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## Present like Steve Jobs



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## A good presentation...

...appeals to:

- Visually intelligent people
- Auditory intelligent people
- Kinethestically intelligent people

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### Making your presentation coherent

- Clarify the purpose of your presentation
- The focus of your presentation must be clear
- Identify the point of your presentation
- Choose some main ideas to talk about
- Develop the main ideas and support them

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### Organisation of presentation

- Introduction
  - Should be interesting (use rhetorical questions, humour, quotations)
  - Should convince the audience that the topic is important to them
- Main Body
  - Use organisational patterns to connect your key points.
- Conclusion
  - Summarise the main points of the presentation

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### Organize your ideas:

- Make a point
- Explain it
- Support it (through examples, statistics, illustrations, definitions, testimonies, etc)
- Conclude it

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## Language

Use transition words in your presentation to achieve coherence among main ideas

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## Present Professionally

- To trust you, your audience must believe you are a competent person, a professional
- Present information accurately
  - The data
  - The names
  - The spelling & grammar

http://enl.azoth.com/azoth

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## PowerPoint slides



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### Useful tips:

- Good preparation leads to a good presentation.
- Practice does make perfect!!!
- Do **NOT** read your presentation!
- Catch the audience's attention from the introduction, through examples, statistics, or even emotional appeals.
- Make eye contact in order to keep your audience engaged throughout the presentation.
- Use your voice effectively.
- Speak at moderate speed.
- Hand gestures to give emphasis can be very effective.

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### Task



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Task One:

Step One: Answer the following questions about your work context.

Step Two: Compare your answers with two people sitting next to you.



Question One: What information do you give the visitors that come to the University of Cyprus?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_







Question Two: What information do the visitors ask for when they come to the University of Cyprus?

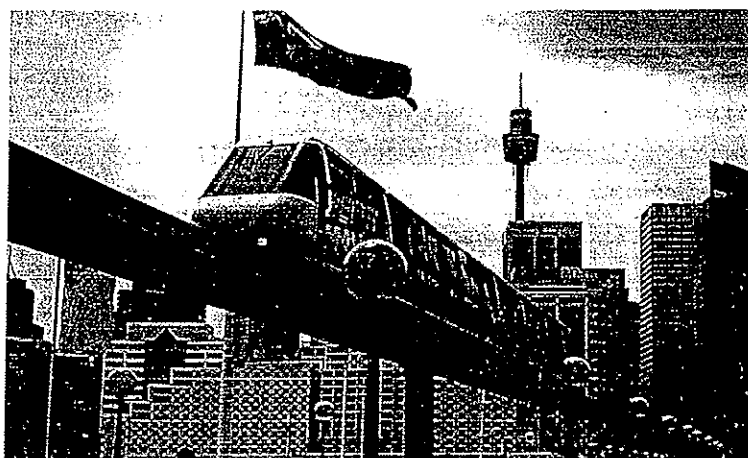
1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

## 2 Welcoming visitors



What happens when a visitor arrives with an appointment to visit a company?  
What are the typical stages of the first meeting? What conversations take place?

-   1 Listen to the recording in which Klaus Ervald arrives for a meeting with Lars Elstroem and Louise Scott of Evco S.A., a Swedish advertising agency.
- a) Is the meeting between Klaus Ervald and Evco formal or informal? Give reasons for your answer.
  - b) Do they know each other quite well?
  - c) Klaus has a problem. What is it?
-   2 Listen again. Think again about how Louise and Lars talk to Klaus. She interrupts him at the start. Is this acceptable? They use first names. Is this right, given the situation? Lars begins to talk about the programme for the day. Is this appropriate at this stage?
-   3 Listen to the recording of Peter Marwood's arrival at SDA Ltd., in Sydney, Australia. He has to wait a few minutes and asks Stephanie Field for some assistance. Identify two things he needs and three things he does not need.



Needs

a) \_\_\_\_\_

b) \_\_\_\_\_

Does not need

c) \_\_\_\_\_

d) \_\_\_\_\_

e) \_\_\_\_\_

## Etiquette for Meeting People in Business

*Meeting new clients, colleagues or associates is an integral part of daily business life. Follow these rules to help ensure that those critical initial encounters will be the start of profitable relationships.*

*by Lydia Ramsey*

A day in the life of every businessperson is made up of a series of meetings and greetings.

Whether you are making the initial contact with a client or a colleague, you want to get off on the right foot. Doing so will make the first encounter and subsequent ones go smoothly and easily.

Getting off on the wrong foot can make for a difficult recovery. Save your energy for later and use these simple strategies for a successful start

### **1. Stand up when you meet someone**

This allows you to engage the person on an equal level - eye to eye. By remaining seated, you send a message that you don't think the other person is important enough to warrant the effort it takes to stand.

If you find yourself in a position where you can't stand up (such as being trapped behind a potted plant) offer an apology and an explanation. You might say something like, "Please excuse me for not getting up. I can't seem to get around the foliage."

### **2. Smile**

Your facial expression says more than your words. Look as if you are pleased to meet the other person regardless of what is on your mind. Put a smile on your face for the person standing before you.

### **3. Make eye contact**

Looking at the people you meet says you are focused and interested in them. If you are staring off somewhere else, you may appear to be looking for someone more to your liking to come along.

### **4. Introduce yourself immediately**

As soon as you approach people you don't know or are approached by them, say who you are. Don't stand around as if someone else is in charge of introductions.

### **5. Include a statement about who you are when necessary**

It is not always enough to say, "Hello, I'm Mary Jones." Give more information. "Hello, I'm Mary Jones. I work for XYZ Corporation."

#### **6. Offer a firm handshake**

Extend your hand as you give your greeting. The person who puts a hand out first comes across as confident and at ease.

Make sure that this physical part of your greeting is professional. Don't offer bone-crushing grips or wimpy limp-wristed shakes.

If you are confused about men and women shaking hands, don't be. There once was a time when women didn't shake hands with men. We are past that. Everyone in business shakes hands with everyone else.

#### **7. Learn how to make smooth introductions**

In business you always introduce less important people to more important people. The way to do this is to say the name of the more important person first, followed by the words "I'd like to introduce..." and then give the other person's name.

Be sure to add something about each person so they will know why they are being introduced and will have some information with which to start a conversation.

#### **8. Know who the more important person is**

The client or the business prospect is more important than your boss. Just hope your boss agrees.

#### **9. Pay attention to names when you meet people**

It is all too common to be thinking about what you are going to say next and not focus on the other person. If you concentrate and repeat the name as soon as you hear it, you stand a better chance of remembering it later.

#### **10. Use first names of people whom you have just met only after they give you permission**

Not everyone wants to be addressed informally on the initial encounter. It is better to err on the side of formality than to offend the other person right off the bat.

Your goal within the first few minutes of meeting other people is to make them feel comfortable and to put them at ease so they will want to do business with you.

When you are confident of the rules for those critical initial encounters, you will have a solid start for long-term profitable relationships.

From: <http://www.hodu.com/meeting-etiquette.shtml>

## Useful Language

### Starting a conversation with someone you recognize but haven't met or don't know very well:

- You're Mr. Barnes, aren't you? Hi, my name is Sally.
- Excuse me, aren't you Baxter Gordon? Wow, it's great to finally get the chance to meet you. I've heard a lot about you.
- You must be Monica Childes. You have no idea how great it is to finally meet you. What a wonderful surprise!

### To introduce yourself to somebody new:

- We haven't met. I'm Lin Jacobs. What's your name?
- I don't think we've met. My name is Abdullah.
- Hello! My name is Josh. What's yours?

### Starting conversations with tag questions:

- Horrible weather, isn't it?
- Great hotel, isn't it?
- A beautiful day, isn't it?
- Great game, wasn't it?
- Splendid program, don't you think?
- The food here is really great, isn't it?
- Amazing team, aren't they?
- It's been a long day, hasn't it?

### Wh-questions (who, what, where, when, why, how questions) you can use to get the conversation going:

- Where are you staying?
- How long have you been in Singapore?
- How was your flight?
- Is this your first time here?
- What do you think of the food?
- When did you arrive?

### Referring to a previous meeting and checking a persons name:

- Ah, yes... Of course. You and I met at the trade fair in Venice last year. You're a big Juventus fan, right?
- You know, I remember talking with you about the new marketing strategy last month very well, but your name has just slipped my tongue.

### Polite excuses for finishing the conversation:

- Well, I'm afraid I'll have to be going. It's been nice talking to you.
- Would you excuse me a moment?
- Oh dear! If you'll excuse me, I must just go and check on something.
- Will you excuse me? There's something I have to attend to.

**Part 2:** Fill in the blanks with the phrases in **bold** type. When you're finished, read the dialogs with a partner. Then switch roles and read the dialogs again.

Ⓢ CD 1 track 8

**I owe you big time   appreciate   I thought you did a great job**  
**Don't mention it   Thanks   What's going on   a million**  
**Seriously   What are you working on**

A: \_\_\_\_\_ ?

B: Some visual aids. I have to give another presentation next week.

A: Really? \_\_\_\_\_ with the last one.

B: \_\_\_\_\_ . I really \_\_\_\_\_  
that. \_\_\_\_\_ with you?

A: I'm finishing up the report we were working on.

B: Hey, thanks \_\_\_\_\_ . \_\_\_\_\_ .

A: No problem.

B: \_\_\_\_\_ ! I don't think I could get this presentation  
done without your help.

A: \_\_\_\_\_ .

**Are you sure   stressed out   I'd be happy to**  
**Is there something on your mind   That's not your fault**

A: You seem a little \_\_\_\_\_ . \_\_\_\_\_  
\_\_\_\_\_ ?

B: I just got off the phone with a client who's really upset.

A: What happened?

B: Something with the delivery. The package was damaged when it arrived.

A: \_\_\_\_\_ .

B: I know, but he's blaming us.

A: \_\_\_\_\_ call the delivery company if you like.

B: Thanks, but I'll take care of it this afternoon.

A: \_\_\_\_\_ ?

B: Yeah. This is something I have to deal with.

**I couldn't have done it without you   Are you positive   Take your time**  
**just let me know   rush   My pleasure   thank you for all your help**

A: When do you need me to check the sales figures?

B: \_\_\_\_\_ . There's no \_\_\_\_\_ .

A: \_\_\_\_\_ ? Isn't there a deadline?

B: Usually there is, but not this time. Just check them when you can.

A: OK. Oh, I wanted to \_\_\_\_\_ at  
the orientation for new trainees. \_\_\_\_\_

B: \_\_\_\_\_ . If you need help again next  
month, \_\_\_\_\_ .

## Section 2 ♦ Communication Strategies: Showing Interest

### Showing interest

What are you working on?

How's it coming along?

I think you did a nice/great job with/on \_\_\_\_.

What's going on with you?

### Asking about thoughts and feelings

Are you OK?

What's on your mind?/Is something on your mind?

What are you thinking about?

You seem a little preoccupied with something.

Is there anything you want to talk about?

Is something bothering you?

### Making sure something is fine

Is that OK/all right?

Are you sure/positive?

### Being understanding

No problem. I understand.

Take your time. There's no rush.

That's not your fault.

I'd be happy to \_\_\_\_ if you like.

### Expressing appreciation

Thanks for all your help.

Thanks for everything you've done.

Thanks a million. I owe you big time.

I really appreciate your help (with that).

You've been very helpful.

I couldn't have done it without you.

### Responding to appreciation

You're welcome.

(It was) My pleasure.

Don't mention it.

Anytime.

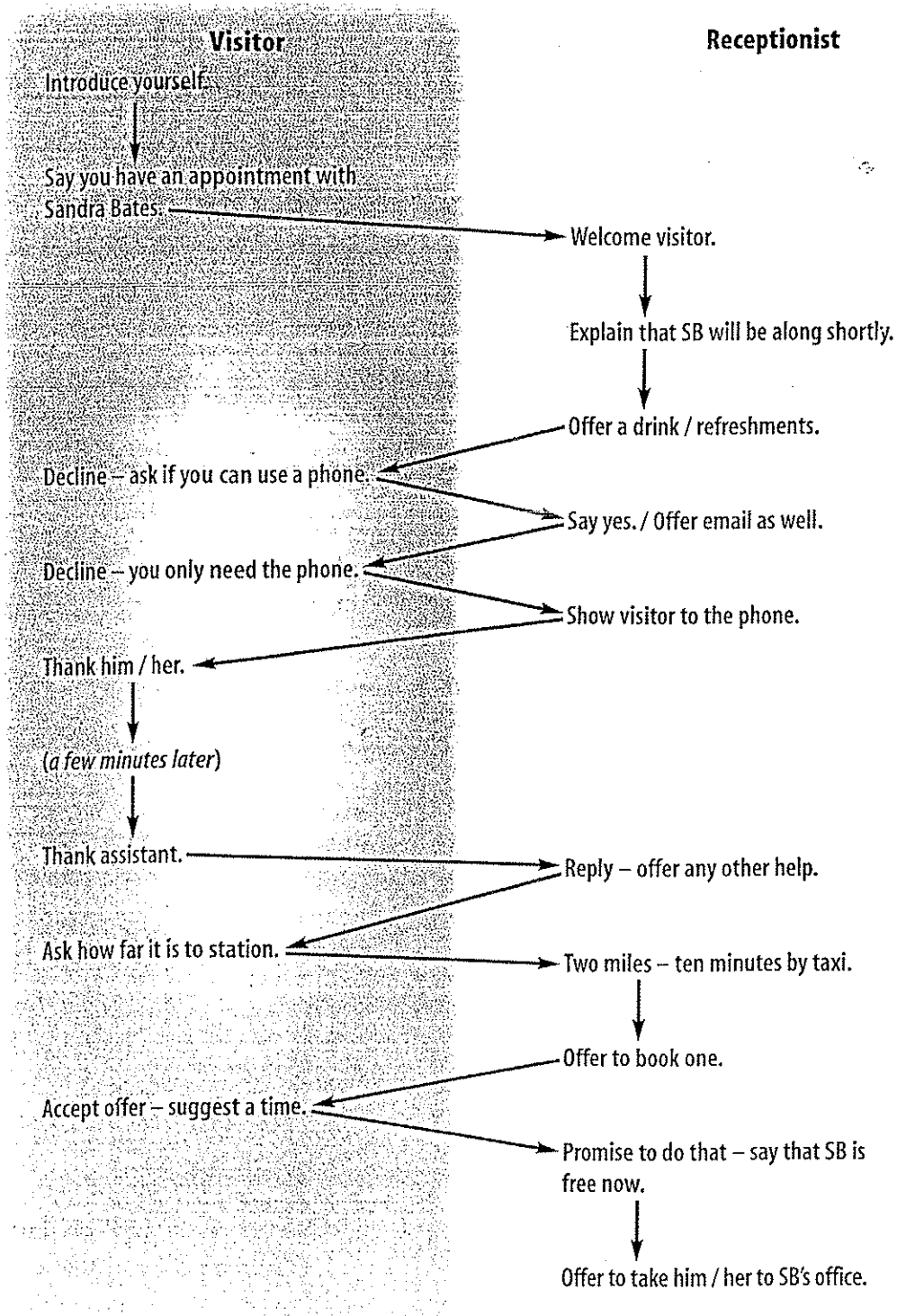
If you need \_\_\_\_, just let me know.

No problem.

Not at all.



Make a dialogue based on the following flow chart. If you need help, look at the Language Checklist on page 12.



From Sweeney, S. (2003). *English for Business Communication*. Italy: Cambridge University Press.

Listening Task:

Listen to the recording. An American, Peter Wasserman, who is CEO of an international company, talks about what he thinks is important in preparing for business contacts with people from other cultures. He mentions several key areas to find out about. Identify six of them. Did you think of any of the same issues?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

Adapted from Sweeney, S. (2003). *English for Business Communication*. Italy: Cambridge University Press.

## Small Talk Quiz ☺

Are the following statements True or False?

1. \_\_\_\_\_ It is common to use small talk when you are waiting in a long line-up.
2. \_\_\_\_\_ Religion is a "safe" topic when making small talk.
3. \_\_\_\_\_ It is rude for both children and adults not to make small talk with strangers.
4. \_\_\_\_\_ It is inappropriate to make small talk with your mailman.
5. \_\_\_\_\_ Sport is not a safe topic when making small talk.
6. \_\_\_\_\_ One should never compliment another person's clothes in order to make small talk.
7. \_\_\_\_\_ Politics is a controversial subject according to society.
8. \_\_\_\_\_ It is common to discuss the weather in an elevator.
9. \_\_\_\_\_ It is rude to interrupt a conversation in order to make small talk.
10. \_\_\_\_\_ One reason people use small talk is to eliminate an uncomfortable silence.

Adapted from: [http://www.englishclub.com/speaking/small-talk\\_quiz.htm](http://www.englishclub.com/speaking/small-talk_quiz.htm)

### Small Talk Practice: At the Office

Task: Read the small talk below and find the 10 mistakes.

**Woman:** Hi there.

**Man:** Hi. I haven't seen you around here before. Have you been working long?

**Woman:** No, I've only been here a few months. I work in the Human Resources Department.

**Man:** Oh, you must make more money than I do then. I'm in Sales.

**Woman:** Sales sounds like an interesting job.

**Man:** It's okay. Hey, you look like you could really have a coffee.

**Woman:** Yes, it's been a really hectic week.

**Man:** Tell me about it! At least it's supposing to be a nice weekend.

**Woman:** Yes, I've listened that they are calling for blue skies.

**Man:** Say, did you happen to catch the game last night?

**Woman:** No, I was working late.

**Man:** It was a great game. We won in overtime.

**Woman:** Actually, I don't even know who was playing. I don't really follow sports.

**Man:** The Chiefs! Do you think they're going to make it to the finals this year?

**Woman:** I'm not sure. Well, I better get back to my desk.

**Man:** Speaking of desks, what do you think of the new office furniture?

**Woman:** It's nice, but I would rather get paid for my overtime hours than have new furniture.

**Man:** Oh. Well, I think I'll be heading home early today. It might be snow.

**Woman:** I know. I can't believe all of this cold weather. Hopefully Spring will come soon.

**Man:** I can't wait until Spring.

**Woman:** Me neither! My divorce will finally come through by then!

From: [http://www.englishclub.com/speaking/small-talk\\_practice2office.htm](http://www.englishclub.com/speaking/small-talk_practice2office.htm)

## Small talk: keeping the conversation going

- 1 Ruud Hemper from the Netherlands is visiting a customer in India. He is talking to the Production Manager of a manufacturing plant in Delhi. Listen to the recording of an extract of their conversation.

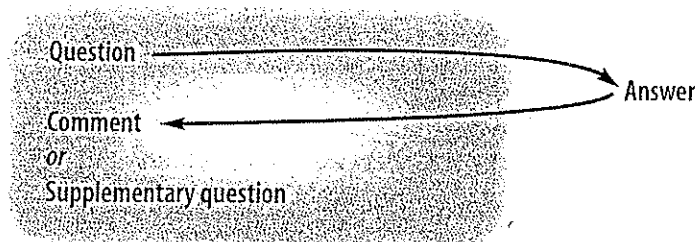
MANAGER: Is this your first visit here?

HEMPER: No, in fact the first time I came was for a trade fair. We began our Southeast Asian operations here at the 2003 Exhibition.

MANAGER: Shall we have a look round the plant before lunch?

- a) What is wrong with what the Production Manager says?

The answer is, of course, that it breaks a 'rule' of conversation. Generally, if you ask a question you should comment on the answer or ask a supplementary question.



- b) Now suggest a better version of the same conversation. There is a recording of a model version.

From Sweeney, S. (2003). *English for Business Communication*. Italy: Cambridge University Press.

## Small talk language

In a social situation, we often do "small talk". Many students find it hard to start a conversation. In this Unit, we will look at some common topics for small talk, and expressions that can be used to start such conversation topics.

- **Asking a Question to Start a Conversation**

- So, what's new with you?
- How have you been?
- What have you been doing lately?
- What's new? Fill me in. (*Fill me in = Tell me everything*)
- How's your son doing? How old is he now?
- Your daughter must be in her teens now. How's she doing?
- Seen any good movies lately?
- Read any good books lately?

- **Starting a Conversation Using the Weather**

- Nice weather today, isn't it?
- Lovely weather, isn't it?
- Lousy weather, isn't it?
- What a storm we had last night!
- What a blizzard!
- It's hot and humid today, isn't it?
- It's cold and windy out, isn't it?

- **Starting a Conversation Using Sports**

- Have you been following the baseball games?
- Great game last night between the Giants and the Carp, huh?
- The Giants are not doing so well this season, huh?
- Are you still playing volleyball?
- Spring is here. It's tee-off time again, huh? (*= It's time to play golf again*)

From [http://2ndnature-online-eikaiwa.com/Expressions/Module-3/Unit\\_3.5.htm](http://2ndnature-online-eikaiwa.com/Expressions/Module-3/Unit_3.5.htm)

## Small Talk: Conversation Starters

Talking about the weather	<ul style="list-style-type: none"><li>• Beautiful day, isn't it?</li><li>• Can you believe all of this rain we've been having?</li><li>• It looks like it's going to snow.</li><li>• It sure would be nice to be in Hawaii right about now.</li><li>• I hear they're calling for thunderstorms all weekend.</li><li>• We couldn't ask for a nicer day, could we?</li><li>• How about this weather?</li><li>• Did you order this sunshine?</li></ul>
Talking about current events	<ul style="list-style-type: none"><li>• Did you catch the news today?</li><li>• Did you hear about that fire on Fourth St?</li><li>• What do you think about this transit strike?</li><li>• I read in the paper today that the Sears Mall is closing.</li><li>• I heard on the radio today that they are finally going to start building the new bridge.</li><li>• How about those Reds? Do you think they're going to win tonight?</li></ul>
At the office	<ul style="list-style-type: none"><li>• Looking forward to the weekend?</li><li>• Have you worked here long?</li><li>• I can't believe how busy/quiet we are today, can you?</li><li>• Has it been a long week?</li><li>• You look like you could use a cup of coffee.</li><li>• What do you think of the new computers?</li></ul>
At a social event	<ul style="list-style-type: none"><li>• So, how do you know Justin?</li><li>• Have you tried the cabbage rolls that Sandy made?</li><li>• Are you enjoying yourself?</li><li>• It looks like you could use another drink.</li><li>• Pretty nice place, huh?</li><li>• I love your dress. Can I ask where you got it?</li></ul>
Out for a walk	<ul style="list-style-type: none"><li>• How old's your baby?</li><li>• What's your puppy's name?</li><li>• The tulips are sure beautiful at this time of year, aren't they.</li><li>• How do you like the new park?</li><li>• Nice day to be outside, isn't it?</li></ul>
Waiting somewhere	<ul style="list-style-type: none"><li>• I didn't think it would be so busy today.</li><li>• You look like you've got your hands full! (with children or goods).</li><li>• The bus must be running late today.</li><li>• It looks like we are going to be here a while, huh?</li><li>• I'll have to remember not to come here on Mondays.</li><li>• How long have you been waiting?</li></ul>

From [http://www.englishclub.com/speaking/small-talk\\_conversation-starters.htm](http://www.englishclub.com/speaking/small-talk_conversation-starters.htm)

## Telephoning Tasks

### **Task One:**

You will listen as Justin, an employee with Trivesco, calls a shipping company called Daneline. Justin is hoping to speak with Sylvie Petersen, but it is a receptionist named Amy who answers the phone.

#### **Listening Questions (example one)**

1. How would you describe Amy's attitude?
2. Does Justin seem prepared?

#### **Listening Questions (example two)**

1. What information does Amy include in her first sentence?
2. How does Mark Rand introduce himself?

From <http://www.businessenglishpod.com/2010/11/14/bep-69-a-telephoning-answering-a-call/>

### **Task Two:**

Now, let's rejoin Mark, who works for a company called Trivesco. He is calling a shipping company, Daneline, hoping to speak with someone named Sylvie Petersen. Sylvie is not there, so Mark has to leave a message with Amy, the receptionist.

#### **Listening Questions**

1. How does the tone of Amy's voice sound?
2. What information does Mark include in his message?
3. How does Amy make sure she has Mark's phone number correct

From <http://www.businessenglishpod.com/2010/11/21/bep-69-b-telephoning-taking-a-message/>

### **Task Three:**

Justin Thomas is with Trivesco, a major shipyard, or maker of ships. He is calling Sylvie Peterson at Daneline, a shipping company. Sylvie is a sales and purchase (S&P) broker. A broker is a middleman or negotiator. Sylvie specializes in negotiating the purchase of "newbuildings" or newly built ships. Amy, the receptionist, answers the phone.

#### **Listening Questions:**

First Example

- 1) Does Amy answer the phone professionally?
- 2) Is Justin prepared?

Second Example

- 1) How does Amy answer the phone?
- 2) What is Mark calling about?
- 3) How does Amy make sure that she has got Mark's correct phone number?

From <http://www.businessenglishpod.com/2007/10/21/bep-69-int-telephoning-leaving-a-message/>



**Task Four:**

Justin Thomas works for a shipping broker called Trivesco. Brokers are “middlemen” – in this case Justin is a “newbuildings” broker, which means he helps people buy and sell new ships. Justin is calling Sylvie Peterson, a manager at the shipbuilding company Schmidt and Larsen. In the second example we hear Justin’s colleague, Mark Rand, leave a message.

**Listening Questions (second example):**

- 1) What is Mark Rand hoping to talk to Sylvie about?
- 2) When will he be available to take Sylvie’s call?
- 3) How does Mark put a positive finish on the message?

From <http://www.businessenglishpod.com/2007/11/10/bep-72-int-telephoning-leaving-a-voicemail-message/>

## Telephoning Language

### A. Answering the phone

#### Answering the Phone At Home

- Hello?
- Hello, Sato residence.
- Hello, Ken Sato speaking.
- Ken Sato.
- Yeah! (*informal*)

#### Answering the Phone in the Office

- Sato Corporation. May I help you?
- Ken Sato speaking. May I help you?
- Personnel Department. How may I help you?

#### Asking a Caller Who He/She Wants to Talk to

- Who do you want to talk to?
- Who would you like to talk to?
- Who do you wish to speak to?

#### Asking a Caller to identify Him/Herself

- May I ask who's calling, please?
- Who shall I say is calling?
- Who's calling, please?
- Who's calling? (*informal*)
- Who is it? (*informal*)

#### Putting a Caller on Hold

- Hold the line, please.
- Just a moment, please.
- Just a second, please.
- Please hold on.
- Please hold on a second.
- Please hang on a second.

- Hold on. (*informal*)
- Hold on a sec. (*informal*) (sec = short for second)
- Hang on a sec. (*informal*)

## B. Offering Help to a Caller

### Offering to Take a Message from a Caller

- He's not in right now; can I take a message?
- Mr. Brown is not available. Can I take a message?
- Mrs. Sato is off today. Could I take a message?
- Mr. Lee is busy right now. Would you like to leave a message?
- Mr. Kim is on holiday. Could I have someone call you?

### Offering to Help a Caller

- Would you like to talk to someone else?
- Could I help you?
- Is there anyone else who could help you?
- Would you care to talk to his secretary?
- Would you like me to put you through to his secretary?

### Caller - Leaving a Message

- Please tell him to call me at 438-389-3388.
- Please ask him to give me a call at 416-908-3839.
- Please ask him to call me back. He has my number.

### Caller - Not Leaving a Message

- I'll call back later.
- I'll try him again later.
- I'll call him again tomorrow.
- I'll give him a call next week.

## C. Wrong Number

### Telling a Caller He/She Has Got the Wrong Number

- I'm sorry, you've got the wrong number.
- There is no one by that name here.
- I think you've dialed the wrong number.
- You've got the wrong number.
- Sorry, wrong number. (*informal*)

### Caller - Apologizing after Dialing a Wrong Number

- I'm so sorry.
- Sorry for disturbing you.
- Excuse me.

## D. Ending a Telephone Call

### Bringing a Telephone Conversation to an End (Informal)

- Hey, I gotta go. Talk to you later.
- I have to get back to work now. Will talk again later.
- I have to pick up my kids now. Bye.
- Hey, I gotta run. Nice talking to you.
- Hey, I really have to go now. Bye.
- Listen, there's someone at the door. I'll call you back later.
- There's someone on the other line. I must say good-bye now.

### Bringing a Telephone Conversation to an End (More formal)

- It's been a pleasure talking to you. Bye now.
- Thank you for calling. Good-bye.
- Can we continue this later? I have a call on another line.
- Could we continue this later? I have a meeting right now.
- Excuse me, can I call you back? Something urgent has come up.
- Excuse me, I'm in the middle of something. Can I call you back?

From <http://2ndnature-online-eikaiwa.com/Expressions/TOC.htm>

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## On the telephone

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**Exercise 1:** Complete these dialogues with words and expressions from the box.

automated services	call back	camping on the line	connect	convenient			
cut off	dead	direct line	engaged	extension	get back	hang on	hash
hold the line	hung up	junk calls	message	on behalf of	on hold		
put through	speaking	star	switchboard	tone	voicemail	zeroing out	

- Caller: Could I speak to Jennifer Thompson in Accounts, please?  
Receptionist: I'm afraid her line is \_\_\_\_\_ at the moment. Shall I get her to \_\_\_\_\_ you \_\_\_\_\_ (you need one expression for these two gaps)?
- Caller: Oh, hello, could you \_\_\_\_\_ me \_\_\_\_\_ (you need one expression for these two gaps) to Ron Atkinson, please?  
Receptionist: Certainly. \_\_\_\_\_ please.
- Caller: Hello. Adam Harrison, please.  
Receptionist: He's out of the office, I'm afraid, but I can \_\_\_\_\_ you and you can leave a \_\_\_\_\_ on his \_\_\_\_\_, if you like.  
Caller: No, that's OK. I'll try again later. When would be a \_\_\_\_\_ time?
- Speaker 1: Oh no, not again!  
Speaker 2: What's up?  
Speaker 1: I'm trying to call my credit card company, and I've got one of those stupid \_\_\_\_\_.  
Speaker 2: Well, try \_\_\_\_\_. You might get through to a real human being.  
Speaker 1: OK. Oh, the line's gone \_\_\_\_\_. I've been \_\_\_\_\_.
- Answering machine: Hello. This is Anthony Roberts. I'm not in the office at the moment, but if you leave your name and number after the \_\_\_\_\_, I'll \_\_\_\_\_ to you
- Speaker 1: Bob's been on the phone for ages.  
Speaker 2: I know. He's calling our supplier, but they've put him \_\_\_\_\_. He's been \_\_\_\_\_ for over ten minutes!
- Speaker 1: (Answering the phone) Hello?  
Recorded message: Hello there. I'm Sandy from Moneygrubbers International, and I'm delighted to tell you that you have been personally selected from a list of literally millions to receive a fantastic travel offer...  
Speaker 2: Who is it?  
Speaker 1: (putting down the phone): Oh, just one of those irritating \_\_\_\_\_.
- Mr Floyd: (Answering the phone) Hello?  
Telemarketer: Oh, hello. Could I speak to Mr Floyd, please?  
Mr Floyd: \_\_\_\_\_.  
Telemarketer: Good evening, Mr Floyd. I'm Tim Spanner, and I'm calling \_\_\_\_\_ Superglaze Windows. I was wondering if...  
Mr Floyd: (Says nothing, but puts the phone down)  
Telemarketer: Oh dear. That's the fifth one who's \_\_\_\_\_ on me today.

9. Caller: Hello. Could I have Sarah Knowles' \_\_\_\_\_ please?  
 Receptionist: Well, actually, she has a \_\_\_\_\_, which means you can by-pass the \_\_\_\_\_ the next time you call. If you \_\_\_\_\_ a moment, I'll get you her number.
10. Speaker 1: How do I access my messages on this phone?  
 Speaker 2: Press zero, then the \_\_\_\_\_ key. That's the little asterisk at the bottom of the keypad. Then press zero again, followed by the \_\_\_\_\_ key.  
 Speaker 1: Which one's that?  
 Speaker 2: The key with the four vertical and horizontal lines crossing one another.

**Exercise 2.** The popularity of SMS mobile phone text messaging has led to an increase in the use of certain abbreviations to communicate ideas (for example, 'FYI' means 'For your information'). Many of these are used by business people, not only in SMS messages, but also in emails and handwritten notes and messages.

Look at these messages, and try to decide what the abbreviations in **bold** mean. Choose the words you need from the box. You will need to use some words more than once.

a am as back be business by crying eyes fact for glaze  
 ha hand helps hope I in it it's keep kidding lawyer loud  
 matter mind my not of on only opinion other out over  
 own possible respect right simple soon stupid the this to  
 way what with words worth your

1. We didn't make a profit last month. **AAMOF**, we lost almost £8000.
2. I need a reply from you urgently. Please call me **ASAP**.
3. Must go to a meeting now. **BRB**.
4. Thanks for sending the contract. **BTW**, have you received our latest catalogue?
5. I still haven't received your reply. **FCOL**, what are you playing at?
6. I'm sorry the boss was so rude to you. **FWIW**, I think you've done a fantastic job.
7. Thanks for lending me your mobile, but I'm afraid I've dropped it down the loo. **HHOK!** I'll bring it right back.
8. Here's the information you asked for (see attachment). **HTH**.
9. How should I know if our latest advertising campaign has broken the law. **IANAL!**
10. You asked me what we should do about the fall in sales. **IMO**, we should meet and discuss this problem face to face.
11. The papers we needed have finally arrived. **IOW**, we can get on with putting the project together at last.
12. One bit of advice for the report you're writing: **KISS!**
13. Have you seen his report? It's almost 200 pages long. Oh my god, **MEGO!**
14. This is my project, not yours! Hands off, and **MYOB!**
15. You *could* be wrong. **OTOH**, you're probably right.
16. **WRT** your request for a day off next week, I'm afraid my answer is no.

## Paraphrasing Language

Some useful phrases for a listener to ask include the following:

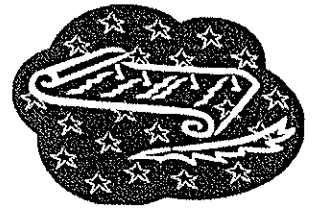
- Are you saying...?
- Do you mean ...?
- What are you getting at?
- If understand you correctly, you are saying...
- So you are saying... Right?
- Did I get that right? ...

Speakers can also check to see if the listeners understand what they are saying using the following:

- Are you with me?
- Can you understand me?
- Was I going too fast?
- Should I rephrase that?
- Do you follow?
- Is that clear?
- Should I repeat that?
- Do you want me to repeat that?
- Would it be better for me to repeat that?
- Can I answer any questions?
- Is anybody lost?

Adapted from: <http://compellingconversations.com/blog/ESL/paraphrasing/>

## Presentation Skills



While watching the video with apple's CEO Steve Jobs make note on what makes a presentation effective:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_



## Language for Presentations

### Simplicity and Clarity

If you want your audience to understand your message, your language must be **simple** and **clear**.

Use short words and short sentences.

Do not use jargon, unless you are certain that your audience understands it.

In general, talk about concrete facts rather than abstract ideas.

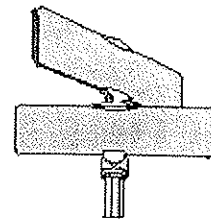
Use active verbs instead of passive verbs. Active verbs are much easier to understand. They are much more powerful. Consider these two sentences, which say the same thing:

1. Toyota sold two million cars last year.
2. Two million cars were sold by Toyota last year.

Which is easier to understand? Which is more immediate? Which is more **powerful**? #1 is active and #2 is passive.

### Signposting

When you give a presentation, how can your audience know where they are? How can they know the structure of your presentation? How can they know what is coming next? They know because **you tell them**. Because you put up **signposts** for them, at the **beginning** and **all along the route**. This technique is called '**signposting**' (or 'signalling').



During your introduction, you should tell your audience what the structure of your presentation will be. You might say something like this:

"I'll start by describing the current position in Europe. Then I'll move on to some of the achievements we've made in Asia. After that I'll consider the opportunities we see for further expansion in Africa. Lastly, I'll quickly recap before concluding with some recommendations."

A member of the audience can now visualize your presentation like this:

<b>Introduction</b>	<ul style="list-style-type: none"><li>• Welcome</li><li>• Explanation of structure (<b>now</b>)</li></ul>
<b>Body</b>	<ul style="list-style-type: none"><li>• Europe</li><li>• Asia</li><li>• Africa</li></ul>
<b>Conclusion</b>	<ul style="list-style-type: none"><li>• Summing up</li></ul>

- Recommendations

He will keep this image in his head during the presentation. He may even write it down. And throughout your presentation, you will put up signposts telling him which point you have reached and where you are going now. When you finish Europe and want to start Asia, you might say:

"That's all I have to say about Europe. Let's turn now to Asia."

When you have finished Africa and want to sum up, you might say:

"Well, we've looked at the three continents Europe, Asia and Africa. I'd like to sum up now."

And when you finish summing up and want to give your recommendations, you might say:

"What does all this mean for us? Well, firstly I recommend..."

The table below lists useful expressions that you can use to signpost the various parts of your presentation.

Signposting	
Function	Language
Introducing the subject	<ul style="list-style-type: none"> <li>• I'd like to start by...</li> <li>• Let's begin by...</li> <li>• First of all, I'll...</li> <li>• Starting with...</li> <li>• I'll begin by...</li> </ul>
Finishing one subject...	<ul style="list-style-type: none"> <li>• Well, I've told you about...</li> <li>• That's all I have to say about...</li> <li>• We've looked at...</li> <li>• So much for...</li> </ul>
...and starting another	<ul style="list-style-type: none"> <li>• Now we'll move on to...</li> <li>• Let me turn now to...</li> <li>• Next...</li> <li>• Turning to...</li> <li>• I'd like now to discuss...</li> <li>• Let's look now at...</li> </ul>
Analysing a point and giving recommendations	<ul style="list-style-type: none"> <li>• Where does that lead us?</li> <li>• Let's consider this in more detail...</li> <li>• What does this mean for ABC?</li> </ul>

	<ul style="list-style-type: none"> <li>Translated into real terms...</li> </ul>
Giving an example	<ul style="list-style-type: none"> <li>For example,...</li> <li>A good example of this is...</li> <li>As an illustration,...</li> <li>To give you an example,...</li> <li>To illustrate this point...</li> </ul>
Dealing with questions	<ul style="list-style-type: none"> <li>We'll be examining this point in more detail later on...</li> <li>I'd like to deal with this question later, if I may...</li> <li>I'll come back to this question later in my talk...</li> <li>Perhaps you'd like to raise this point at the end...</li> <li>I won't comment on this now...</li> </ul>
Summarising and concluding	<ul style="list-style-type: none"> <li>In conclusion,...</li> <li>Right, let's sum up, shall we?</li> <li>I'd like now to recap...</li> <li>Let's summarise briefly what we've looked at...</li> <li>Finally, let me remind you of some of the issues we've covered...</li> <li>If I can just sum up the main points...</li> </ul>
Ordering	<ul style="list-style-type: none"> <li>Firstly...secondly...thirdly...lastly...</li> <li>First of all...then...next...after that...finally...</li> <li>To start with...later...to finish up...</li> </ul>

Most presentations are divided into 3 main parts (+ questions):

1	INTRODUCTION	
2	BODY	(Questions)
3	CONCLUSION	
	Questions	

As a general rule in communication, repetition is valuable. In presentations, there is a golden rule about repetition:

1. Say what you are going to say,
2. say it,
3. then say what you have just said.

## Introduction

The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audience have of you. You should concentrate on getting your introduction right. You should use the introduction to:

1. welcome your audience
2. introduce your subject
3. outline the structure of your presentation
4. give instructions about questions

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
<b>1 Welcoming your audience</b>	<ul style="list-style-type: none"><li>• Good morning, ladies and gentlemen</li><li>• Good morning, gentlemen</li><li>• Good afternoon, ladies and gentleman</li><li>• Good afternoon, everybody</li></ul>
<b>2 Introducing your subject</b>	<ul style="list-style-type: none"><li>• I am going to talk today about...</li><li>• The purpose of my presentation is to introduce our new range of...</li></ul>
<b>3 Outlining your structure</b>	<ul style="list-style-type: none"><li>• To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation (before concluding with some recommendations).</li></ul>
<b>4 Giving instructions about questions</b>	<ul style="list-style-type: none"><li>• Do feel free to interrupt me if you have any questions.</li><li>• I'll try to answer all of your questions after the presentation.</li><li>• I plan to keep some time for questions after the presentation.</li></ul>

## Body

The body is the 'real' presentation. If the introduction was well prepared and delivered, you will now be 'in control'. You will be relaxed and confident.

The body should be well structured, divided up logically, with plenty of carefully spaced visuals.

Remember these key points while delivering the body of your presentation:

- do not hurry

- be enthusiastic
- give time on visuals
- maintain eye contact
- modulate your voice
- look friendly
- keep to your structure
- use your notes
- signpost throughout
- remain polite when dealing with difficult questions

## Conclusion

Use the conclusion to:

1. **Sum up**
2. **(Give recommendations if appropriate)**
3. **Thank your audience**
4. **Invite questions**

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
1 Summing up	<ul style="list-style-type: none"> <li>• To conclude,...</li> <li>• In conclusion,...</li> <li>• Now, to sum up...</li> <li>• So let me summarise/recap what I've said.</li> <li>• Finally, may I remind you of some of the main points we've considered.</li> </ul>
2 Giving recommendations	<ul style="list-style-type: none"> <li>• In conclusion, my recommendations are...</li> <li>• I therefore suggest/propose/recommend the following strategy.</li> </ul>
3 Thanking your audience	<ul style="list-style-type: none"> <li>• Many thanks for your attention.</li> <li>• May I thank you all for being such an attentive audience.</li> </ul>
4 Inviting questions	<ul style="list-style-type: none"> <li>• Now I'll try to answer any questions you may have.</li> <li>• Can I answer any questions?</li> <li>• Are there any questions?</li> <li>• Do you have any questions?</li> <li>• Are there any final questions?</li> </ul>

## Questions

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Normally, it's your decision, and you should make it clear during the introduction. Be polite with all questioners, even if they ask difficult questions. They are showing interest in what you have to say and they deserve attention. Sometimes you can reformulate a question. Or answer the question with another question. Or even ask for comment from the rest of the audience.

Material adapted from <http://www.englishclub.com/speaking/presentations-pres.htm>

## Presentations

The material of your presentation should be concise, to the point and tell an interesting story. In addition to the obvious things like content and visual aids, the following are just as important as the audience will be subconsciously taking them in:

- **Your voice** - *how* you say it is as important as *what* you say
- **Body language** - a subject in its own right and something about which much has been written and said. In essence, your body movements express what your attitudes and thoughts *really* are.
- **Appearance** - first impressions influence the audience's attitudes to you. Dress appropriately for the occasion.

As with most personal skills **oral communication cannot be taught**. So as always, *practice is essential*, both to improve your skills generally and also to make the best of each individual presentation you make.

## Preparation

Prepare the structure of the talk carefully and logically. What are:

- the objectives of the talk?
- the main points you want to make?

Make a list of these two things as your starting point

Write out the presentation in rough, just like a first draft of a written report. Review the draft. You will find things that are irrelevant or superfluous - delete them. Check the story is consistent and flows smoothly. If there are things you cannot easily express, possibly because of doubt about your understanding, it is better to leave them unsaid.

**Never** read from a script. It is also unwise to have the talk written out in detail as a prompt sheet - the chances are you will not locate the thing you want to say amongst all the other text. You should know most of what you want to say - if you don't then you should not be giving the talk! So prepare *cue cards* which have key words and phrases (and possibly sketches) on them. Postcards are ideal for this. **Don't forget to number the cards** in case you drop them.

Remember to mark on your cards the visual aids that go with them so that the right slide is shown at the right time

Rehearse your presentation - to yourself at first and then in front of some colleagues. The initial rehearsal should consider how the words and the sequence of visual aids go together. How will you make effective use of your visual aids?

## Making the presentation

Greet the audience (for example, 'Good morning, ladies and gentlemen'), and tell them who you are. Good presentations then follow this formula:

- tell the audience what you are going to tell them,
- then tell them,
- at the end tell them what you have told them.

Keep to the time allowed. If you can, keep it short. It's better to under-run than over-run. As a rule of thumb, allow 2 minutes for each *general* Powerpoint slide you use, but longer for any that you want to use for developing specific points. However, the audience will get bored with something on the screen for more than 5 minutes, especially if you are not actively talking about it.

Stick to the plan for the presentation, don't be tempted to digress - you will eat up time and could end up in a dead-end with no escape!

Unless explicitly told not to, leave time for discussion.

At the end of your presentation ask if there are any questions.

## Delivery

- Speak clearly. Don't shout or whisper - judge the acoustics of the room.
- Don't rush, or talk deliberately slowly. Be natural - although not conversational.
- Deliberately pause at key points - this has the effect of emphasizing the importance of a particular point you are making.
- Avoid jokes - always disastrous unless you are a natural expert
  - To make the presentation interesting, change your delivery, but not too obviously.



- Use your hands to emphasize points but don't indulge in too much hand waving. People can, over time, develop irritating habits.
- Look at the audience as much as possible, but don't fix on an individual - it can be intimidating. Pitch your presentation towards the back of the audience, especially in larger rooms.
- Don't face the display screen behind you and talk to it.

Other annoying habits include:

- Standing in a position where you obscure the screen. In fact, positively check for anyone in the audience who may be disadvantaged and try to accommodate them.
- Not realizing that you are blocking the projection of the image.
- Avoid moving about too much. Pacing up and down can unnerve the audience, although some animation is desirable.
- Keep an eye on the audience's body language. Know when to stop.

## Visual Aids

Visual aids significantly improve the interest of a presentation. However, they must be relevant to what you want to say. A careless design or use of a slide can simply get in the way of the presentation. What you use depends on the type of talk you are giving. Here are some possibilities:

- Computer projection (Powerpoint, applications such as Excel, etc)
- Video, and film,
- Real objects - either handled from the speaker's bench or passed around
- Flip chart or blackboard - possibly used as a 'scratch-pad' to expand on a point

Keep it simple though - a complex set of hardware can result in confusion for speaker and audience. Make sure you know in advance how to operate the equipment and also when you want particular displays to appear. Edit your slides as carefully as your talk - if a slide is superfluous then leave it out. If you need to use a slide twice, duplicate it. And always check your slides - for typographical errors, consistency of fonts and layout.

Slides should contain the minimum information necessary. To do otherwise risks making the slide unreadable or will divert your audience's attention so that they spend time reading the slide rather than listening to you.

Try to limit words per slide to a maximum of 10. Use a reasonable size font and a typeface which will enlarge well.

Use colour on your slides but avoid orange and yellow which do not show up very well when projected. For text only, white or yellow on blue is pleasant to look at and easy to read. Books on presentation techniques often have quite detailed advice on the design of slides. If possible consult an expert such as the Audio Visual Centre

Room lighting should be considered. Too much light near the screen will make it difficult to see the detail. On the other hand, a completely darkened room can send the audience to sleep. Try to avoid having to keep switching lights on and off, but if you do have to do this, know where the light switches are and how to use them.

### **Finally ...,**

Enjoy yourself. The audience will be on your side and want to hear what you have to say!

Material adapted from <http://lorien.ncl.ac.uk/ming/dept/Tips/present/comms.htm>

## Task: Mini Presentations

Choose a topic to talk about for about 3 minutes.

### Possible topics:

1. Hobby
2. Family
3. Work challenges
4. Travelling
5. Pets
6. ...

### Notes:


1. You can create up two (2) powerpoint slides if you want.
2. Use the presentation handouts to help you prepare.

English for Business Administration

Tutor: Eleni Nikiforou

Day Two

University of Cyprus, Language Centre  
Adult Education Programme



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Mini presentations



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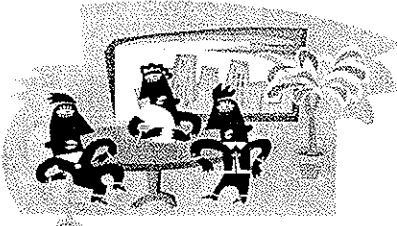
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Discussion of presentations



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Task



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Break



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Meeting Tips

- Don't Meet
- Set Objectives for the Meeting
- Provide an Agenda Beforehand
- Assign Meeting Preparation
- Assign Action Items
- Examine Your Meeting Process

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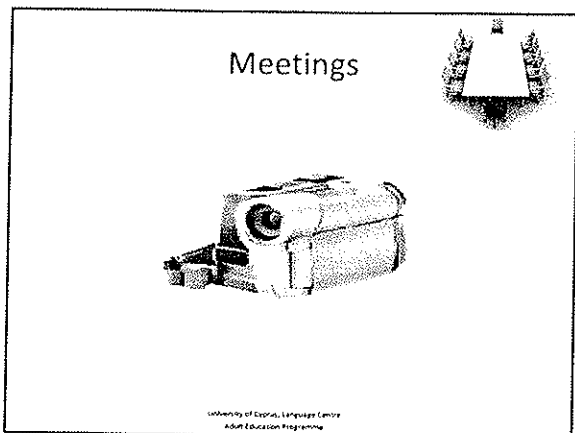
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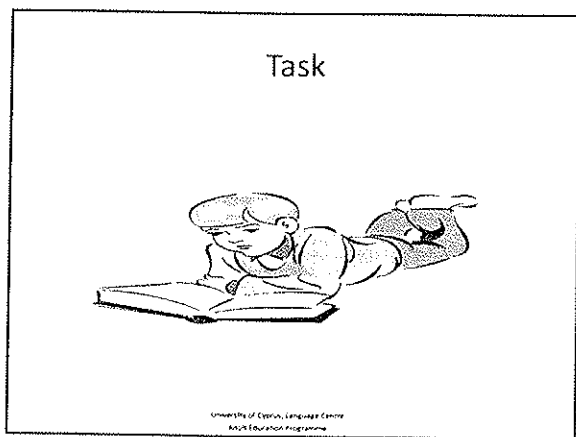
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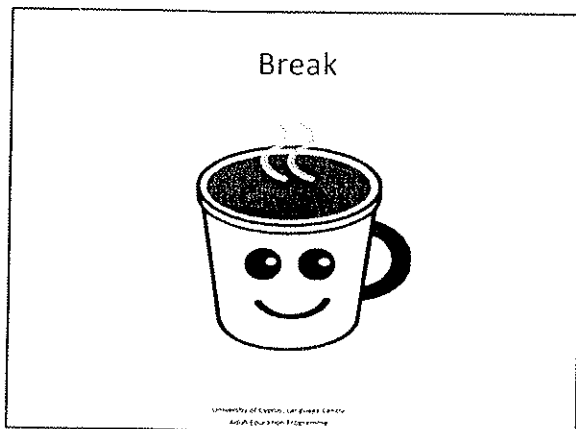
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### Mock Meeting



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### Task



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### Closing the workshop



- Summarization
- Reflection

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 22892908

University of Cyprus, Lifelong Learning  
Adult Education Programme

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Task: Evaluate at least three of the presentations using the criteria discussed. Use a + if you felt it was excellent, use a √ if you felt it was satisfactory and use a - if you felt it was not evident.

Name:

Topic:

Evaluation Criteria	
Eye contact	
Voice Control	
Body Control	
Introduction	
Conclusion	
Content	
Visuals	

Name:

Topic:

Evaluation Criteria	
Eye contact	
Voice Control	
Body Control	
Introduction	
Conclusion	
Content	
Visuals	

Name:

Topic:

Evaluation Criteria	
Eye contact	
Voice Control	
Body Control	
Introduction	
Conclusion	
Content	
Visuals	

## Effective meetings

If you want to have more effective meetings, first you have to learn the basics. Here are some simple, easy-to-follow and proven guidelines that should be followed each and every time your group meets.

Guidelines you and your group can follow before, during and after your meeting:

1. Only hold a meeting if necessary.
2. All meetings must have clear objectives.
3. Invite a neutral facilitator to sensitive meetings.
4. All meetings must have an agenda which includes:
  - ▶ topics for discussion
  - ▶ presenter or discussion leader for each topic
  - ▶ time allotment for each topic
5. Meeting information needs to be circulated to everyone prior to the meeting. Make sure to include:
  - ▶ meeting objectives
  - ▶ meeting agenda
  - ▶ location/date/time
  - ▶ background information
  - ▶ assigned items for preparation
6. Meetings must start precisely on time so as not to punish those who are punctual. This also sets the stage for how serious you are about making the meeting effective.
7. Meeting participants must:
  - ▶ arrive on time
  - ▶ be well-prepared
  - ▶ be concise and to the point
  - ▶ participate in a constructive manner
8. Meeting notes must be recorded and made part of the company's meeting information archives.
9. The decisions made by the group must be documented.
10. Assigned action items must be documented, and the host, or an appropriate participant, must be appointed to follow-up on the completion of all action items.
11. Meeting effectiveness must be reviewed at the end of each meeting and suggested improvements applied to the next meeting.

Materials adapted from <http://www.effectivemeetings.com/meetingbasics/training.asp>

## Vocabulary

Word <i>Part of speech</i>	Meaning	Example Sentence
<b>absent</b> <i>adj</i>	not present	The vice president is <b>absent</b> due to unforeseen circumstances.
<b>accomplish</b> <i>verb</i>	succeed in doing	We have a lot to <b>accomplish</b> today, so let's begin.
<b>address</b> <i>verb</i>	deal with; speak on	I hope we do not have to <b>address</b> this matter again in the future.
<b>adjourn</b> <i>verb</i>	close a meeting	If there are no further comments, we will <b>adjourn</b> the meeting here.
<b>agenda</b> <i>noun</i>	list of objectives to cover in a meeting	Please forward the <b>agenda</b> to anyone who is speaking at the meeting.
<b>AGM</b> <i>noun(abbr.)</i>	Annual (yearly) General Meeting	We always vote for a new chairperson at the <b>AGM</b> .
<b>allocate</b> <i>verb</i>	assign roles/tasks to certain people	I forgot to <b>allocate</b> someone to bring refreshments.
<b>AOB</b> <i>noun(abbr.)</i>	Any Other Business (unspecified item on agenda)	The last item on the agenda is <b>AOB</b> .
<b>apologies</b> <i>noun</i>	item on agenda announcing people who are absent; apologies for absence	Everyone is present today, so we can skip the <b>apologies</b> .
<b>ballot</b> <i>noun</i>	a type of vote, usually in writing and usually secret	Please fold your <b>ballot</b> in half before you place it in the box.
<b>board of directors</b> <i>noun</i>	group of elected members of an organization/company who meet to make decisions	The <b>board of directors</b> meets once a month to discuss the budget.
<b>boardroom</b> <i>noun</i>	a large meeting room, often has one long table and many chairs	The <b>boardroom</b> is reserved for a managers' meeting, so we'll have to meet in the lounge.
<b>brainstorm</b> <i>verb</i>	thinking to gather ideas	Let's take a few minutes and <b>brainstorm</b> some ways that we can cut costs.

<b>casting vote</b> <i>noun</i>	deciding vote (usually by the chairman) when the votes are otherwise equal	The role of treasurer was decided based on the chairman's <b>casting vote</b> .
<b>chairperson/chair</b> <i>noun</i>	the person who leads or presides at a meeting	As <b>chair</b> , it is my pleasure to introduce to you, Mr. Allan Davis.
<b>clarification/verification</b> <i>noun</i>	explanation/proof that something is true/understood	Before we address this matter, I'll need some <b>clarification</b> as to who was involved.
<b>closing remarks</b> <i>noun</i>	last thoughts spoken in a meeting (i.e. reminders, thank yous)	I just have a few <b>closing remarks</b> and then you will all be free to go.
<b>collaborate</b> <i>verb</i>	work together as a pair/group	The board fell apart because the members had difficulty <b>collaborating</b> .
<b>commence</b> <i>verb</i>	begin	We will <b>commence</b> as soon as the last person signs the attendance sheet.
<b>comment</b> <i>verb or noun</i>	express one's opinions or thoughts	If you have a <b>comment</b> , please raise your hand rather than speak out.
<b>conference</b> <i>noun</i>	formal meeting for discussion, esp. a regular one held by an organisation	Before the <b>conference</b> there will be a private meeting for board members only.
<b>conference call</b> <i>noun</i>	telephone meeting between three or more people in different locations	Please make sure I have no interruptions while I'm on the <b>conference call</b> .
<b>confidential</b> <i>adjective</i>	private; not to be shared	Any financial information shared during this meeting should be kept <b>confidential</b> .
<b>consensus</b> <i>noun</i>	general agreement	If we cannot come to a <b>consensus</b> by the end of the meeting we will put it to a vote.
<b>deadline</b> <i>noun</i>	due date for completion	The <b>deadline</b> for buying tickets to the conference is May 25th.
<b>designate</b> <i>verb</i>	assign	If no one volunteers to take the minutes I will be forced to <b>designate</b> someone.
<b>formality</b>	a procedure (often	Everyone knows who is going to

<i>noun</i>	unnecessary) that has to be followed due to a rule	be the next vice president, so this vote is really just a <b>formality</b> .
<b>grievance</b> <i>noun</i>	complaint	The first item on the agenda relates to a <b>grievance</b> reported by the interns.
<b>guest speaker</b> <i>noun</i>	person who joins the group in order to share information or deliver a speech	I am delighted to welcome our <b>guest speaker</b> Holly, who is going to be offering some sales pitch tips.
<b>implement</b> <i>verb</i>	make something happen; follow through	It's not a question of whether or not we're going to use this idea, it's whether or not we know how to <b>implement</b> it.
<b>mandatory</b> <i>adjective</i>	required	It is <b>mandatory</b> that all supervisors attend Friday's meeting.
<b>minutes</b> <i>noun</i>	a written record of everything said at a meeting	Before we begin with today's meeting, let's quickly review the <b>minutes</b> from last month.
<b>motion</b> <i>noun</i>	a suggestion put to a vote	The <b>motion</b> to extend store hours has been passed.
<b>objectives</b> <i>noun</i>	goals to accomplish	I'm pleased that we were able to cover all of the <b>objectives</b> today within the designated time.
<b>opening remarks</b> <i>noun</i>	chairperson or leader's first words at a meeting (i.e. welcome, introductions)	As I mentioned in my <b>opening remarks</b> , we have to clear this room before the end of the hour.
<b>overhead projector</b> <i>noun</i>	machine with a special light that projects a document onto a screen or wall so that all can see	I'm going to put a pie chart on the <b>overhead projector</b> so that everyone can visualize how our profits have declined.
<b>participant</b> <i>noun</i>	person who attends and joins in on an event	Can I have a show of hands of all of those who were <b>participants</b> in last year's conference?
<b>proxy vote</b> <i>noun</i>	a vote cast by one person for or in place of another	There must have been one <b>proxy vote</b> because I count twelve ballots but only eleven attendees.

<b>punctual</b> <i>adjective</i>	on time (not late)	Firstly, I want to thank you all for being <b>punctual</b> despite this early meeting.
<b>recommend</b> <i>verb</i>	suggest	I <b>recommend</b> that you sit closer to the front if you have trouble hearing.
<b>show of hands</b> <i>noun</i>	raised hands to express an opinion in a vote	From the <b>show of hands</b> it appears that everyone is in favour of taking a short break.
<b>strategy</b> <i>noun</i>	plan to make something work	We need to come up with a <b>strategy</b> that will allow us to have meetings less frequently.
<b>unanimous</b> <i>adj</i>	in complete agreement; united in opinion	The vote was <b>unanimous</b> to cut work hours on Fridays.
<b>vote</b> <i>verb or noun</i>	to express (the expression of) an opinion in a group by voice or hand etc	We need to <b>vote</b> for a new vice chairperson now that Jerry is retiring.
<b>wrap up</b> <i>verb</i>	finish	Let's <b>wrap up</b> here so that we can get back to our desks.

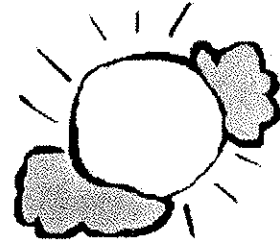
### Meetings in English

Whether you are holding a meeting or attending a meeting, it is important that you understand key English phrases and expressions related to meetings. A successful meeting has no surprises. With proper preparation and careful organization, a meeting can run smoothly. The most typical complaint about meetings is that they run too long. Meetings that run longer than necessary can be very costly to a company or business. As the famous business expression says: *Time is money*. Setting goals and time limits, keeping to the agenda, and knowing how to refocus, are key components of an effective meeting. This may sound simple in your own native language, but it is a little trickier when you or the participants do not speak fluent English. These pages will help you hold or attend a meeting with success. Review the vocabulary, read through the lessons, and then check your understanding.

## Opening a Meeting

### Small Talk

Whether you are holding the meeting or attending the meeting it is polite to make small talk while you wait for the meeting to start. You should discuss things unrelated to the meeting, such as weather, family, or weekend plans.



Sample Dialogue:

**Pierre:** Hi Thomas. How are you?

**Thomas:** Great thanks, and you?

**Pierre:** Well, I'm good now that the warm weather has finally arrived.

**Thomas:** I know what you mean. I thought winter was never going to end.

**Pierre:** Have you dusted off your golf clubs yet?

**Thomas:** Funny you should ask. I'm heading out with my brother-in-law for the first round of the year on Saturday.

### Welcome

Once everyone has arrived, the chairperson, or whoever is in charge of the meeting should formally welcome everyone to the meeting and thank the attendees for coming.

- Well, since everyone is here, we should get started.
- Hello, everyone. Thank you for coming today.
- I think we'll begin now. First I'd like to welcome you all.
- Thank you all for coming at such short notice.
- I really appreciate you all for attending today.
- We have a lot to cover today, so we really should begin.

Sample Welcome:

**Pierre:** I think we'll begin now. First I'd like to welcome you all and thank everyone for coming, especially at such short notice. I know you are all very busy and it's difficult to take time away from your daily tasks for meetings.

### Introductions

If anyone at the meeting is new to the group, or if there is a guest speaker, this is the time when introductions should be made. The person in charge of the meeting can introduce the new person, or ask the person to introduce him or herself.

- I'd like to take a moment to introduce our new tour coordinator.
- I know most of you, but there are a few unfamiliar faces.
- Stella, would you like to stand up and introduce yourself?
- Hi everyone. I'm Judy Strauss. I'll be acting as Amanda's assistant while Nancy is away on maternity leave.

## Roll Call/Apologies

If the meeting is a small group, it is probably unnecessary to take attendance out loud. The person who is taking the minutes will know everyone personally and can indicate who is present and who is absent. In a larger meeting, it may be necessary to send around an attendance sheet or call out names. If an important figure is absent, it may be necessary for the chairperson to apologize for his or her absence and offer a brief explanation for it.

- It looks like everyone is here today.
- If you notice anyone missing, please let Jane know so that she can make a note of it.
- Unfortunately, Ken cannot join us today. He has been called away on business
- Mike will be standing in to take the minutes today, as Lisa is home with the flu.

## Objectives

Some people who hold meetings prefer to pass around copies of the agenda, and others will post a large copy on a wall, or use an overhead projector. No matter which format is used, attendees should be able to follow the agenda as the meeting progresses. Before beginning the first main item on the agenda, the speaker should provide a brief verbal outline the objectives.

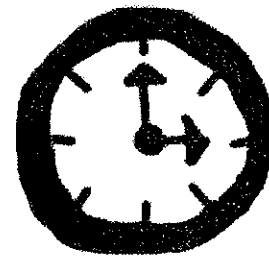
Sample Introduction to the Agenda:

**Pierre:** As you can all see here on the agenda we will be mainly talking about the upcoming tourist season. First we'll discuss the groups that will be coming in from Japan. After that we'll discuss the North American Tours, followed by the Korean tours. If time allows we will also discuss the Australian tours which are booked for early September. Next, I'm going to request some feedback from all of you concerning last year's tours and where you think we can improve. And finally, we'll be voting on where and when to have this year's staff picnic.

## Following the Agenda

### Taking the Minutes

Anyone, including you, may be assigned to take the minutes at a meeting. Often someone who is not participating in the meeting will be called upon to be the minute-taker. Before a meeting the minute-taker should review the following:



- The minutes from previous meeting
- All of the names of the attendees (if possible)
- The items on the agenda

It also helps to create an outline before going to the meeting. An outline should include the following:

- A title for the meeting
- The location of the meeting
- A blank spot to write the time the meeting started and ended



- The name of the chairperson
- A list of attendees that can be checked off (or a blank list for attendees to sign)
- A blank spot for any attendees who arrive late or leave early

Sample Minutes Outline:

Supervisor's Meeting

Friday, May 5

Room 3

Start: \_\_\_\_\_ Finish: \_\_\_\_\_

Chair: Pierre

Attendees:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

Late to arrive: \_\_\_\_\_

Early to depart: \_\_\_\_\_

The minute-taker can use a pen and paper or a laptop computer and does not need to include every word that is spoken. It is necessary to include important points and any votes and results. Indicating who said what is also necessary, which is why the minute-taker should make sure to know the names of the attendees. If you cannot remember someone's name, take a brief note of their seating position and find out their name after the meeting. A minute-taker should type out the minutes immediately after the meeting so that nothing is forgotten.

### Watching the Time

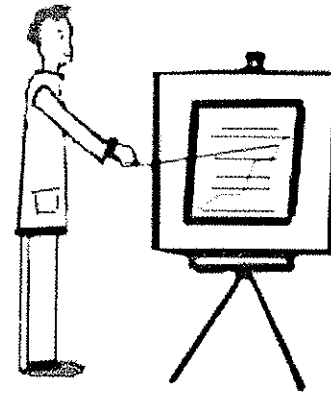
One of the most difficult things about holding an effective meeting is staying within the time limits. A good agenda will outline how long each item should take. A good chairperson will do his or her best to stay within the limits. Here are some expressions that can be used to keep the meeting flowing at the appropriate pace.

- I think we've spent enough time on this topic.
- We're running short on time, so let's move on.
- We're running behind schedule, so we'll have to skip the next item.
- We only have fifteen minutes remaining and there's a lot left to cover.
- If we don't move on, we'll run right into lunch.
- We've spent too long on this issue, so we'll leave it for now.
- We'll have to come back to this at a later time.
- We could spend all day discussing this, but we have to get to the next item.

## Regaining Focus

It is easy to get off topic when you get a number of people in the same room. It is the chairperson's responsibility to keep the discussion focused. Here are some expressions to keep the meeting centred on the items as they appear on the agenda.

- Let's stick to the task at hand, shall we?
- I think we're steering off topic a bit with this.
- I'm afraid we've strayed from the matter at hand.
- You can discuss this among yourselves at another time.
- We've lost sight of the point here.
- This matter is not on today's agenda.
- Let's save this for another meeting.
- Getting back to item number 5...
- Now where were we? Oh yes, let's vote.



## Voting

When issues cannot be resolved or decisions cannot be easily made, they are often put to a vote. Most votes occur during meetings. Votes can be *open*, where people raise their hands in favour or in opposition of the issue. In an open vote, the results are evident immediately. Other votes, such as who should be elected to take on a certain role, are *private* or *closed*. During private votes, attendees fill out ballots and place them in a box to be counted. The results may not be counted until after the meeting. Here are some specific expressions used during open voting:

- All in favour?  
(Those who agree raise their hands or say "Aye".)
- All opposed?
- Motion to hire more tour guides, moved by Thomas.  
(Suggestions or ideas that are put to a vote are called *motions*. When a person makes a suggestion, the term to use both during the meeting and in the minutes is *moved*.)
- Motion to hire more tour guides seconded by Nolan.  
(When another person agrees with the motion, it is *seconded*.)

When a motion is voted and agreed upon it is *carried*. When it is voted and disagreed upon it is *failed*. Most often votes are put to a majority. If there is a tie vote, the chairperson will often cast the deciding vote.

## Comments and Feedback

During the meeting, participants will comment, provide feedback, or ask questions. Here are some ways to do so politely:

- If I could just come in here...
- I'm afraid I'd have to disagree about that.

- Could I just say one thing?
- I'm really glad you brought that up, Kana.
- I couldn't agree with you more. (I agree)
- Jane, could you please speak up. We can't hear you at the back.
- If I could have the floor (chance to speak) for a moment...
- We don't seem to be getting anywhere with this.
- Perhaps we should come back to this at another time?

## Closing a Meeting

### Wrapping Up

There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late. The odd time, a meeting may be cut short due to an unexpected problem or circumstance. Here are a variety of ways to adjourn a meeting:

- It looks like we've run out of time, so I guess we'll finish here.
- I think we've covered everything on the list.
- I guess that will be all for today.
- Well, look at that...we've finished ahead of schedule for once.
- If no one has anything else to add, then I think we'll wrap this up.
- I'm afraid we're going to have to cut this meeting short. I've just been informed of a problem that needs my immediate attention.

### Reminders

There is almost always one last thing to say, even after the closing remarks. A chairperson might close the meeting and then make a last-minute reminder. Instructions for tidying up the room may also be mentioned.

- Oh, before you leave, please make sure to sign the attendance sheet.
- I almost forgot to mention that we're planning a staff banquet next month.
- Don't forget to put your ballot in the box on your way out.
- If I didn't already say this, please remember to introduce yourself to the new trainees.
- Could I have your attention again? I neglected to mention that anyone who wants to take home some of this leftover food is welcome to.
- If you could all return your chair to Room 7 that would be appreciated.
- Please take all of your papers with you and throw out any garbage on your way out.

## Thank You's and Congratulations

The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you. Congratulations or Good-luck can also be offered here to someone who has experienced something new, such as receiving a promotion, getting married, or having a baby.

- Before I let you go let's all give a big thank you (*everyone claps*) to Thomas for baking these delicious cookies.
- Again, I want to thank you all for taking time out of your busy schedules to be here today.
- Most of you probably already know this, but Nolan's wife just gave birth to a baby boy.
- As you leave today, don't forget to wish Stella luck on the weekend. The next time you see her she will be happily married.

## Follow Up

In the closing remarks, the chairperson, or participants may want to discuss the date and time for the next meeting, when the minutes will be available, or when a decision should be made by. This is also the time to give contact information, such as how to send a question by e-mail or who to call regarding a certain issue.

- We'll meet again on the first of next month.
- Next time we meet I'll be sure to have those contacts for you.
- If anyone has any questions about anything we discussed today, feel free to send me an e-mail.
- The minutes from today's meeting will be posted as of tomorrow afternoon.
- I'll send out a group e-mail with the voting results.

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Materials adapted from: <http://www.englishclub.com/business-english/meetings-agenda.htm>

## Stages in negotiation

Negotiations go through a series of stages, and understanding these stages is useful in trying to work out potentially useful language. The following table illustrates what might be involved:

- *Preparation*: deciding what is important, defining goals, thinking ahead how to work together with the other party.
- *Relationship building*: getting to know the other party, understanding how you and the other are similar and different, and building commitment toward achieving a mutually beneficial set of outcomes.
- *Information gathering*: learning what you need to know about the issues, about the other party and their needs, about the feasibility of possible settlements, and about what might happen if you fail to reach agreement with the other side.
- *Information using*: at this stage, negotiators assemble the case they want to make for their preferred outcomes and settlement, one that will maximize the negotiator's own needs. This presentation is often used to 'sell' the negotiator's preferred outcome to the other.
- *Bidding*: the process of making moves from one's initial, ideal position to the actual outcome. Bidding is the process by which each party states their opening offer, and then makes moves in that offer, towards a middle ground.
- *Closing the deal*: the objective here is to build commitment to the agreement achieved in the previous phase. Both the negotiator and the other party have to assure themselves that they reached a deal they can be happy with, or at least live with.
- *Implementing the agreement*: determining who needs to do what once the hands are shaken and the documents signed. Not uncommonly, parties discover that the agreement is flawed, key points were missed, or the situation has changed and new questions exist. Flaws in moving through the earlier phases arise here, and the deal may have to be reopened, or issues settled by arbitrators or the courts.

From *Managing Strategic Relationships* by Greenhalgh

Frendo, E. (2005). *How to teach business English*. Malaysia: Pearson Longman.

Listening Task:

Watch the video. Make a list of the tips that can make a meeting effective.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

### Mock Meeting: Loss of car parking spaces

Due to the economic crisis the University of Cyprus' budget has been drastically cut therefore, the building of the new parking space has been postponed. Because of the increased numbers of students, most staff will be required to park outside the university's facilities. 100 parking spaces have been allotted to administration. How should they be distributed? Your meeting should come up with some suggestions to solve this issue.

You should consider the following:

1. The university wants to become a green zone by 2016
2. The university employs about 400 employees
3. 23 employees are disabled

Your group should have a chair person, a secretary, one facilitator, one observer, and 3-4 participants.

The chair person will be in-charge of running the meeting.

The secretary will report on the suggestions after the meeting.

The observer will report on how the meeting took place (dynamics).

The facilitator will keep the discussion going.

Participants will express their own views on the topic (agreements, disagreement, negotiating, indifference).

## Appendices

### Appendix I

Business Etiquette Quiz

Material from

<http://www.sparktac.com/Portals/0/Docs/BUSINESS%20ETIQUETTE%20QUIZ%5B1%5D%5B1%5D.pdf>

### Appendix II

Vocabulary Development

Material from Wyatt, R. (2007). *Check your English Vocabulary for Business and Administration*. London: A & C Black

### Appendix III

Language Development

Material from: Sweeney, S. (2003). *English for Business Communication*. Italy: Cambridge University Press.



**Appendix I**

Business Etiquette Quiz

Material from

<http://www.sparktac.com/Portals/0/Docs/BUSINESS%20ETIQUETTE%20QUIZ%5B1%5D%5B1%5D.pdf>

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## BUSINESS ETIQUETTE QUIZ

1. What is one of the problems in business today that result from poor listening skills?
  - a. Broken relationships
  - b. Short term memory
  - c. All of the above
  
2. You're attending a conference and you'd like to have the card of a senior executive you meet. How do you get it?
  - a. You offer them your card and ask them for theirs.
  - b. You tell them you need their card so you can remember their name.
  - c. You create an opportunity and establish rapport with them and develop a specific reason for *them* to ask you for *your* card in hopes they will offer you theirs.
  
3. When making an entrance into an office with people working at their desks, it's always best to:
  - a. Do your best to not draw attention to yourself.
  - b. Appear pleasant and greet people by saying hello to those at the desks.
  - c. Walk in a room and stand there and wait patiently for someone to look up and recognize that you need help.
  
4. If you want to make a good impression on a senior executive when you meet them for the first time, it's best to:
  - a. Greet them and tell them about the project you're working on so they'll know what you are doing for the company.
  - b. Appear genuinely sincere and ask them questions about the company and how they became an executive for the company.
  - c. Appear pleasant and make brief short sentences that focus on them and wait for them to reply.
  
5. When making a business introduction between two people, the most important rule to remember is:
  - a. Say your own name before introducing the two people
  - b. Use the name of the most important person first in the introduction.
  - c. Repeat the names of the people involved in the introduction twice so they'll remember each other's names and their proper pronunciation of those names.

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6. For leading a successful business meeting, your number one priority is:
  - a. Making sure you have good attendance and participation.
  - b. Keeping great notes and sending them to everyone after the meeting.
  - c. Creating tasks and accomplishing the agenda in the allotted time.
  
7. When giving a compliment, it's best to:
  - a. Give a compliment to someone so that many people can hear the praise you are giving them.
  - b. Give compliments to everyone in the office so everyone receives regular praise.
  - c. Compliment specific behaviours regarding work, avoid personal compliments.
  
8. Regarding criticism in the workplace, remember to:
  - a. Give criticism privately so it won't embarrass anyone.
  - b. Criticize only a person's work related skills and avoid offering personal criticism.
  - c. Offer a patient critique and never criticize anyone.
  
9. Humour in the workplace is:
  - a. A great way to occasionally break the stress during a business day.
  - b. A way to show your character by demonstrating the areas you find humorous.
  - c. All of the above.
  
10. Anger is a complex emotion that occasionally surfaces in the workplace. When it does, the best way to deal with anger is to:
  - a. Train yourself to deal with anger and don't express it during working hours.
  - b. Speak your mind regularly so it doesn't build up.
  - c. Find outlets for your anger such as a walk during lunch, journaling, counting to ten. If you can't resolve your anger, get help.
  
11. Office gossip destroys careers, however, if you're only listening to gossip:
  - a. You are not guilty of gossiping, after all, you were just listening and not passing it on.
  - b. You have a deeper understanding of the complex problems of your associations and can offer help when necessary.
  - c. You're just as guilty as the one who is telling you gossip.

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12. If you walk into the office of a person you do not know, do you offer to shake their hand?
  - a. Yes. It's important to be a gracious guest when entering someone's office.
  - b. No. You enter their office slowly (with a pleasant expression on your face) and wait for them to offer to shake your hand; only then do you extend your hand for a handshake.
  - c. You introduce yourself first, and then you initiate a handshake with them.
  
13. If you are seated and someone approaches and offers to shake your hand, you should:
  - a) Stand up and shake the person's hand.
  - b) Raise yourself slightly from your chair and shake the person's hand.
  - c) Dismiss the handshake as an unnecessary formality and motion for the person to sit down and join you.
  
14. If you are considered a junior officer in your company and approach a senior officer, do you offer to shake hands?
  - a) Yes, it is an excellent opportunity to make create trust and rapport.
  - b) No. You wait for the senior officer to initiate the handshake.
  - c) You should only initiate the handshake if the other person is a man. Woman must be allowed to initiate handshakes according to their preferences.
  
15. When dealing with corporate politics, it's usually best to:
  - a. Let people know where you stand on issues, so you can work toward what it is that you believe.
  - b. Create relationships with people who will side with you to create a corporate consensus against those who don't agree with you.
  - c. Respect all people's opinions and treat everyone fairly to help make the best decision for the success of the company.
  
16. Making small talk is vital for conducting business today because it:
  - a. Gives people an insight into your character.
  - b. Creates rapport with people and lets them know you're human.
  - c. All of the above.
  
17. If you are running late for an appointment because your boss has called a last minute meeting, it's best to:
  - a. Call immediately and reschedule the meeting for a later time or another day.
  - b. Try and go to both meetings even if you leave one early and arrive late for the other one.
  - c. Call and let the person's administrative assistant know you'll be an hour late for your scheduled meeting.

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18. When you've been left in a waiting room for someone to come and collect you and take you to their office:
  - a. Use that time to look over the reports you've brought with you to give to them.
  - b. Use the time to relax and return calls or check your voice mail messages.
  - c. Do nothing except wait expectantly for the person to come and collect you.
  
19. Once you are in someone's personal office, you can create a level of rapport by:
  - a. Asking them questions about their specific job function for their company.
  - b. Tell them about your specific job function within your company.
  - c. Make comments about the building, facility or some aspect of their office.
  
20. When you are a guest in someone's office, it is best to:
  - a. Stay long enough so they can get to know you before you begin talking about business so they'll learn to trust you.
  - b. Be brief. Offer them leave-behinds. Follow up when you say you will.
  - c. Answer questions you know they'll ask (before they ask them) and provide them with a full educational opportunity about your product or service.
  
21. Someone in your office uses a wheelchair. When speaking to them, you:
  - a. Sit down so that you are at eye level with them so they won't strain their neck.
  - b. Offer to push their chair every time you see them as an act of courtesy.
  - c. All of the above.
  
22. If you know that an individual operates on an auditory channel and you want to let them know about an upcoming meeting, what would you say to them?
  - a. "If you look closely, I think you'll see the meeting is in the Oak Room."
  - b. "I hear the meeting's in the Oak Room. I've heard it has great acoustics."
  - c. I'm so glad it's in the Oak Room. I love the woodwork there."
  
23. If an important call comes in when you are at a business lunch:
  - a. Take the call at the table and try to be quiet so you won't disturb the other diners during the call.
  - b. Turn your phone off completely and collect your voice mail messages afterward.
  - c. Tell your associates at lunch that you're expecting an important call, put your phone on vibrate mode and when the call does come, excuse yourself, leave the table and go to a place where no one can hear you. When you return to the table, thank your guest for allowing you to take the call and don't apologize or talk about the nature of the call.

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24. To master the art of networking:
  - a. Always take plenty of information with you about your product or service to take advantage of making a good sale or a promising business connection.
  - b. Take cards and talk to people with whom you might develop a meaningful and mutually beneficial relationship over time and who might eventually buy or refer your company's product or services.
  - c. Gather as many cards as possible and when you get back to the office; send them all a formal business letter along with your company's collateral material related to your product or service. Follow up with a phone call in two weeks time.

## Appendix II

### Vocabulary Development

Material from Wyatt, R. (2007). *Check your English Vocabulary for Business and Administration*. London: A & C Black

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## Formal words

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In a business / office environment, we often use 'formal' words, especially in our written English (letters, reports, contracts, etc). For example, instead of '*asked for advice*', we might use '*consulted*'.

We **asked** our accountant **for advice** about our tax.

*becomes:*

We **consulted** our accountant about our tax.

These 'formal' words are often verbs.

**Exercise 1:** Change the 'neutral' verbs and expressions in **bold** in sentences 1 – 15 to more 'formal' words using the verbs / expressions in the box. Each sentence requires only *one* word or expression. In most cases, you will need to change the form of the verb.

address	adjourn	adjust	administer	admonish	analyse	annul	appeal to
	appoint	assess at	assign	audit	avert	await	award

1. We need to **examine in detail** the market potential of these new products.
2. The value of the business was **calculated to be** £5 million.
3. The management increased their offer in the hope of **stopping** the strike **happening**.
4. It will be the HR manager's job to **organise** the induction programme.
5. He was **given** the job of checking the sales figures.
6. The contract was **cancelled** by the court.
7. Our accountants have been asked to **examine** the accounts for the last quarter.
8. When he was dismissed, he **asked** his union **for support**.
9. The chairman **spoke to** the sales team.
10. At the meeting it was decided to **give** middle management a salary increase.
11. Following a breach of safety procedures, the workers were **told off** by their manager.
12. We are **waiting for** the decision of the planning department.
13. Prices will be **changed** according to the current rate of inflation.
14. The chairman **stopped** the meeting until 3 o'clock.
15. We have **chosen** a new distribution manager.

advise	amalgamate	assist	assure	attempt	attend	dismiss	elect
engage	license	present	sequester	settle	tender	waive	

**Exercise 2:** Instructions as above.

1. The chairman has asked all managers to **come to** the meeting.
2. We have been **told** that the shipment will arrive next week.
3. Can you **help** me with these income tax returns?
4. The different unions have **joined together to make one main union**.
5. We will **try** to deliver within the next few days.
6. They have **promised** us that the delivery will be made on time.



7. The union has had its funds **taken away by order of the courts**.
8. The insurance company refused to **pay** his claim for storm damage.
9. After a lot of thought, he decided to **hand in** his resignation.
10. The court **refused to accept** his claim for compensation.
11. If we increase production, we will need to **take on** more staff.
12. He has **given up** his right to early retirement.
13. The HR director will **talk about** the new staff structure to the Board.
14. He **chose** to take early retirement.
15. The company has been **given formal permission** to sell spare parts.

**Exercise 3:** In this exercise, the words you need to replace those in bold are in brackets at the end of each sentence. Although they are in their correct form (e.g., the tense is correct), the letters are in the wrong order. Rearrange these letters to make words, and write them in the appropriate space in the grid below. If you do this correctly, you will reveal a word in the shaded vertical strip that can be used to replace the word in bold in number 13. To help you, some of the letters are in their correct space in the grid.

1. The management agreed to measures to **keep** experienced staff **in the company**. (ntreia)
2. Candidates are asked to **state clearly** which of the posts they are applying for. (fesiypc)
3. We closed the design department and **moved** the workforce **to another department**. (edeepldory)
4. We **asked** our accountant **for advice** about our tax. (tcsldonu)
5. The union has **agreed** not to call a strike without further negotiation. (duanrtnee)
6. The union demanded that the sacked workers should be **allowed to return to the jobs from which they were dismissed**. (stindatere)
7. We are **trying to find out about** the background of the new supplier. (unnirigiq)  
(note that before 'the background', you must also add 'into')
8. The management **agreed** to the union's proposals. (tenscoden)
9. The management were **formally told** of the union's decision. (fotneiid)
10. The sales people were **told** about the new product **in detail**. (ierdfeb)
11. The chairman **gave a general description of** the company's plans for the coming year. (lioedtnu)
12. Her job has been **increased in importance** to senior manager level. (egupdrad)
13. The company is **sharing** production costs according to projected revenue.

1.				E				N				
2.								E				Y
3.			R							Y		
4.						C			S			
5.				N							E	
6.						S		A				
7.						Q						G
8.						C			S			
9.										I		E
10.					B				F			
11.					T				D			
12.						P			R			

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## Numbers and symbols

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How do you say the numbers and symbols in **bold** in these sentences?

1. **2006** was the company's most profitable year since **1994**.
2. The advantage of Internet banking is that you can check your account **24/7**.
3. Despite a rigorous advertising campaign, demand has only risen by **8.4%** in the last two months.
4. We're meeting in his office at **3.45** this afternoon.
5. Your flight for Zurich leaves at **1800** from Gatwick South Terminal.
6. I expect to be back in the country on **30 June**.
7. Our next range of products will be released on **10/3/07**.
8. She completed the test in a record **27½** minutes.
9. **¾** of all our employees think the canteen food could be improved.
10. The new desk measures exactly **2m x 1m x 1m**.
11. Is this printer really only **£10.99**?
12. Oh, sorry sir, that's a mistake. The sticker should say **£100.99**.
13. And that computer doesn't cost **£120.75**. It actually costs **£1120.75**.
14. Please quote reference **ACB81 - 25/B**.
15. Our new telephone number is **020 7921 3567**.
16. For more information, call **0845 601 5884**.
17. Alternatively, ring **0800 231415**.
18. The emergency telephone number in the UK is **999**. In the USA it's **911**.
19. To access the information you require, press the **#** key, followed by the **0** key, and finally the **\*** key.
20. He earns a salary of over **£200K** a year! In fact, he's making so much money that he plans to retire in his **mid-50's**.
21. We have invested over **\$6M** in new technology.
22. To get here from Croydon, take the **M25** northbound, then take the **M4** westbound, leave at junction 9 and take the **A329** towards Wokingham.
23. The Union held a ballot to see if the workers wanted to strike. The result was **2:1** in favour.
24. My email address is markbarrington@snailmail.co.uk.
25. Hi Todd. **GR8** news on the promotion. I'm really :-)) for you! **CUL8R** for a celebratory drink?
26. He drives to work in a big, fuel-guzzling **4x4**.
27. Liverpool won the match against Arsenal by **2:0**. In the match against Manchester United the following week, they drew **3:3**.
28. At the last census, the population of the country was **37,762,418**.
29. This book is © Rawdon Wyatt, 2007.
30. The 'Ultimafone®' has just won a 'Product of the Year' award.

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## Money and financial issues

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**Exercise 1:** Complete these definitions with words or expressions from the box. In each case, the words / expressions you need are connected in some way: for example, they might have a similar meaning, they might be related to the same business issue, or they might be opposites (but often used together when talking about the same topic). You will need to use one word from the box twice.

audit	balance	bankrupt	borrow	budget	commission	compound	credit
debit	default	deflation	deposit	discount	dividend	duty	exorbitant
expenditure	fund	gross	honour	income	inflation	insolvent	interest
invoice	lend	net	overpriced	pension	rebate	receipt	redundancy pay
refund	royalty	salary	shares	simple	sponsor	statement	stocks
subsidize	tax	underwrite	venture capital	wage	withdraw	working capital	

1. If you \_\_\_\_\_ money to someone, you let someone use your money for a certain period of time. If you \_\_\_\_\_ money from someone, you take someone's money for a short time (usually paying *interest* and then *repaying* it).
2. When you \_\_\_\_\_ an account, you put money into it. When you \_\_\_\_\_ an account, you take money out of it.
3. If a company is \_\_\_\_\_, it has lost all its money. If a company is \_\_\_\_\_, it has lost all its money, it has also borrowed a lot, and it cannot pay back its *debts* (= money it owes).
4. A \_\_\_\_\_ is part of a company's profits shared out among shareholders (see number 18). A \_\_\_\_\_ is money paid to the author of a book, an actor, a rock star, etc, as a percentage of sales.
5. In the UK, \_\_\_\_\_ are one of the many equal parts into which a public company's capital is divided. \_\_\_\_\_ are similar, but are issued by the government.
6. \_\_\_\_\_ profit is the profit you make *before* money is taken away to cover costs of production, labour, tax, etc. \_\_\_\_\_ profit is the money you are left with *after* costs, taxes, etc, have been taken away (money which is taken away is called a *deduction*).
7. If you \_\_\_\_\_ money in an account, you put money into the account. If you \_\_\_\_\_ money, you take it out of your account.
8. \_\_\_\_\_ is money taken by the government from incomes, sales, etc, to pay for government services. \_\_\_\_\_ is money that has to be paid for bringing goods into a country.
9. \_\_\_\_\_ is the money you receive (for example, your *wage* or *salary*). \_\_\_\_\_ is money you spend.
10. Something which is \_\_\_\_\_ is too expensive. Something which is \_\_\_\_\_ costs much more than its true value.
11. A \_\_\_\_\_ is money that is earned on a daily or weekly basis (often for a part-time, temporary or unskilled job). A \_\_\_\_\_ is money that is earned monthly or annually (usually for a full-time, permanent or skilled job or profession).
12. An \_\_\_\_\_ is a note, or *bill*, sent to you to ask for payment for goods or services. A \_\_\_\_\_ is a note (from a shop, for example) which shows how much you have paid for something.
13. A \_\_\_\_\_ is the percentage by which a full price is reduced in a shop. A \_\_\_\_\_ is money paid back to a customer when, for example, returning something to a shop.
14. A \_\_\_\_\_ is money paid back to a customer when, for example, returning something to a shop (see number 13 above). A \_\_\_\_\_ is money that someone gets back as a result of paying too much tax or rent, etc.

15. \_\_\_\_\_ is a state of economy where prices and wages increase (= go up). \_\_\_\_\_ is a reduction of economic activity (usually accompanied by a drop in prices, salaries, etc).
16. A \_\_\_\_\_ is the money that someone continues to receive after they have retired from a job. \_\_\_\_\_ is the money that is given to someone to compensate them for losing their job when a company no longer needs them and has to dismiss them.
17. A bank \_\_\_\_\_ is a detailed written document from a bank showing how much money has gone into and come out of a bank account. A \_\_\_\_\_ is the amount of money you have in your bank account.
18. \_\_\_\_\_ is the percentage of sales value given to a sales person in a company. \_\_\_\_\_ is the percentage that is paid to someone for lending money.
19. \_\_\_\_\_ interest is interest calculated on the sum of the original borrowed amount and the accrued interest. \_\_\_\_\_ interest is interest that is calculated on the amount of money borrowed and does not include the interest already earned.
20. \_\_\_\_\_ is the money that is needed or available for running a business or organisation. \_\_\_\_\_ is the money that is needed or available for starting a business or organisation.
21. If you \_\_\_\_\_ a plan or venture, you provide the money for it. If you \_\_\_\_\_ a plan or venture, you provide the money for it, and also assume financial responsibility for it if it fails.
22. An \_\_\_\_\_ is an official examination of the financial records of a company, organisation or person. A \_\_\_\_\_ is the amount of money a company, organisation or person has available to spend on something.
23. If you \_\_\_\_\_ goods or services, you pay part of the costs so that they can be sold to people at a lower price. If you \_\_\_\_\_ something (for example, an event), you pay for all or part of it.
24. If you \_\_\_\_\_ a debt, you pay back the money you owe. If you \_\_\_\_\_ on a debt, you fail to pay the money back.

Exercise 2: Here are 30 two- and three-word expressions relating to business money and finance issues. In either the first, second or third word, each alternate letter has been removed. Replace the letters in each case. Use a dictionary to check the meaning of each expression.

- |                           |                           |
|---------------------------|---------------------------|
| 1. Business o_e_h_a_s     | 16. Operating _r_f__t     |
| 2. C_e_i__ risk           | 17. Interest r_t__        |
| 3. P_n_i_n plan           | 18. B_d_e_a_y constraints |
| 4. Profit m_r_i__         | 19. F_n_n_e company       |
| 5. E_c_a_g__ rate         | 20. Expense _c_o_n__      |
| 6. C_s__ flow             | 21. Return on i_v_s_m_n__ |
| 7. Credit l_m__t          | 22. Rate of r_t_r__       |
| 8. C_p_t_l gains          | 23. Real a_s_t__          |
| 9. Down p_y_e__t          | 24. D_n_m_c pricing       |
| 10. R_s__ management      | 25. Management b_y_u__    |
| 11. Money _a_n_e_i_g      | 26. Budget d_f_c__t       |
| 12. Offshore b_n_i_g      | 27. C_n_u_e__ spending    |
| 13. Foreign _u_r_n_y      | 28. l_c_m__ tax           |
| 14. V_l_e added tax       | 29. G_l_e__ handshake     |
| 15. Net _p_r_t_n__ income | 30. Price _n_e_s_t_v__    |

Also see *Earnings, rewards and benefits* on pages 13-15.

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## Jobs and positions

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**Exercise 1:** Look at the list of different jobs in the box, and match each one with the person who is speaking in 1 – 15.

Assistant Manager	Chairman	Chief Executive Officer (CEO)	
Company Director	Company Secretary	Girl Friday	Human Resources (HR)
Manager	Managing Director (MD)	Non-executive Director	
Personal Assistant (PA)	Production Manager	Receptionist	Secretary
	Technical Support Consultant	Trainer	

1. Hello. Welcome to Wy-T Computers. Have you got an appointment? Good. Take a seat and I'll call up to her office. Would you like a coffee while you wait?
2. Good morning. My name is Angela Ranscombe, and I am responsible for my company's productive use of its workforce
3. Hello. I'm Hilary Hannah. I type letters, file documents, arrange meetings and so on, for the various people in my office.
4. Hi. My name's Sue Smith. I do a lot of small jobs in and around the office. If you want some filing done, some mail posted, or if you just want a cup of tea, I'm the one to ask!
5. Hello. My name's Adam Dent. I help customers who are having problems with our products. I spend most of my day on the phone.
6. I'm Anne Langsdale, and I've been appointed by the shareholders to help run the company.
7. Hello there. Don Brown. Nice to meet you. I make sure that the company is being run efficiently and effectively.
8. My name's Liz Hamley, and I suppose I'm the big cheese around here. Basically I'm the most important director in charge of the company.
9. I'm Judy Briers. I work directly for Liz Hamley, and for her alone. I perform various secretarial and administrative duties for her.
10. I'm Laurence Woodham. I'm a senior employee here, with director status and administrative and legal authority. This is a legal requirement for all limited companies in the UK.
11. Good morning. I'm Peter Feltham, and I preside over the company's board meetings.
12. And I'm Helen Brown. I attend board meetings, but only to listen and give advice. I cannot usually make decisions on behalf of the company.
13. Hi there. My name's Mark Searle, and I supervise the production process.
14. And I'm Bob Wheatley. I help Mark Searle.
15. My name's Ryan Briggs. I'm responsible for developing our employees' potential through courses and other staff development programmes.

---

Exercise 2: Instructions as above.

Accountant	Advertising Manager	Arbitrator	Area / Regional Manager
External Auditor	Foreman	Graduate Trainee	IT Consultant
Marketing Manager	Official Mediator	Official Receiver	Sales Representative
Security Guard	Telesales Manager	Trade Union Representative	

1. Good morning. I'm Edward Saville. I control the company finances. Can't stop to talk: I need to get these tax forms completed.
2. I'm Don Prescott. I've been hired by the company's head office to check Mr Saville's figures. We're not sure that everything adds up.
3. My name's Mary Myers. I actually work in the company's other office in Birmingham, and am responsible for the company's operations there.
4. I'm Sarah Keats. I'm responsible for planning and controlling our marketing activities and budgets.
5. I'm Richard Giddings. It's my job to make sure consumers know all about our latest range of products.
6. Hello. I'm Bill Kennedy. I visit clients around the country and talk to them directly about our products.
7. Morning. Barry Ramp. I'm highly skilled, I'm told, so I've been put in charge of all the workers on the factory floor.
8. Andy Kelly. Hi. I'm just an ordinary worker on the factory floor, but I represent the workers in discussions with the managers about things like wages and conditions of employment.
9. My name's Jennie Bryant. I don't actually work for the company, but there's currently a dispute going on between the workers and the management regarding pay, so I've been brought in to try to sort things out.
10. I'm Joy Bell. I don't work for the company either, but I might be officially appointed to sort out the dispute mentioned above, and make a binding decision. This will only happen if Jennie Bryant is unable to resolve it.
11. Hello. I'm Tabitha Sutcliffe. I finished university last month, and I'm here to learn a bit about the company and how it operates. I'm hoping that they'll offer me a job.
12. I'm Sam Michaud. Has your hard-drive crashed? Is your printer jammed? Can't get on line? Don't worry, I'll get it sorted out.
13. Hi. I'm Naomi Yarnton. I'm in charge of the team who contact potential clients on the phone.
14. I'm Tony Preston. Don't tell anyone here, but the company's in a lot of trouble. I'm about to take it over, sell its assets and use the proceeds to pay off all the creditors.
15. My name's Eddie Jobsworth. Have you got ID? Sorry, can't let you go any further here without ID. You're going to have to leave. Now, please.

Look at the jobs and positions in the boxes in Exercises 1 and 2 again. *Without* referring back to the sentences, try to explain in your own words what each job involves.

### Appendix III

#### Language Development

Material from: Sweeney, S. (2003). *English for Business Communication*. Italy: Cambridge University Press.

## Language Checklist

### Cultural diversity and socialising (1)

#### *Welcoming visitors*

Welcome to ...

My name's ...

#### *Arriving*

Hello. My name's ... from ...

I've an appointment to see ...

Sorry – I'm a little late / early.

My plane was delayed ...

#### *Introducing someone*

This is ... He / She's my Personal Assistant.

Can I introduce you to ... He / She's our  
(Project Manager).

I'd like to introduce you to ...

#### *Meeting someone and small talk*

Pleased to meet you.

It's a pleasure.

How was your trip? Did you have a good  
flight / trip / journey?

How are things in (London)?

How long are you staying in (New York)?

I hope you like it.

Is your hotel comfortable?

Is this your first visit to (Berlin)?

#### *Offering assistance*

Can I get you anything?

Do you need anything?

Would you like a drink?

If you need to use a phone or fax, please say.

Can we do anything for you?

Do you need a hotel / a taxi /  
any travel information / etc.?

#### *Asking for assistance*

There is one thing I need ...

Could you get me ...

Could you book me a car / taxi / hotel / ... ?

Could you help me arrange a flight to ... ?

Can you recommend a good restaurant?

I'd like to book a room for tomorrow night. Can  
you recommend a hotel?

## Skills Checklist

### Socialising (1)

*Before meeting business partners and fellow professionals from other countries, you could find out about their country:*

- the actual political situation
- cultural and regional differences
- religion(s)
- the role of women in business and in society as a whole
- transport and telecommunications systems
- the economy
- the main companies
- the main exports and imports
- the market for the industrial sector which interests you
- competitors.

*You might also want to find out:*

- which topics are safe for small talk
- which topics are best avoided.

*If you are going to visit another country, find out about:*

- the conventions regarding socialising
- attitudes towards foreigners
- attitudes towards gifts
- the extent to which public, business and private lives are mixed or are kept separate
- conventions regarding food and drink.

*You might also like to find out about:*

- the weather at the relevant time of the year
- public holidays
- the conventions regarding working hours
- leisure interests
- tourism
- dress
- body language
- language.



## Language Checklist

### Socialising (2)

*Saying what's on and what's available*

There's a (good) film / play / concert / on at ...

We have a good theatre in the city ...

There are some ...

– interesting museums / public buildings ...

– good restaurants

Are you interested in ...

– eating out?

– visiting / seeing ... ?

*Inviting*

Would you be interested in going to see ... ?

I'd like to invite you to have dinner this evening.

Is that a good idea?

*Responding to an invitation*

That would be very nice.

I'd like that.

Thank you. That would be a pleasure.

*Declining an invitation*

I'd like to, but I'm afraid ...

That would be nice, but unfortunately ...

– I'm rather tired ...

– I have an appointment this evening ...

– I'm rather busy ...

– I have some work to do ...

*Stating preference*

I like (Japanese) cuisine very much ...

I think I'd like to ...

I think I'd prefer ...

I particularly like (classical) music ...

*Looking at a menu*

The (fish) sounds nice ...

I think I'd like to try ...

I think I'll have ...

Shall we have a bottle of ... ?

*Commenting on an evening out*

It's been a lovely evening.

It's been very nice.

Thank you very much for your hospitality.

I enjoyed it very much.

## Skills Checklist

### Socialising (2)

*Before receiving visitors to your company, be prepared to talk in English about your professional field and / or your company and business:*

- the professional field you are involved in
- your professional activities
- current research and other projects
- future plans
- the history of your company
- company organisation
- who owns the company
- the number of employees
- the international involvement of your company
- products and services
- the market
- competition.

*Be able to talk about:*

- your country and your town
- history
- tourism
- museums and public buildings
- entertainment
- cultural and religious centres of interest.

*You may wish to talk about:*

- education
- transport systems
- the economy
- companies
- exports and imports.

## Language Checklist

### Ending the meeting

#### Asking for clarification

Could you be more specific?

Can you explain that (in more detail)?

What do you mean by ... ?

#### Clarifying

This means ...

What I mean is ...

What I want to say is ...

To explain this in more detail ...

#### Checking that the clarification is sufficient

Is that okay? / Is that clearer now?

#### Referring to other speakers

As Peter has already told us ...

I'm sure Mr Kowski knows about this ...

Later we'll hear a report from Neil on ...

Professor Gilberto is certainly aware of ...

#### Delaying decisions

I think we need more time to consider this.

I think we should postpone a decision ...

Can we leave this until another date?

It would be wrong to make a final decision ...

#### Ending the meeting

##### • Summarising

I think we should end there. Just to summarise ...

We've covered everything, so I'd like to go over the decisions we've taken ...

So, to conclude ... we've agreed ...

##### • Confirming action

We'll contact ...

John will ...

We've got to ...

We need to look at ...

##### • Referring to next contact

We'll meet again next month ...

We look forward to hearing from you ...

It's been a pleasure to see you today and I look forward to our next meeting ...

## Skills Checklist

### Ending meetings

#### Two general rules

Meeting should end on time!

Decision-making meetings should end with decisions!

The Chair should close the meeting with:

↓  
a restatement of the objectives

↓  
a summary of decisions taken

↓  
a summary of the action now required

↓  
reference to any individual responsibilities.

#### After the meeting

- A memorandum should be sent to all participants summarising the decisions taken and the action required.
- The memorandum should be sent to any interested individuals who were unable to attend.
- The Chair should seek feedback on the meetings to try to improve future meetings.

#### Improving meetings

Motivation to change

↓  
Gather information on present situation

↓  
Identify specific areas needing improvement

↓  
Identify alternative courses of action

↓  
Practise new techniques

↓  
Improvement model.

Adapted from Marion Haynes, *Effective Meeting Skills* (London: Kogan Page Ltd., 1988).

## Language Checklist

### Discussion in meetings

#### *Stating opinion*

It seems to me ...  
I tend to think ...  
In my view ...  
We think / feel / believe ...  
There's no alternative to ...  
It's obvious that ...  
Clearly / Obviously ...

#### *Asking for opinion*

I'd like to hear from ...  
Could we hear from ... ?  
What's your view?  
What do you think about ... ?  
Do you have any strong views on ... ?  
Any comments?

#### *Interrupting*

Excuse me, may I ask for clarification on this?  
If I may interrupt, could you say ... ?  
Sorry to interrupt, but ...  
Do you think so? My impression is ...  
What? That's impossible. We / I think ...

#### *Handling interruptions*

Yes, go ahead.  
Sorry, please let me finish ...  
If I may finish this point ...  
Can I come to that later?  
That's not really relevant at this stage ...  
Can we leave that to another discussion?

## Skills Checklist

### Participating in meetings

#### *Types of meeting*

- Decision-making meeting
- Information-giving meeting
- Spontaneous / Emergency meeting
- Routine meeting
- Internal meeting
- Customer / Client / Supplier
  - first meeting
  - established relationship

#### *Structure of decision-making meetings*

- study / discuss / analyse the situation
- define the problem
- set an objective
- state imperatives and desirables
- generate alternatives
- establish evaluation criteria
- evaluate alternatives
- choose among alternatives

#### *The DESC stages of a meeting*

- D Describe situation
- E Express feelings
- S Suggest solutions
- C Conclude with decision

#### *Goal of decision-making meetings*

Objective: to get a consensus in a time- and cost-effective manner

#### *Importance of communication*

- Two-way process
- Participants must be aware of others' needs
- Full communication and understanding is essential
- Four elements in communication:  
awareness – understanding – empathy – perception

#### *Reaching a consensus*

- Discussion leads to consensus
- Consensus is recognised and verbalised by leader
- Decisions checked and confirmed



Could I leave a message?

## Language Checklist

### Telephoning (1)

#### *Introducing yourself*

Good morning, Aristo.

Hello, this is ... from ...

Hello, my name's ... calling from ...

#### *Saying who you want*

I'd like to speak to ... , please.

Could I have the ... Department, please?

Is ... there, please?

#### *Saying someone is not available*

I'm sorry he / she's not available ...

Sorry, he / she's away / not in / in a meeting /  
in Milan.

#### *Leaving and taking messages*

Could you give him / her a message?

Can I leave him / her a message?

Please tell him / her ...

Please ask him / her to ring me on ...

Can I take a message?

Would you like to leave a message?

If you give me your number I'll ask him / her to  
call you later.

#### *Offering to help in other ways*

Can anyone else help you?

Can I help you perhaps?

Would you like to speak to his assistant?

Shall I ask him to call you back?

#### *Asking for repetition*

Sorry, I didn't catch (your name /  
your number / your company name / etc.).

Sorry, could you repeat your (name, number,  
etc.)?

Sorry, I didn't hear that.

Sorry, I didn't understand that.

Could you spell (that / your name), please?

#### *Acknowledging repetition*

Okay, I've got that now.

(Mr Kyoto.) I understand.

I see, thank you.

## Skills Checklist

### Telephoning: Preparation for a call

#### *Reading – background information*

#### *Desk preparation*

Have the following available:

- relevant documentation / notes
- correspondence or email received
- computer files on screen
- pen and paper
- diary.

#### *Check time available*

How much time do you need?

How much time do you have?

#### *Objectives*

Who do you want to speak to?

In case of non-availability, have an alternative  
strategy:

- call back / be called back – when?
- leave a message
- speak to someone else
- write or fax information
- use email.

#### *Do you want to:*

- find out information?
- give information?

#### *Introduction*

Do you need to refer to:

- a previous call?
- a letter, order, invoice or email?
- someone else (who?)
- an event (what? when?)

#### *Prediction*

What do you expect the other person to say / ask  
you? How will you respond?

#### *Language*

Key phrases (see Language Checklist)

Pronunciation

Spelling

## Language Checklist

### Telephoning (2)

#### *Stating reason for a call*

I'm ringing to ...

I'd like to ...

I need some information about ...

#### *Making arrangements*

Could we meet some time next month?

When would be a good time?

Would Thursday at 5 o'clock suit you?

What about July 21st?

That would be fine.

No, sorry, I can't make it then.

Sorry, I'm too busy next week.

#### *Changing arrangements*

We've got an appointment for next month, but ...

I'm afraid I can't come on that day.

Could we fix an alternative?

#### *Confirming information*

So ...

Can I check that? You said ...

To confirm that ...

Can you / Can I confirm that by email?

#### *Ending a call*

Right. I think that's all.

Thanks very much for your help.

Do call if you need anything else.

I look forward to ... seeing you / your call / your letter / your email / our meeting.

Goodbye and thanks.

Bye for now.

## Skills Checklist

### Telephoning (2)

#### *Voice*

- speed
- clarity
- volume

#### *Structure*

- background information
- key information
- repetition, emphasis and confirmation
- possible confirmation by fax

#### *Style*

- formal / informal
- cold call / new contact / established contact
- in-company *vs* customer
  - supplier
  - outside agent
- colleague / friend / business associate / public
- company image

#### *Structure of a call*

##### *Beginning*

introduce yourself

get who you want

small talk

state problem / reason for call

##### *Middle*

ask questions

get / give information

confirm information

##### *End*

signal end

thank other person

small talk

refer to next contact

close call

check that there's nothing else to say



Unfortunately there's a problem ...

## Language Checklist

### Telephoning (3)

#### *Stating reason for the call*

I'm ringing about ...

Unfortunately, there's a problem with ...

I'm ringing to complain about ...

#### *Explaining the problem*

There seems to be ...

We haven't received ...

The ... doesn't work.

The quality of the work is below standard.

The specifications are not in accordance with our order.

#### *Referring to previous problems*

It's not the first time we've had this problem.

This is the (third) time this has happened.

Three months ago ...

We had a meeting about this and you assured us that ...

#### *Threatening*

If the problem is not resolved ...

we'll have to reconsider our position.

we'll have to renegotiate the contract.

we'll contact other suppliers.

the consequences could be very serious.

#### *Handling complaints and other problems*

##### *Asking for details*

Could you tell me exactly what ... ?

Can you tell me ... ?

What's the ... ?

##### *Apologising*

I'm sorry to hear that.

I'm very sorry about the problem / delay / mistake ...

##### *Denying an accusation*

No, I don't think that can be right.

I'm sorry but I think you're mistaken.

I'm afraid that's not quite right.

I'm afraid that can't be true.

## Skills Checklist

### Telephoning (3)

#### *If you receive a complaint:*

- consider your company's reputation
- express surprise
- ask for details
- suggest action
- promise to investigate
- make reasonable suggestions, offers to help.

#### *Consider your customer and:*

- show polite understanding
- use active listening
- reassure customer.

#### *If you make a complaint:*

- prepare for the call
- be sure of the facts
- have documentation available
- decide what you require to resolve the problem – at least partially – or completely.

#### *Who is to blame?*

Who is responsible?

Are you talking to the right person?

Was your order or your specifications correct?

Were you partly responsible for arrangements which went wrong, e.g. transport?

Does responsibility actually lie elsewhere, i.e. with a third party?

#### *If you do not get what you want:*

- keep control – state what you need calmly
- do you need to continue to do business with the other side?
- if you do, keep a good relationship
- express disappointment – not anger
- don't use threats – unless you have to!

## Language Checklist

### Negotiations (1)

*Making an opening statement*

*Welcoming*

Welcome to ...

I'm sure we will have a useful and productive meeting ...

*First meeting*

We see this as a preparatory meeting ...

We would like to reach agreement on ...

*One of a series of meetings*

Following previous meetings we have agreed on some important issues. Today we have to think about ...

We have reached an important stage ...

*Stating your aims and objectives*

I'd like to begin with a few words about our general expectations ...

May I outline our principal aims and objectives today ...

We want to clarify our positions ...

We have a formal agenda ...

We don't have a formal agenda, but we hope to reach agreement on ...

There are three specific areas we would like to discuss. These are ...

We have to decide ...

*Stating shared aims and objectives*

Together we want to develop a good relationship ...

We agree that ...

It is important for both of us that we agree on ...

*Handing over*

I'd like to finish there and give you the opportunity to reply to this.

I'd like to hand over to my colleague ... , who has something to say about ...

## Skills Checklist

### Negotiations (1)

*Planning and preparation*

*Type of negotiation*

- towards agreement
  - both teams try to suit joint interests
- independent advantage
  - each team aims to get best deal
- conflict
  - a team aims to win and make the other team lose

*Purpose of negotiation*

- exploratory (possible areas of interest)
- conciliatory (resolving differences)
- work towards a contract

*Targets*

- scale (e.g. 1–10)
- decide realistic maximum and minimum acceptable scores

*Facts and figures*

- prepare statistical data
- know facts
- prepare visuals

*Strengths and weaknesses*

- list your bargaining strengths
- know your possible weaknesses
- calculate your bargaining position

*Possible concessions*

- plan your bargaining strategy
- list essential conditions – impossible to concede
- list possible concessions

*Opening statements*

- state general objectives
- state priorities
- state independent (not joint) objectives
- be brief



## Language Checklist Negotiations (2)

### *Bargaining*

We can agree to that if ...  
... on condition that ...  
... so long as ...  
That's not acceptable unless ...  
... without ...

### *Making concessions*

If you could ... we could consider ...  
So long as ... we could agree to ...  
On condition that we agree on ... then we  
could ...  
Let's think about the issue of ...  
We could offer you ...  
Would you be interested in ... ?  
Could we tie this agreement to ... ?

### *Accepting*

We agree.  
That seems acceptable.  
That's probably all right.

### *Confirming*

Can we run through what we've agreed?  
I'd like to check / confirm / what we've said  
I think this is a good moment to repeat what  
we've agreed so far.

### *Summarising*

I'd like to run through the main points that  
we've talked about.  
So, I'll summarise the important points of  
our offer.  
Can we summarise the proposals in a few words?

### *Looking ahead*

So, the next step is ...  
We need to meet again soon.  
In our next meeting we need to ...  
So, can we ask you to ... ?  
Before the next meeting we'll ...  
We need to draw up a formal contract.

## Skills Checklist

### Negotiations (2) – Bargaining in negotiations

#### *Concession rules*

'A key principle in negotiating is to give a little  
and get a little at the same time.'

- Ask for concessions.
- All concessions are conditional.
- Conditions first: 'If ... then ...'
- 'It's a package.'
- Give what's cheap to you and valuable to  
them.

### During the negotiation

#### *Main speaker*

- Create a joint, public and flexible agenda.
- Question needs and preferences.
- Don't talk too much.
- Listen.
- Don't fill silences.
- Build on common ground.
- Explore alternatives: 'What if ... ?'
- Be clear, brief and firm.
- Follow concession rules.

#### *Support speaker*

- Wait till the Chair or your main speaker  
brings you in.
- Be clear, brief and firm.
- Follow the concession rules.
- Support your main speaker:
  - Agree (nod, 'That's right ...')
  - Emphasise ('This point is very  
important.')
  - Add forgotten points ('And we must  
remember ...').
  - But don't make concessions for your main  
speaker.
  - Listen.
  - Don't fill silences.



## Skills Checklist

### Negotiations (3)

#### Dealing with conflict

- Show understanding of the other side's position.
- Highlight advantages of agreement.

#### Don't ...

- be sarcastic
- attack
- criticise
- threaten
- blame.

#### Do ...

- ask questions
- listen
- summarise
- build on common ground
- explain your feelings.

#### Types of negotiator

##### Hard

negotiates to win  
makes demands

##### Fighter

↓  
win – lose

##### Principled

looks for common benefits  
makes offers

##### Independent advantage

↓  
win – win

##### Soft

looks for agreement  
accepts what's on offer

##### Creative negotiator

↓  
looks for agreement

#### Rejecting

- Ask for an adjournment.
- Discuss options.
- Remember your limits.
- Decide if your interests are being met: if not, reject the proposal on offer, or suggest alternatives.

#### After the negotiation

- Compare the result with your objectives, targets and limits.
- Examine the process of the negotiation:  
the planning – the strategy – team roles – the issues.
- Learn from failure:
  - what went wrong and why?
  - identify weaknesses and errors
  - discuss and plan ahead.
- Build on success:
  - recognise success
  - praise people
  - develop teamwork and partnership.

## Language Checklist

### The introduction to a presentation

#### *Greeting*

Good morning / afternoon ladies and gentlemen.  
(Ladies and) Gentlemen ...  
Hello, everyone.

#### *Subject*

I plan to say a few words about ...  
I'm going to talk about ...  
The subject of my talk is ...  
The theme of my presentation is ...  
I'd like to give you an overview of ...

#### *Structure*

I've divided my talk into (three) parts.  
My talk will be in (three) parts.  
I'm going to divide ...  
First ...  
Second ...  
Third ...  
In the first part ...  
Then in the second part ...  
Finally ...

#### *Timing*

My talk will take about ten minutes.  
The presentation will take about two hours ...  
    but there'll be a twenty-minute break in  
    the middle.  
We'll stop for lunch at 12 o'clock.

#### *Policy on questions / discussion*

Please interrupt if you have any questions.  
After my talk there'll be time for a discussion and  
any questions.

## Skills Checklist

### Effective presentations -- planning and preparation

#### *Audience*

- expectations
- technical knowledge
- size
- questions and / or discussion

#### *Speaker's competence*

- knowledge
- presentation technique

#### *Content*

- what to include
- length / depth (technical detail)
- number of key ideas

#### *Structure*

- sequence
  - beginning, middle, end
- repetition, summarising

#### *Delivery*

- style
  - formal / informal
  - enthusiasm / confidence
- voice
  - variety / speed
  - pauses
- body language
  - eye contact
  - gesture / movement
  - posture

#### *Visual aids*

- PowerPoint
- type / design / clarity
- relevance

#### *Practice*

- tape recorder
- script or notes

#### *Room*

- size / seating
- equipment (does it work?)
- sound quality

#### *Language*

- simple / clear
- spelling
- sentence length
- structure signals

## The middle of the presentation

### Language Checklist

#### Structure (1) The main body

##### Signalling different parts in a presentation:

###### *Ending the introduction*

So that concludes the introduction.

That's all for the introduction.

###### *Beginning the main body*

Now let's move to the first part of my talk, which is about ...

So, first ... To begin with ...

###### *Listing*

There are three things to consider. First ...

Second ... Third ...

There are two kinds of ... The first is ... The second is ...

We can see four advantages and two disadvantages. First, advantages.

One is ... Another is ... A third advantage is ... Finally ...

On the other hand, the two disadvantages. First ... Second ...

###### *Linking: Ending parts within the main body*

That completes / concludes ...

That's all (I want to say for now) on ...

###### *Linking: Beginning a new part*

Let's move to (the next part which is) ...

So now we come to ...

Now I want to describe ...

###### *Sequencing*

There are (seven) different stages to the process

First / then / next / after that / then (x) / after x there's y, last ...

There are two steps involved.

The first step is ... The second step is ...

There are four stages to the project.

At the beginning, later, then, finally ...

I'll describe the development of the idea.

First the background, then the present situation, and then the prospects for the future.

### Skills Checklist

#### Structure (2) The main body

##### Organisation of presentation

- logical progression of ideas and / or parts of presentation
- clear development
- sequential description of processes
- chronological order of events, i.e. background → present → future.

##### Topic

Main parts	Sections	Subsections
A	i	a. b.
	ii	
B	i	a. b.
	ii	
	iii	a. b. c.
C	i	a. b.
	ii	

##### Internal structure of the main body of a complex presentation

##### Signalling the structure

- use listing techniques
- link different parts
- use sequencing language.

##### Signalling the structure ...

- makes the organisation of the talk clear
- helps the audience to follow
- helps *you* to follow the development of your talk.

# Language Checklist

## Using visuals

### Types of visual support

- visual
- film / video
- picture / diagram
- pie chart
  - segment
- chart / table
  - row / column
- graph / bar graph / line graph
  - x axis or horizontal axis
  - y axis or vertical axis
  - left-hand / right-hand axis
- lines (in a line graph)
  - solid line
  - dotted line
  - broken line

### Comparisons

- This compares x with y
- Let's compare the ...
- Here you see a comparison between ...

### Describing trends

to go up		to go down	
to increase	an increase	to decrease	a decrease
to rise	a rise	to fall	a fall
to climb	a climb	to decline	a decline
to improve	an improvement	to deteriorate	a deterioration
to recover	a recovery		
to get better	an upturn	to get worse	a downturn
to level off	a levelling off		
to stabilise			
to stay the same			
to reach a peak	a peak	to reach a low point	
to reach a maximum		to hit bottom	
to peak			
to undulate	an undulation		
to fluctuate	a fluctuation		

### Describing the speed of change

a dramatic	increase / fall	to increase / fall	dramatically
a marked			markedly
a significant			slightly
a slight			significantly

### Equipment

- (slide) projector
  - slides (Br. Eng.)
  - diapositives (Am. Eng.)
- computer tools
  - laptop
  - data projector
  - monitor
  - PowerPoint
  - modem
  - Internet download
- overhead projector (OHP)
  - transparency (Br. Eng.)
  - slide (Am. Eng.)
- flip chart
- whiteboard
- metaplan board

### Introducing a visual

- I'd like to show you ...
- Have a look at this ...
- This (graph) shows / represents ...
- Here we can see ...
- Let's look at this ...
- Here you see the trend in ...

The end is near ... this is the end

## Language Checklist

### *At the end of the presentation*

*Ending the main body of the presentation*  
Right, that ends (the third part of) my talk.  
That's all I want to say for now on ...

*Beginning the summary and / or conclusion*  
I'd like to end by emphasising the main point(s).  
I'd like to finish with ...  
– a summary of the main points.  
– some observations based on what I've said.  
– some conclusions / recommendations.  
– a brief conclusion.

*Concluding*  
There are two conclusions / recommendations.  
What we need is ...  
I think we have to ...  
I think we have seen that we should ...

*Inviting questions and / or introducing discussion*  
That concludes (the formal part of) my talk.  
(Thanks for listening) ... Now I'd like to  
invite your comments.  
Now we have (half an hour) for questions and  
discussion.  
Right. Now, any questions or comments?  
So, now I'd be very interested to hear your  
comments.

### *During the presentation*

*Understood but difficult or impossible to answer*  
That's a difficult question to answer in a few  
words.  
– It could be ...  
– In my experience ...  
– I would say ...  
– I don't think I'm the right person to answer  
that. Perhaps (Mr Holmes) can help ...  
– I don't have much experience in that  
field ...

*Understood but irrelevant or impossible to answer  
in the time available*  
I'm afraid that's outside the scope of my talk / this  
session. If I were you I'd discuss that with ...  
I'll have to come to that later, perhaps during the  
break as we're short of time.

*Not understood*  
Sorry, I'm not sure I've understood. Could you  
repeat?  
Are you asking if ... ?  
Do you mean ... ?  
I didn't catch (the last part of) your question.  
If I have understood you correctly, you  
mean ... ? Is that right?

*Checking that your answer is sufficient*  
Does that answer your question?  
Is that okay?

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