

Solving problems

单词

词汇	发音	词性	翻译
dilemma	[us]dɪ'lemə [uk]dɪ'lemə	noun	困境
challenge	[us]'tʃælɪndʒ [uk]'tʃælɪndʒ	noun	挑战
predicament	[us]prɪ'dɪkəmənt [uk]prɪ'dɪkəmənt	noun	处境,窘况,困局
obstacle	[us]'ɔ:bstəkl [uk]'ɒbstəkl	noun	障碍, 阻碍
cause	[us]kɔ:z [uk]kɔ:z	noun	原因, 起因
result	[us]rɪ'zʌlt [uk]rɪ'zʌlt	noun	结果, 后果
effect	[us]ɪ'fekt [uk]ɪ'fekt	noun	结果
affect	[us]ə'fekt [uk]ə'fekt	verb	影响
evaluate	[us]ɪ'væljueɪt [uk]ɪ'væljueɪt	verb	评估
solution	[us]sə'lu:ʃn [uk]sə'lu:ʃn	noun	解决办法
generate	[us]'dʒenəreɪt [uk]'dʒenəreɪt	verb	产生, 形成
analysis	[us]ə'næləsis [uk]ə'næləsis	noun	分析, 分析报告, 分析结果
plus	[us]plʌs [uk]plʌs	noun	优势
downside	[us]'daʊnsaɪd [uk]'daʊnsaɪd	noun	缺点
benefit	[us]'benɪfɪt [uk]'benɪfɪt	noun	效益
minus	[us]'maɪnəs [uk]'maɪnəs	noun	减号
upside	[us]'ʌpsaɪd [uk]'ʌpsaɪd	noun	优点
advantage	[us]əd'væntɪdʒ [uk]əd'vɑ:ntɪdʒ	noun	优点
drawback	[us]'drɔ:bæk [uk]'drɔ:bæk	noun	缺陷
unacceptable	[us]ʌnək'septəbl [uk]ʌnək'septəbl	adj.	难以接受的, 不受欢迎的
miss	[us]mɪs [uk]mɪs	verb	未出席, 错过, 未赶上
sympathetic	[us],sɪmpə'θetɪk [uk],sɪmpə'θetɪk	adj.	同情的, 共鸣的
strength	[us]streŋθ [uk]streŋθ	noun	优势, 长处
weakness	[us]'wi:knəs [uk]'wi:knəs	noun	虚弱, 弱点, 薄弱, 软弱
threat	[us]θret [uk]θret	noun	威胁, 恐吓
opportunity	[us],ɑ:pər'tu:nəti [uk],ɒpə'tju:nəti	noun	机会, 良机
setback	[us]'setbæk [uk]'setbæk	noun	顿挫, 挫折, 退步, 逆流

Analyzing a problem

We're going to look at ways to analyze problems.

问题的种类	
有很多表达问题的的单词。注意 setback 指的是消极影响你的进步的事情。 dilemma 指的是两个选项间的艰难的选择。	
We've had a setback in our efforts to cut costs.	我们在努力削减成本上遇到了挫折。
Our dilemma is whether to expand overseas or cut costs here at home. I'm not sure which to recommend.	我们的两难困境是向海外扩张或削减成本呆在家里。我不知道该推荐哪一个。
Improving our products is a challenge, but we can do it.	改进我们的产品是一个挑战，但我们可以做到这一点。
Our predicament is the loss of \$1,000,000. What happened to it?	我们的困境是损失一百万美元。这是怎么回事？
The lack of skilled programmers is a major obstacle for us.	缺乏熟练的程序员是我们的一个主要障碍。

确定原因及影响	
一些表示原因及影响的短语使用 of 或者 to 后面加名词。	
One cause of the rent increase is intense demand for office space.	租金增加的原因之一是对写字楼强烈的需求。
A major effect of price increases has been to drive out small businesses.	价格上涨的一个主要影响是小企业出局。
The result of inflation has been rising rents.	通货膨胀的结果是租金上涨。
Thanks to John's proposal, the company increased profit.	由于约翰的建议，公司利润增加。
Due to the air pollution, many people left the city.	由于空气污染，许多人离开了该城市。

你也可以使用像这样的动词来描述因果关系。	
The lack of skilled workers caused several companies to hire overseas.	技术工人的缺乏导致一些企业向海外招聘。
Rising rents have affected all the city's employers.	租金上涨已经影响到城市里的所有用人单位。
A lack of profits has resulted in heavy layoffs.	缺乏利润造成了极大的裁员。

Select the correct words.

One (cause / because / due) of inflation is the increase in gas prices.

Due (to / of / on) the end of the lease, we had to move.

Because of price (increases / dues / proposals) , our expenses went way up.

The result (of / in / at) Bob's hard work was that we finished early.

The lack of workers (caused / dues / resulted) companies to hire overseas.

Truth: cause; to; increases; of; caused

Read the email from Mary to one of her colleagues discussing the lease situation, and answer the questions.

lease situation From: mary.frederick@EVF.com To: tom.phillips@EVF.com Hi, Tom. Just wanted to give you an update on the lease situation and the predicament we're in. As you know, rents in this area are increasing dramatically. The biggest cause is the quickly growing population. The major effect is increasing financial challenges for both families and businesses. Omniplex Computers has offered \$10,000 more a month than we're currently paying for our office space. Our dilemma is whether we pay the increase or move. On the one hand, we could probably find a similar lease to what we're paying now in a less popular area. But that would mean dislocating a lot of our employees. On the other hand, we can afford to pay the increase due to the increase in sales of our low-priced phones. It's really not clear what's going to happen. I'll let you know as soon as I hear anything. Jane

Read the email from Mary to one of her colleagues discussing the lease situation, and answer the questions.

From: mary.frederick@EVF.com

To: tom.phillips@EVF.com

Subject: lease situation

Hi, Tom.

Just wanted to give you an update on the lease situation and (the predicament) we're in.

As you know, rents in this area are increasing dramatically. The biggest (cause is) the quickly growing population. And (the major effect) is increasing (financial challenges) for both families and businesses. Omniplex Computers has offered \$10,000 more a month on our office space than we're currently paying. Our (dilemma) is whether we pay the increase or move.

On the one hand, we could probably find a similar lease to what we're paying now in a less popular area. But that would mean dislocating a lot of our employees. On the other hand, we can afford to pay the increase (due to) the increase in sales of our low-priced phones.

It's really not clear what's going to happen. I'll let you know as soon as I hear anything.

Jane

Finding a solution to a problem

Now you're going to come up with solutions to a problem. Read the text about brainstorming tips and answer the questions.

Brainstorming tips Brainstorming is a creative technique used by groups to find possible ideas or solutions for a specific problem. Ideas are written down as members of the group think of them. There is no analysis of the ideas at the time. The most important thing is to let group members know that there are no bad ideas in brainstorming. The point is to gather as many ideas as possible. There should be no judgment. Ideas can be evaluated later. People should feel free to say whatever they think of. Even crazy or wild ideas – thinking outside the box – should be welcomed. You never know which ideas will turn out to be the best ones. Sometimes ideas can also be combined. Brainstorming doesn't always generate the best ideas, but it can build trust among group members and encourage people to speak more freely without fear of being judged. It can help a team come together.

Read the text about brainstorming tips again.

Move the text to the correct gaps.

Brainstorming tips

Brainstorming is a creative technique used by groups to find possible (ideas) or solutions for a specific problem. Ideas are written down as members of the group think of them. There is no (analysis) of the ideas at the time.

The most important thing is to let group members know that there are no (bad ideas) in brainstorming. The point is to gather as many ideas as possible. There should be no judgment. Ideas can be evaluated (later) . People should feel free to say whatever they think of.

Even crazy or wild ideas – thinking outside (the box) – should be welcomed in brainstorming. You never know which ideas will turn out to be the best ones. Sometimes ideas can also be combined.

Brainstorming doesn't always generate the best ideas, but it can (build trust) among group members and encourage people to speak more freely without fear of being judged.

列举想法	
下面的表达方式可以用在 brainstorming （头脑风暴）会议上，其目的是为了很快产生出一个想法的列表而不用停下来去评估他们。	
We need a list of possible solutions. We can evaluate them later.	我们需要一个可能的解决方案的列表。我们可以回头去评估他们。
In this meeting, keep an open mind.	在本次会议上，保持开放的态度。
Be creative. Think outside the box.	要有创意。创造性思考。
No idea is a bad idea.	没主意是个坏主意。
We have to generate a solid list of ideas; no analysis yet.	我们一定要产生出一个坚实的想法列表；先不用分析。

Select the correct words.

We can (evaluate / think / obstacle) the list of solutions later; no analysis now.

Keep (an open / a possible / the box) mind.

Think outside the (box / mind / solution) .

First, we need to (generate / analyze / evaluate) a list of ideas; no evaluation yet.

No idea is a (bad idea / worse idea / best idea) .

Truth: evaluate; an; open; box; generate; bad; idea

优势和劣势	
使用下面这些对单词来谈论优点和缺点。	
advantage – disadvantage	优势 – 劣势
plus – minus	好处 – 坏处
benefit – drawback	益处 - 缺点
pro – con	优点 – 缺点
downside – upside	缺点 – 优点

Dealing with an employee's problem

We're going to learn language for dealing with an employee's problem.

描述工作中的问题行为	
使用这些表达方式来询问并描述在工作中的问题行为。	
A. What's up?	怎么了?
B. It's Larry again. He's missing meetings. We have to do something.	又是拉里。他缺席会议。我们必须做些什么。
A. What's happening this time?	这次发生了什么?
B. Her team hardly ever sees her. It's having an impact on them.	她的团队几乎看不到她。这对他们有影响。
A. What's going on?	怎么回事?
B. He's leaving work early several days a week. It's just unacceptable behavior.	他一周好几天早退。这是不能接受的行为。
A. What's the problem?	问题是什么?
B. He arrives here late every day. The bottom line is that we need him here at 9.	他每天迟到。底线是我们9点需要他在这。

Select the correct words.

He's (missing / arriving / happening) meetings.

We have to do (something / anything / missing) .

What's (happening / going / doing) this time?

It's having (an impact / a bottom line / the social event) on the team.

It's just (unacceptable / bottom line / serious impact) .

The (bottom / behind / backward) line is that we need him here at 9.

Truth: missing; something; happening; an; impact; unacceptable; bottom

描述问题	
用这些表达方式来确定你的员工的问题并引出原因。	
I wanted to check in with you and find out what's going on.	我想和你聊聊并看看怎么回事。
There have been some complaints about missed meetings.	有投诉关于会议缺席的事。
同情	
这些表达方式可以帮助你同情员工或者与你的员工建立融洽的关系。	
I understand. I've been there. Buying a house is time-consuming.	我理解。我经历过。买房子是很花时间的。
To a certain extent, I'm sympathetic.	在一定程度上，我很同情。

说出极限	
下面的语言将让你告诉你的员工你的同意是有限的并给予警告。	
So, just to be clear: We'll try this for a couple of weeks and see how it works.	那么，明确一下：这几个星期我们会试试做这个来看看情况怎样。
So this is a warning that we need to see some change.	因此这是一个警告我们需要看到一些变化。
I'll be checking in with your team to see if there has been any improvement.	我会与你的团队核查看看是否有任何改善。

Select the correct words.

I wanted to (check / find / complain) in with you.

To a certain extent, I'm (sympathetic / understand / complain) .

This is a (warning / couple / checking) that we need to see some change.

So just to be (clear / complaint / checking) , we'll try this for a couple of weeks and see how it goes.

There have been some (complaints / checking / couples) about missed meetings.

Truth: check; sympathetic; warning; clear; complaints

You've received an email about someone on your team. Read the email and answer the questions.

Ralph Krause From: allison.kronkite@bigcompany.com To: efstudent@bigcompany.com Sorry to bring bad news, but I've been getting some serious complaints about Ralph. Three people have complained that he missed important meetings last week and this week, all in the late afternoon. He's also not participating in any of our informal events, like the Friday get-together. Could you find out what's going on? It started about two weeks ago. His team's getting more and more irritated, so we need to move fast on this. You're his manager, so ... You get the idea. Please meet with him today, and report back to me. Thanks. Allison

Read the email again.

Move the text to the correct gaps.

From: allison.kronkite@bigcompany.com

To: efstudent@bigcompany.com

Subject: Ralph Krause

Sorry to bring bad news, but I've been getting some (serious complaints) about Ralph. Three people have complained that he missed (important meetings) last week, all in the late afternoon. He's also (not participating) in any of our informal events, like the Friday get-together. Could you find out what's going on? It started about two weeks ago. His team's getting more and (more irritated) , so we need to move (fast on this) . You're his manager, so ... You get the idea. Please meet with him today, and report (back to me) .

Thanks.

Allison

Responding to a competitor's challenge

Now help your company deal with a challenge from a competitor. Read the article about a SWOT analysis and answer the questions.

SWOT Analysis A SWOT analysis is a step-by-step process used to evaluate a product, industry or even a person. The first step in a SWOT analysis is identifying the objective or goal of the business project. The next step is identifying the favorable and unfavorable things that could affect that objective, both internally and externally. This means identifying the strengths, weaknesses, opportunities and threats (SWOT) to whatever is being analyzed. Strengths are what give the business or project an advantage. It could be high-quality products. Weaknesses are what put the business or project at a disadvantage – for example, outdated software. Opportunities are things that the business could use to its advantage – for instance, a lack of competition in Africa. Threats are things that could cause problems for the business. This could be something like a new, advanced product from a competitor. SWOT is a very important process for analyzing a company's situation to help planning

be more effective. It might even tell planners that a project is not possible and cause a complete change in plans. Success depends on many things, and SWOT can be a very valuable tool in achieving that success.

Read the article about a SWOT analysis again.

Move the text to the correct gaps.

SWOT Analysis

A SWOT analysis is a step-by-step process used to (evaluate) a product, industry or even a person.

The first step in a SWOT analysis is identifying the objective or (goal) of the business project. The next step is identifying the favorable and unfavorable things that could affect that objective, both internally and (externally) . This means identifying the strengths, weaknesses, opportunities and threats (SWOT) to whatever is being analyzed.

Strengths are what give the business or project an advantage. It could be high quality products. Weaknesses are what put the business or project at a disadvantage – for example, outdated software. (Opportunities) are things that the business could use to its advantage – for instance, a lack of competition in Africa. Threats are things that could cause problems for the business. This could be something like a new, advanced product from a competitor.

SWOT is a very important (process) for analyzing a company's situation to help planning be more effective. It might even tell planners that a project is not possible and cause a complete change in plans. Success depends on many things, and SWOT can be a very valuable tool in (achieving) that success.

优势, 劣势, 机会和威胁	
分析你们公司的形势的一种常见方法是看你们的优势, 劣势, 机会和威胁。	
Our major strength is the quality of our software.	我们的主要优势是我们软件的质量。
Our most serious weakness is that we're only in the UK.	我们最严重的弱点是我们只在英国。
The biggest threat we face is from Omniplex Megacomputers.	我们面临的最大威胁来自 Omniplex Megacomputers。
We have a tremendous opportunity to expand overseas.	我们有一个巨大的向海外扩张的机会。

Select the correct words.

Our competitors are weak right now. We have a great (opportunity / weakness / threat) .

Our product is the best on the market. It's our big (strength / weakness / threat) .

Our competitor has a great new product. They are a real (threat / weakness / strength) to us.

Our software is old and slow. It's a (weakness / strength / opportunity) .

Truth: opportunity; strength; threat; weakness

开始讨论	
用这些表达方式来引出主题，开始讨论和陈述任何限制。	
OK. We're here to discuss our market and competition.	好的。我们在这里来讨论我们的市场和竞争。
We only have 30 minutes, so we should get going. I'll take notes.	我们只有30分钟，所以我们应该开始。我来做笔记。
从一点移向一点	
这是一些引出讨论要点以及从一点移到另一点的表达方式。	
Let's start by discussing strengths.	让我们先来讨论优势。
Let's move on to threats.	让我们继续谈威胁。
OK. So where are our opportunities?	好的。那么我们的机会在哪里？

下几步和结束	
这些表达方式会帮助你陈述下几步并结束讨论。	
What are our next steps?	我们的下几步是什么？
I'll follow up with Sunset and email you a summary of the discussion.	我会和日落跟进然后发邮件给你们一个讨论的总结。
Great meeting! Thanks, everyone.	会开得很不错！感谢，各位。