

Reading: Use appraisal to manage performance

1. Read the article about one company's approach to staff appraisal. Match these heading to paragraphs **A – G**.
 1. Sharing the responsibility **E**
 2. A worthwhile effort **G**
 3. Developing an appraisal system **A**
 4. Monitoring performance **C**
 5. Don't rush it **F**
 6. How we conduct the appraisal **B**
 7. Discussing targets **D**

2. Read the text again and answer questions 1 – 3.
 1. What were the three aims of having formal appraisal?
The three aims are given in paragraph A. They were to
 - **make sure that employees' contributions fitted the goals of the business**
 - **have the chance to recognize good performance**
 - **address any issues for the employee.**
 2. What things are discussed in the appraisal and why style of feedback to preferred?
The completed appraisal form is discussed as well as future performance objectives and any views / issues that employees have. 'Constructive two-way feedback' is preferred.
 3. How do they deal with performance objectives which aren't easy to measure?
They use a scoring system where the manager and employee rate each objective on a scale of one to four and compare their results.

3. Match the verbs in A to the noun phrases in B to make phrases used in the text and match them to the definitions below.
 1. Carry out an assessment of how well someone is doing at work: **conduct an appraisal**
 2. Talk about your opinion of something: **express views**
 3. Think about a problem / situation and decide what to do about it: **address issues**
 4. Tell someone in a positive way how they are doing at work: **give constructive feedback**
 5. Give points to measure how well someone has been doing at work: **rate objectives on a scale**
 6. Check regularly how someone is doing at work: **monitor performance**
 7. Decide with someone else what you hope to achieve: **agree objectives**

Listening 1:

Business Results Upper Intermediate Unit 15 – 58

4. Listen to a human resources manager describing a system of 360° feedback. Work with a partner and answer questions 1 – 3.
- What is the central idea of 360° appraisals? How do they work?
360° is a development tool. Employees assess themselves using a form and several other people - manager, colleagues, anyone they work closely with - also give feedback using the same form. This gives a more complete picture of how someone is doing.
 - What do raters comment on?
job skills, abilities, attitudes and behaviour
 - What two important things do you need to consider if you use 360° feedback?
It has to be completely confidential and suitable counselling should be available when you go through the feedback results.
5. Complete the phrases in italics from the audio with these words.
- | | | | | | |
|-----------------|------------------|------------------|-------------|-------------------|---------------|
| <i>criteria</i> | <i>appraisal</i> | <i>judgement</i> | <i>tool</i> | <i>management</i> | <i>rating</i> |
|-----------------|------------------|------------------|-------------|-------------------|---------------|
- How does 360° differ from a more traditional top-down staff **appraisal**?
 - In what ways is 360° a development **tool**?
 - What sort of assessment **criteria** might be used for 360° appraisal?
 - Who would carry out the peer **rating** in your situation?
 - As a rater, how honest would you be in your value **judgement** of your peers?
 - Do you have a role in performance **management** in your company?
7. Match the phrasal verbs in **bold** in the audio script, to these definitions. Then make a sentence with each of the phrasal verbs.
- | | |
|--|--|
| 1. get as a result: end up with | 4. distribute: hand out |
| 2. give an impression: came over | 5. look at very carefully: go through |
| 3. stop doing one thing and start another: moved on | 6. continue: carry on |
- He tried hard but ended up with a poor grade.**
 - The candidate came over as being slightly too pushy.**
 - The appraiser moved on to the next point when she saw that the appraisee was uncomfortable with her question.**
 - I handed out the brochures at the beginning of the presentation.**
 - You have to go through the figures very carefully before submitting them.**
 - You're doing great! Carry on!**

Listening 2a – Level B1

Business Results Intermediate Unit 15 – 62 + 63

1. Chris Hately works in a factory producing shafts for cars. Chris is having his six-month performance review. Read what he has written on his form.

Performance Appraisal Form: employee
Part A

Please answer the questions on this form and return it to your line manager before your performance review.

1. Have the last six months been good / bad / satisfactory? Why?
Good I've really learned a lot since I started here and everyone has been really helpful.
Found it difficult when he first came to work here.
2. What do you consider your most important achievements in the last six months?
I completed my initial training in June and was given a permanent contract.
(no extra information)
3. Which parts of the job interest you the most? And the least?
Solving problems with machinery.
Likes (solving problems with machinery). Dislikes meetings. Likes being given a job and getting on with it.
4. How could your performance be improved in your current position?
Just continue what I'm doing - by learning more.
Work on being a team player.

2. (2a.1) Listen to the first part of Chris's performance review and add any extra information to his answers.
3. Match **1. – 7.** to **a) – g)** then listen to check your answers.

1	2	3	4	5	6	7
c	f	a	g	e	d	b

4. (2a.2) Listen to the final part of the meeting and answer the questions below.
 - a. How does Chris's manager signal that it is the end of the meeting?
He says: So, let's summarize what we've agreed.
 - b. What have they agreed to do?
Try to arrange more technical training and Chris will complete a questionnaire on working in teams.
 - c. What two questions does Chris's manager ask to check agreement?
Is that OK with you? Is there anything else you'd like to add?

Practically speaking how to give feedback

Business Results Intermediate Unit 15 64 + 65

1. Listen to two different versions of a conversation between Chris and his supervisor. What are the differences?
(2a.3) First Version: **In the first version Chris's supervisor is very encouraging and positive. He uses language to say how well Chris has done.**
(2a.4) Second Version: **In the second version the supervisor's language and manner is demotivating - the language is very direct and abrupt.**
2. Listen to the first version again. Complete these phrases.
 - a) You're doing **well**
 - b) That's **great**
 - c) You've done a **good job**
 - d) **Well** done.
 - e) **Keep** at it.

Business Communication Skills

Appraisals

Listening 2b – Level B2

Business Results Upper Intermediate Unit 15 – 59

1. (2b) Listen to Thomas having his annual appraisal with his superior Angelina, and complete this table.

	Appraisee feedback	Appraiser comments	Action to be taken
Positive achievements	1 helping to produce the in-house magazine	1 demonstrated great prioritizing skills, even with tight deadlines 2 move to new office went very smoothly	
Areas for improvement / development	1 to improve chances of working with international colleagues 2 no other areas need improving on	1 sign up for a language course 2 need to focus on gaining more qualifications	1/2 language course and management course to be put on lists of goals for coming year
Areas of concern	1 too much work with magazine project 2 found it difficult to delegate 3 would have been better to take the old rota to the new location	1 shouldn't have been expected to take on so much 2 - 3 the call centre rota – there has been negative feedback	1 let them know if it happens again 2 - 3 arrange a meeting to discuss it next week
Resources required	1 training on the new program 2 some new software	1 A to check the budget 2 T to put request in email	

2. Read these phrases. Who said them: the appraiser, Angelina (A) or the appraisee, Thomas (T)

1. I must say, we're very happy with your overall performance... **A**
2. Can I identify that as a personal goal for the coming year? **T**
3. You shouldn't have been expected to take on so much. **A**
4. Are there any areas you feel you need to improve on? **A**
5. If I'd known that ... I might have done it. **T**
6. You certainly need to focus on gaining some more qualifications. **A**
7. Were there any constraints that affected your performance? **A**
8. What's the best way to solve this? **T**
9. We could do with some training on the new program... **T**
10. If there's enough money, I'd also like another software program. **T**

Business Communication Skills

Appraisals

Employee Performance Appraisal

<http://www.english-test.net/esl/learn/english/grammar/ai393/esl-test.php>

1. Performance appraisal usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed, with a view identifying weaknesses and strengths as well as opportunities for improvement and skills development.
(a) at
(b) for
(c) of
(d) **to**
2. In many organizations — but not all — appraisal results are used, either directly or indirectly, to help determine outcomes.
(a) award
(b) price
(c) prize
(d) **reward**
3. That is, the appraisal results are used to identify the better performing employees who should get the majority of available pay increases, bonuses, and promotions.
(a) credit
(b) **merit**
(c) seniority
(d) service
4. By the same, appraisal results are used to identify the poorer performers who may require some form of counseling, or in extreme cases, demotion, dismissal or decreases in pay.
(a) effect
(b) event
(c) time
(d) **token**
5. Organizations need to be aware of laws in their country that might restrict their capacity to employees or decrease pay.
(a) degrade
(b) derogate
(c) **dismiss**
(d) downsize
6. Whether this is an appropriate use of performance appraisal — the assignment and justification of rewards and penalties — is a very uncertain and matter; few issues in management stir up more controversy than performance appraisal.
(a) **contentious**
(b) licentious
(c) pretentious
(d) tendentious
7. There are many sources — researchers, management commentators, psychometricians — who have expressed doubts about the validity and reliability of the performance appraisal process.
(a) disputable
(b) disputed
(c) **reputable**
(d) reputed
8. Some have even suggested that the process is so inherently that it may be impossible to perfect it (Derven, 1990).
(a) blemished
(b) **flawed**
(c) mutilated
(d) scarred
9. At the other, there are many strong advocates of performance appraisal; some view it as potentially "the most crucial aspect of organizational life" (Lawrie, 1990).
(a) camp
(b) **extreme**
(c) frontier
(d) hand
10. Between these two views lie various schools of belief; while all the use of performance appraisal, there are many different opinions on how and when to apply it.
(a) **endorse**
(b) preach
(c) subscribe
(d) underwrite

Extra:

<http://www.english-test.net/esl/learn/english/grammar/ai387/esl-test.php>

<http://elt.oup.com/student/result/busupp/?cc=fr&selLanguage=en>

How To Hold A Meeting

What are the proper components of a meeting?

1. Ideally, who should go to a meeting?
So the ideal meetings are just to involve the key players that are going to present the tasks, and invite people prepared.
2. What do people not like doing these days?
This is a problem today because people don't like to come to meetings prepared.
3. What should meeting leaders do after the meeting?
They should always tell everyone in the meeting what happened, as a follow-up, through an e-mail.
4. What suggestion does she give to get people to come?
And serving snacks before a meeting is a good idea, just as it's a good draw to get people to a business meeting.



What is the proper length for a meeting?

5. Fill in the gaps.

Seventy minutes is my idea of how long a meeting should go. It's a good time to give what I call a **biological needs** break, for people to go to the **washroom**, or so they can pick up their **cell phones**. Remember we are addicted to technology, it's an addiction that we need to **check** that cell phone, we need to check our e-mail to see if anybody's looking for us. So seventy minutes is a good **length** of time to **hold** a business meeting, so they can then **get back** and you can have sandwiches brought in and you can have fruit or something to get people's **blood sugar** back up, so that they can continue to participate in the business meeting.

In American business etiquette, what are the responsibilities of a meeting leader?

6. In American business etiquette, the responsibilities of a meeting leader are:
 - **to engage everybody**
 - **to provide plenty of follow up notice.**
7. How much notice should you give?
 - interdepartmental meeting = **afternoon**
 - someone from a different part of the campus/premises = **a day's notice**
 - a senior executive on campus/premises = **a week's notice**
 - someone from out of town = **two week's notice**
8. What must the meeting leader before the meeting?
As a meeting leader you should create a clear agenda - email that to everyone before the meeting, have copies of it waiting for you while you have your meeting.
9. On the day of the meeting what should the meeting leader do before the meeting actually starts?
 - Fill in with an appropriate verb.
 - **greet** people at the door
 - **thank** everyone for coming
 - **have** snacks that are served 15 minutes before the meeting.

How To Hold A Meeting

10. During the meeting?

- Match up the words to indicate the tasks that the meeting leader has to do in a meeting.
make your points,
invite participation,
assign tasks,
thank people
close the meeting.

11. After the meeting?

- Rearrange the words to make coherent phrases.
Send a follow up email to everyone
Let them know what happened at the meeting.

How does seating etiquette work in a meeting?

12. Underline the correct word.

- a) Seating etiquette in a company is always **tricky** / sticky / quicky.
- b) If you're new in the company, don't walk into a meeting and **expect** / accept to sit anywhere.
- c) Ask the meeting leader where you should seat / **sit** / set .
- d) Often times meetings are choreographed, for example if there are bursaries / **adversaries** / tertiary's in a meeting its best to sit them on **either** / neither side of each other with someone in the middle so they're not looking for / **at** / on each other across the table.

Important!

And if you are new in your company, or you are a young employee, ask the meeting leader where to sit. Also in a meeting, the client, the most important person in the room, sits to the right of the meeting leader. So either it'll be your boss or the client or the client's boss or someone that's of power there. So don't just assume that you can sit anywhere, and beware of etiquette in a business meeting.

What is the appropriate way to end a meeting?

Who = **the meeting leader**

How = **wrap up the meeting with questions and answers**

Source:

How to hold a meeting

Phyllis Davis (Business Etiquette Consultant) gives expert video advice

www.videojug.com

Wacky Office

Script

Hi my name is Mark. I work at the new Google **engineering** office in Zurich. This is one of my favourite areas.

I think Google **came up with** the idea for the office basing it very much on the individual, so **basically** they wanted to make sure that everybody had the space to be creative in the way that they wanted. And everybody has the space also to relax whenever they need it.

This is the library it's one of the relaxation areas within the new office. Obviously it's a place where we can **borrow and lend** books and also it's a place where you can come and just sit quietly with your laptop, get some work done, have a coffee, and just sort of change environment. The **leisure** areas are **really really** important. I'd say that within Google we all work **really really** hard, so it's important that when you want to have a break during the day you can just get away somewhere and sit down maybe with a colleague and have a quick coffee, relax then go back to your desk refreshed.

So the library also doubles as a micro kitchen, there's a rule within Google that nobody is allowed to be a hundred metres from food. Downstairs we have a very big restaurant, "Miniways" where we get free breakfast, lunch and dinner. It's **pretty** flexible; you can go whenever you want. It's **really really** healthy eating, you go down have a nice meal with your colleagues, have a chat and then get back to work **really** quickly.

I work on the first floor so one of the easiest ways down to the restaurant is **actually** down the slide – it's fairly **steep** and fairly fast – and it's not the most dignified way to enter a room but it's great fun.

My favourite things about the building is, that it's full of mini environments – so **basically** if you find that you really need to get away from your desk and go and sit and be quiet somewhere or just have some space where you can get creative there are all sorts of little areas (where) you can do that.

So this is one of the **phone booths** in the office, it's actually a recycled **ski gondola** – you can use these to make a quick private call, it's the ideal place to come.

So as you can see, there are a number of different ways of getting round the office, I've just come from the second floor, the only thing you are not allowed to do on a fire pole is carry your laptop with you but the coffee, food is absolutely fine.

When I want to relax I go to the water lounge, which is sort of set apart from the rest of the office, you can sit in one of the massage chairs just sort of quickly switch off for however long you want.

Commentaire [UW1]:

come up with = trouver (idée / réponse)

Commentaire [UW2]:

basically = en gros / essentiellement / fondamentalement

"Basically, a lot of people use the word basically a lot. Basically, they use it when they are trying to think of what to say next. Basically, it doesn't basically mean anything but is basically used as a "filler" to make it seem as though the speaker is basically either (a) intelligent or (b) thinking when, in reality, neither may be true. Basically it's a bit like "bon ben" in French, but basically a little more refined. Well basically that's what I think. Basically."

Commentaire [UW3]:

borrow = emprunter

lend = prêter

Commentaire [UW4]:

leisure = loisirs

Pronunciation:

UK = / leʒ.ər /

US = / li:.ʒə /

Commentaire [UW5]:

really really = used to really stress that something is really important

Commentaire [UW6]:

pretty = quite (avoid in formal written English)

Commentaire [UW7]:

actually = en fait

Commentaire [UW8]:

adj.

steep = raide / escarpé / fort

steep = pricey = exorbitant

v.

to steep sth in = faire tremper qch dans

Commentaire [UW9]:

phone booth = cabine téléphonique

polling booth = isoloir

photo booth = photomaton

Commentaire [UW10]:

gondola = nacelle

Reading

A Read these tips and decide which five are the most useful.

The art of small talk

1. Introduce yourself and use a 'tag line', e.g. *Hi, I'm Jules from Munich*. This can get the conversation started as your colleague can ask a question about your hometown or your trip.
2. When your colleague introduces himself/herself, try to repeat his/her name when you reply, or use their name later in the conversation.
3. Break the ice with a comment about a current news story or a remark about the event you're at, its location and the weather.
4. Avoid these topics of conversation: your health, your private life, gossip. The best conversation topics are sports, books, theatre, movies, food, museums and travel. Try and find a shared experience or something else you have in common.
5. Keep the conversation flowing by not monopolizing the conversation. Ask a question and really listen to your colleague's reply. Then respond with comments from your own personal experience and ask another question.
6. Ask open questions which require more than a one-word answer. If your colleague asks a *Yes/No* question, give extra information.
7. Sounds like *hmmm* and phrases like *Really* can be used to indicate that you are listening and interested, and will encourage your colleagues to tell you more.
8. Share information about yourself but keep it positive. People don't like colleagues who are negative, depressed or who complain a lot.
9. Remember your exit strategy. Have some phrases ready for excusing yourself politely and moving to another group of people, e.g. *It was nice talking to you. I'll see you later*. A transition word like *Well...* can also communicate that it's time to stop.
10. If you've enjoyed talking with your colleague, tell them so, e.g. *I've really enjoyed talking with you. I hope we have the chance to talk again soon*. Leave a positive final impression with a smile and a strong handshake.

'A reward' in business often refers to something financial though it can mean anything you receive because of something you have done. 'An incentive' refers to something that makes you want to work harder. This may be a cash reward or perk of some kind but the incentive could also be wanting to please someone or to make the company more successful.

Business Communication Skills

Small Talk

Listening

Context



A global media company has organised its annual incentive event to reward its most successful member of staff – a one-week cruise. Employees from all over the world have arrived on board and are now meeting on the first evening.

	(un)successful?	Why?
Conversation 1.1 1. What does Harry say to start the conversation? Hello, I saw you ... but I didn't have a chance to speak to you. I'm Harry. 2. What phrases does he use to end the conversation? Well, it's been nice talking to you. / You don't mind if I go and get myself a coffee? / See you later.	unsuccessful	Second speaker answers briefly and makes no effort to develop the conversation (tip 6).
Conversation 1.2 3. What does Paolo say to start the conversation? Hi, I don't think we've met. I'm Paolo from ... 4. How does Sonia respond? Hi, nice to meet you. I'm Sonia from ...	successful	Both speakers follow a number of the tips including 2 (repeating names) and 5 (following conversation). 2 The conversation is successful because of this.
Conversation 1.3 5. What two phrases show that the speakers are interested in what the other person has said? That's amazing! / What a coincidence!	successful	This conversation is a good example of two people finding a shared experience (tip 4) and tips 1, 5, 6 are used.
Conversation 1.4 6. What phrases do Adriana and Adam use to greet each other? Good evening ... / How lovely to see you here. 7. How does Adriana show that she is listening? She responds by saying: Oh dear. / Oh, I'm so sorry to hear that. 8. What does she say to end the conversation? Look, I have to go ... / Catch you later.	unsuccessful	Adam quickly starts describing problems and reasons for being depressed (tip 8).

Conversation 1.5

9. Listen to a conversation Adriana has later in the evening. Is it successful or unsuccessful and why?

Successful – shared experience.

Business Communication Skills
Small Talk

Speaking

Small Talk

A Conversation Starters: Think of one conversation starter for each topic below:

Talking about the weather	<i>Beautiful day, isn't it? Can you believe all of this rain we've been having? It looks like it's going to snow. It sure would be nice to be in Hawaii right about now. I hear they're calling for thunderstorms all weekend. We couldn't ask for a nicer day, could we? How about this weather? Did you order this sunshine?</i>
Talking about current events	<i>Did you catch the news today? Did you hear about that fire on Fourth St? What do you think about this transit strike? I read in the paper today that the Sears Mall is closing. I heard on the radio today that they are finally going to start building the new bridge. How about those Reds? Do you think they're going to win tonight?</i>
At the office	<i>Looking forward to the weekend? Have you worked here long? I can't believe how busy/quiet we are today, can you? Has it been a long week? You look like you could use a cup of coffee. What do you think of the new computers?</i>
At a social event	<i>So, how do you know Justin? Have you tried the cabbage rolls that Sandy made? Are you enjoying yourself? It looks like you could use another drink. Pretty nice place, huh? I love your dress. Can I ask where you got it?</i>

Business Communication Skills

Small Talk

B You are going to listen to/act out three dialogues. There are ten mistakes in each conversation. The mistakes can be grammatical or cultural.

Small Talk Practice 1: At a Bus Stop

1	Woman: We could ask for a better day, could we?
	Correction: We couldn't ask for a better day, could we?
2	Woman: Me too. The cherry blossoms are beautiful, you think?
	Correction: Me too. The cherry blossoms are beautiful, aren't they ?
3	Man: They sure are. But I heard he is calling for rain all weekend.
	Correction: They sure are. But I heard they are calling for rain all weekend.
4	Woman: Really? Oh well. I have to work all weekend anyway. I'm a doctor.
	<i>Correction: During small talk with a stranger, it is not common to discuss personal information relating to work.</i>
5	Man: Wow. I'm sure you make good money with that diamond watch you have on.
	<i>Correction: It is not acceptable to discuss salaries while making small talk.</i>
6	Woman: Ah, this bus seems to be running late. How long of a wait is it already?
	Correction: Ah, this bus seems to be running late. How long have you been waiting ?
7	Woman: Where are you heading today?
	<i>Correction: Too personal.</i>
8	Woman: Oh, what a coincidence. So am I! Who are you voting for?
	<i>Correction: Politics is not a "safe" subject to discuss.</i>
9	Man: I love reading. Right now I'm reading a Stephen King book. Do you like Stephen King?
	<i>Correction: The woman suggested that she wanted to end the conversation. The man did not take the hint.</i>
10	Man: Say, did you catch the news today?
	<i>Correction: Thanks. You too. This is not an appropriate time to start a new conversation. The bus's arrival indicates that it is time to stop talking.</i>

Business Communication Skills

Small Talk

Small Talk Practice 2: At the Office

1	Man: Hi. I haven't seen you around here before. Have you been working long?
	Correction: I haven't seen you around here before. Have you worked here long?
2	Man: Oh, you must make more money than I do then. I'm in Sales.
	<i>Correction: Oh, that must be why I haven't seen you around. I'm in Sales. It is inappropriate to discuss how much people make in an office during small talk.</i>
3	Man: It's okay. Hey, you look like you could really have a coffee.
	Correction: It's okay. Hey, you look like you could really use a coffee.
4	Man: Tell me about it! At least it's supposing to be a nice weekend.
	Correction: Tell me about it! At least it's supposed to be a nice weekend.
5	Woman: Yes, I've listened that they are calling for blue skies.
	Correction: Yes, I've heard that they are calling for blue skies.
6	Man: The Chiefs! Do you think they're going to make it to the finals this year?
	<i>Correction: The man should not continue with this subject because the woman is obviously not interested in it.</i>
7	Man: Speaking of desks, what do you think of the new office furniture?
	<i>Correction: The man did not take the cue that the woman wants to end the conversation.</i>
8	Woman: It's nice, but I would rather get paid for my overtime hours than have new furniture.
	<i>Correction: Giving your opinion about a controversial subject is not appropriate when making small talk with someone you don't know or trust.</i>
9	Man: Oh. Well, I think I'll be heading home early today. It might be snow.
	Correction: Oh. Well, I think I'll be heading home early today. It looks like it might snow.
10	Man: Me neither! My divorce will finally come through by then!
	<i>Correction: Private information about one's personal life is not acceptable.</i>

Business Communication Skills

Small Talk

Small Talk Practice 3: At a Party

1	Woman 1: (Smiles. No response.) <i>Correction: It is rude not to say anything or answer someone, even if you are shy or don't know the person.</i>
2	Man: Don't. It's terrible. <i>Correction: Keep negative comments out of your small talk. You don't know if the person you are talking about is a close friend of the person you are talking to.</i>
3	Man: So, how are you knowing Rick? <i>Correction: So, how do you know Rick?</i>
4	Man: Nursing. Hmm. I heard on the radio today that all of you nurses are on strike. Are they not paying you enough? <i>Correction: During small talk it is not appropriate to discuss salaries.</i>
5	Man: No, I need to lose some weight before I put on a bathing suit. But you have a great figure. <i>Correction: Even though this is a compliment, it may make someone feel uncomfortable. Complimenting clothing is acceptable for small talk, but bodies are not a "safe" topic.</i>
6	Woman 2: Uh, thanks. Well, I better go and jingle. There are a few people I haven't said hello to yet. <i>Correction: Uh, thanks. Well, I better go and mingle. There are a few people I haven't said hello to yet.</i>
7	Man: Wait! Did you hear that the Pope is coming to town? <i>Correction: The man did not take the cue that the woman wants to end the conversation. "Wait" is a very direct word that should never be used in small talk. You could say, "Oh, before you go..." or "I don't want to keep you, but..." if you have something very important to add or ask.</i>
8	Man: I know. But I'm not Catholic anyway. Are you? <i>Correction: Religion is not a "safe" subject to discuss during small talk.</i>
9	Woman 2: Yes, I am actually. Well, it looks the sun is finally coming out. I think I'll go take that swim. <i>Correction: Yes, I am actually. Well, it looks like the sun is finally coming out. I think I'll go take that swim.</i>
10	Man: You'd better hurry. I hear they are asking for thunderstorms this afternoon. <i>Correction: You'd better hurry. I hear they are calling for thunderstorms this afternoon.</i>

Green

Check out chick: What kind of bag did you want?

Shopper: Plastic.

Check Out Chick: Right, plastic.

Journalist: At the checkout line most people use plastic. But in Nashville, Belmont University Art Professor, *Teresa Van Hatten-Granath*, **checks out** with a few of her own bags.

Commentaire [UW11]:
to check out
= (at a shop) *régler la facture*
= *jeter un coup d'oeil*
= (at a hotel) *régler la note*
= (to look at) *mater*

Teresa Van Hatten-Granath:

I've been making bags – I've **given away** over **twenty-three hundred** at this point.

Commentaire [UW12]:
to give away
= *donner*
= *décliner (identité)*
= *déceler (révéler)*

Journalist: It started out as a project for herself and a few of her friends, but after launching her own website GreenBagLady **dot** org, Teresa began giving away fabric bags to anyone who requested one, for free.

Commentaire [UW13]:
2,300
US = twenty-three hundred
UK = two thousand three hundred

Commentaire [UW14]:
dot / point / decimal point / full stop / period
= **point**

Teresa: But the **catch** is, is that, even though I'm giving them a bag for free, they have to use it, **instead of** paper or plastic.

Commentaire [UW15]:
catch (drawback)
= *piège*

Commentaire [UW16]:
instead **OF**
= *au lieu de*

Green

Journalist:

She also asks for photos of **recipients** shopping with their bags. Using donated materials to recyc and make one fabric bag in less than ten minutes. She labels and numbers each bag then mails them out – doesn't even charge for **shipping**. With **hundreds of billions** of plastic bags **ending up** in **US landfills** every year, Teresa says she is helping the environment, and inspiring others to do the same.

Teresa:

People also call it "**pay it forward**", I'm giving somebody something, and they're not using paper or plastic, so it's giving it back to the planet

Commentaire [UW17]:

recipient
(of letter) *destinataire*
(of benefits, aid, cheque) *bénéficiaire*
(of prize, award) *lauréat*

Commentaire [UW18]:

to ship = poster / expédier / transporter /
envoyer (par mer)
shipping = *expédition*
shipment = *cargaison*

Commentaire [UW19]:

hundreds of thousands / billions

hundreds and thousands = *vermicelles en sucre*

Commentaire [UW20]:

to end up
= *finir / conclure*

Commentaire [UW21]:

Here no need to use 'the' as US is being as
an adjective in place of American.
Otherwise when talking about the country
say **THE** U.S.

Commentaire [UW22]:

landfill = *lieu d'enfouissement / décharge*

Commentaire [UW23]:

« pay it forward » = a film / a book / a
philosophy

Green

10 Smart Uses for Old Plastic Bags

Grocery bags seem to multiply like **Tribbles**—so you need new ways to reuse them.

Commentaire [UW24]:
grocery (shop) = *épicerie*
groceries = *fruits et légumes*

Commentaire [UW25]: Star Trek

As Knee Pads

Need to **kneel** in your garden to pull **weeds**, or on the street to change a tire, but don't want to preserve the memory eternally on your **pant** legs? Grab a couple of plastic bags and tie one around each knee, covering the area that will be exposed to **dirt and grime**.

Commentaire [UW26]: to kneel = *s'agenouiller*

Commentaire [UW27]: (US) pant = *pantalons*

Commentaire [UW28]: dirt and grime = *saleté / crasse*

As Hand Protectors

Fact: There are some things you'd just as soon not touch with your **bare** hands. Use bags as **gloves** to handle what's **messy** (say, chicken carcasses) or just plain **gross** (like the little "presents" the dog leaves in the front **yard**), then turn them inside out to trap the offending matter within for easy disposal.

Commentaire [UW29]: bare = *nu*

Commentaire [UW30]: glove = *gant*

Commentaire [UW31]: messy : room = en désordre
person = *désordonné*
job = *salissant*
divorce = *situation pénible*

Commentaire [UW32]: gross :
(coarse, vulgar) *grossier*;
exaggeration *gras*;
finance *brut*

As Paintbrush Preservers

You're painting the kitchen when an emergency (kid's sick at school; Brad Pitt is Ellen's special guest) calls you off the job. To keep brushes and rollers from drying out, place them in bags and tie them or **wrap** them with **rubber bands** to keep out air. The tools will stay **moist** and protected for a day or so.

Commentaire [UW33]: wrap = *envelopper / enrouler*

Commentaire [UW34]: rubber band = elastic

Commentaire [UW35]: moist = *humid*

As Makeshift Rain Hats

A 30 percent chance of rain... hmm. Do you **tote** around an umbrella (maybe for nothing) or head out sans protection (and risk **getting drenched**)? Third option: **Tuck** a plastic bag into your pocket or purse. Then, if you're caught in a **downpour**, you can use it as an on-the-spot rain hat to protect your **do**.

Commentaire [UW36]: tote = *porter*

Commentaire [UW37]: get drenched = *se faire tremper*

Commentaire [UW38]: tuck = *mettre*

Commentaire [UW39]: downpour = *averse*

Commentaire [UW40]: (hair) do = *coiffure*

As Kitchen-Cleanup Aids

Green

For no-fuss cleanup, instead of **peeling** fruits and vegetables over a cutting board or into the **sink**, do it over a plastic bag. When you're done, flip the peelings into the **garbage** and rinse the bag to reuse another day, or simply **toss** the **whole shebang** into the **trash**.

Commentaire [UW41]: peel = *éplucher / peler / s'écailler*

Commentaire [UW42]: sink = *évier*

Commentaire [UW43]: garbage = *ordures / bêtises*

Commentaire [UW44]: toss = *lancer*

Commentaire [UW45]: the whole shebang = *tout*

Commentaire [UW46]: trash = *ordures*

Green

As Wrapping Paper

No time to make an emergency pre-party run for **wrapping paper**? **Rifle through** your bags to find the prettiest and most colorful—or just ones without writing. Triple-bag the gift, then tie all three sets of handles into a **knot**. Cut the tops of the loops and fan out the pieces to make a plume.

Commentaire [UW47]: wrapping paper = *papier d'emballage*

Commentaire [UW48]: rifle through = *fouiller dans*

Commentaire [UW49]: knot = *nœud*

As Wet Umbrella Holders

To avoid dripping water all over your (or anyone else's) house on a rainy day, pop your wet umbrella into a bag as you cross the **threshold**. You can even tie the handles snugly and throw it back into your **purse**—unless, of course, your **bumbershoot** is of Mary Poppins proportions but your **carpetbag** isn't.

Commentaire [UW50]: threshold = *seuil*

Commentaire [UW51]: purse (US) = *sac à main*

Commentaire [UW52]: bumbershoot (US) = umbrella = *parapluie*

Commentaire [UW53]: carpetbag = *grand sac*

As Shoe Protectors

It will never be a fashion trend, but tying bags over your shoes can keep you from tracking mud into the house when you come in, or protect **slippers** from dirt, snow, or rain when you run out to **fetch** the paper from the front **lawn**. (Be careful when walking on smooth surfaces, as the plastic won't give you any traction.)

Commentaire [UW54]: slippers = *chausson*

Commentaire [UW55]: fetch = aller chercher

Commentaire [UW56]: lawn = gazon

As Cookbook Protectors

To keep the cookbook clean while attempting that "easy to follow" seven-layer-cake recipe, wrap a bag around everything but the page you're using. Although it won't keep you from (inevitably) **spattering** the list of ingredients with vanilla extract, the rest of the book, at least, will remain **pristine**.

Commentaire [UW57]: spatter = *éclabousser*

Commentaire [UW58]: pristine = *très propre*

As Planter Fillers

Green

Crumple bags to fill the bottom of a large pot that's too deep for your plant (but be sure not to cover the drainage hole, if it has one). You can cut down on the amount of **potting soil** needed, and since plastic packs less **heft** than dirt, you'll be able to move a big planter around with a bit less **grunting**.

Commentaire [UW59]: crumple = *froisser*

Commentaire [UW60]: potting soil = *terre de rempotage*

Commentaire [UW61]: heft = *massif*

Commentaire [UW62]: grunt = *grogner*

www.realsimple.com

Ethical Business

Reading

- A What are the characteristics of an 'ethical business'?
Read the text below about a company called Patagonia. In what ways is the company an ethical business? How does this company compare with your ideas?

concerned about its impact on the environment

pays a fair salary to employees

charges a fair price

is ethical in its financial dealings (e.g. with shareholders)

gives a proportion of its turnover or time to non-profit activities which are beneficial to the local community



Our Reason for Being

Patagonia grew out of a small company that made tools for climbers. Mountain climbing is still at the heart of our business, but we also make clothes for skiing, snowboarding, surfing, fly fishing, paddling and trail running. All of these are silent sports. They don't require a motor or the cheers of a crowd – rewards come from connecting with nature.

Our values reflect a business that was started by a band of climbers and surfers who love wild and beautiful places. This means that we act responsibly and take an active part in the fight to repair the damage that is being done to the health of our planet.

We acknowledge that the wild world we love best is disappearing. That is why we share a strong commitment to protecting natural lands and water. Caring for the environment is very important to us. We donate our time, services and at least 1% of our sales to hundreds of environmental groups all over the world who are working to protect and restore the environment.

But we also know that our business activity – from lighting our stores to dyeing shirts – creates pollution as a by-product. So we work steadily to reduce the impact we have, and do more than simply comply with the regulations. We use recycled polyester in many of our clothes and only organic, rather than pesticide-intensive, cotton.



Staying true to our principles during thirty-plus years in business has helped us create a company we're proud to run and work for.

***One Percent for the Planet** is an international organization whose members contribute at least one percent of their annual sales to environmental causes. Their mission is to "use market forces to drive positive environmental change by inspiring companies to give".

- B Now answer these questions on the text.

1. How have the company's founders influenced what the company does now?

They are people who love 'wild and beautiful places' and therefore 'take an active part in the fight to repair the damage that is being done to the health of our planet'.

2. What does the company have a commitment to? How does it show this commitment?

It is committed to protecting the environment. It shows this by donating time, services and at least 1% of sales to environmental groups.

3. What points are made about the manufacturing process?

They work to reduce pollution, and use recycled polyester and organic cotton.

4. Why are the owners proud of the company?

They have stayed true to their principles over the last thirty-plus years.

5. Do you or would you buy products from companies like Patagonia? How important is it for you to buy products from ethical companies?

Ethical Business

- C** Choose a word/phrase from A and B to make phrases to complete the questions. Then answer the questions with your partner.

A		B	
act	comply with	time	an active part in
share	reduce	responsibility	true to its principles
take	donate	the impact	a strong commitment to
stay		regulations	

- Do most companies in your country always **comply with regulations** or do they sometimes bend the rules?
- Do you know of any companies that **donate time** services or money to help local organisations?
- How can businesses **reduce the impact** they have on the environment?
- Why should a company **act responsibly** and deal with any pollution that is a by-product of its business activity?
- Does your company **take an active part in** the life of the local community. If so, what does it do?
- Should a company **stay true to its principles** and values even if this means a loss of profit?
- What companies in your country **share a strong commitment to** protecting the environment?

Listening

- D** Listen to a radio interviewer questioning Shamsul Aziz, a spokesperson for a leading gas and oil exploration company. Answer the question.

- How would you describe the interviewer's style?

The interviewer's style is quite aggressive.

- How does the spokesperson react to the questions?

The spokesperson's response is calm and he replies to each question with examples of the good work his company is doing.

- What does the company do for:
 - Its staff? **It is fair and combats discrimination and prejudice within the organization; it improves working conditions and safety; it has schemes for staff education, health and training.**
 - The environment? **It has reduced its methane and hydrocarbon emissions and provides financial support for turtle conservation in Bangladesh.**
 - The local communities where it operates? **It has set up a community project to provide skills training for unemployed youths in Sangu, and health initiatives and other schemes to encourage sustainable livelihoods in Rajasthan.**
- Do you think the company is doing enough for the environment and local community?

- E** Which of these nouns, from the interview, do you associate with ethical (E) and unethical (UE) companies? Then complete the table with the adjectives of these nouns

E/UE?	noun	adjective
UE	bribery	
E	ethics	ethical
UE	deception	deceptive
E	responsibility	responsible
E	fairness	fair
E	generosity	generous

E / UE	noun	adjective
E	values	
UE	corruption	corrupt
UE	prejudice	prejudiced
E	credibility	credible
UE	greed	greedy
UE	discrimination	discriminatory

41.1	1 ethics	4 code of ethics
	2 unethically	5 Ethical
	3 unethical	

[illegible]

Business Plan

Solution

S D N U F + + + + D E T C E P X E Y G
+ S A C K E D + + + + N + + + M D I A
+ R E V O N R U T + E S I T T I N G + M
+ + + N R N D O O M E D B + T E + + B
+ + L + E A S G N I V A S H R + + O L
+ + A M A R P I L + R + C T + + Y + E
+ + W A D + A P G G + N + + L + C G G +
+ T S R E T P W A N U + + I + O + N + +
+ A U K R U + I A L M + V + T + I I + +
+ K I E S + N + T J L E + T + R + K + +
F I T D H A P P E A L I N G E + + O + +
R N E L I A P P L I C A N T + + O + +
E G K Y P S + + H L D T A G F L S B + +
A S R + + H O + N + C F + I E C + + +
K + A E + + O E U + R E G U L A R + + +
S + M H E D + D S + E + V K L F A + + +
+ + P + C D E A + + + C E I L P + + +
+ + U + + R Y R + + + A + + N E Y + + +
+ + + + + U T + + T + + + G T + + + +
+ + + + + P + + + + + + + + + +

(Over,Down,Direction)

ADS(12,5,N)	APPALLING(6,5,SE)	APPEALING(6,11,E)
APPLICANT(6,12,E)	AWARENESS(9,9,NW)	BARGAIN(13,4,SW)
BOOKING(18,13,N)	BOYCOTT(20,4,SW)	CATERING(12,14,NE)
CONSIGNMENT(4,2,SE)	DISHES(4,11,SE)	DOOMED(7,4,E)
ENTERTAINMENT(1,13,NE)	EVENT(12,15,SE)	EXPECTED(18,1,W)
FEE(13,14,SW)	FILLING(15,13,S)	FREAKS(1,11,S)
FUNDS(5,1,W)	GAMBLE(20,1,S)	GIG(20,1,SW)
GREEDY(2,13,SE)	JAIL(10,10,S)	LAWSUIT(3,5,S)
LEAFLET(16,13,S)	LIVELIHOOD(15,7,SW)	LUNCHTIME(10,9,NE)
MARKEDLY(4,6,S)	PURCHASE(8,20,NW)	READERSHIP(5,4,S)
REDUNDANT(6,18,NE)	REGULAR(11,15,E)	SACKED(2,2,E)
SAVINGS(13,5,W)	SCRAP(17,13,S)	SITTING(12,3,E)
SUPPLIES(5,10,NE)	TACKLE(11,19,NE)	TACTFULLY(9,10,SE)
TAKINGS(2,8,S)	TIP(9,10,NW)	TRADE(8,19,N)
TRENDY(14,6,NE)	TURNOVER(9,3,W)	UPMARKET(3,18,N)

Across

7. a sum of money which a person who has been accused of a crime pays to a law court so that they can be released until their trial. The payment is a way of making certain that the person will return to court for trial (4,5) **bail money**
9. swear words (3,8)**bad language**
10. a period in the night during which a particular group of people work (5,5) **night shift**
11. (abbr.) when you bring you own alcohol to a party (3) **BYO**
12. the ratio gross profits divided by net sales (6,6) **profit margin**
13. a planned event designed to attract the public's attention to the organizers or their cause (9,5) **publicity stunt**
14. with good and honest intent; with sincerity (2,4,5) **in good fath**
15. to hang around (6) **loiter**

Down

1. a non alcoholic drink (4,5) **soft drink**
2. [for feelings] to be in a state of excitement or anger (7,4) **running high**
3. an eccentric or nonconformist person, especially a member of a counterculture / an enthusiast (5) **freak**
4. to provide food or entertainment (8) **catering**
5. buffet customers pay a fixed fee and can then can help themselves to as much food as they wish to eat in a single meal (3,3,3,3,) **all-you-can-eat**
6. patrons/customers (people who always go to a certain place) (8) **regulars**
8. good deal/buy (7) **bargain**
9. a charge added at a restaurant for every bottle of wine served that was not bought on the premises (corkage) (6,7,3) **bottle opening fee**

Journalist: Had you ever in your life seen anything like this before?

Rana Escamilla: No. No. It was a very scary situation in the beginning, and then it turned funny.

Journalist: It was closing time at the Maderin restaurant and manager Richard Anders decided to take one last look at the kitchen. What he saw, wasn't **on the menu**.

Richard Anders: And all of a sudden we see something coming down, and there was this guy's feet. We were like; what happened here?

Journalist: Like any good cook, he kept a watchful eye on the grill. And even took pictures; a man's leg hanging through the vent. Owner Rana Escamilla, called the **cops**.

Rana: All I could see was the leg. Yeah, he was screaming; he was in pain; he was hurting; he was trapped. That's a really small opening.

Journalist: Here's what police believe that **crook** was trying to do. We're told earlier in the day someone opened the air vents in the **bathroom** at the **pharmacy** next door, they believe that crook was trying to go in through the air vent on top of the restaurant to get into the pharmacy.

In pain and unable to move, it took a ladder truck and dozens of police and firemen to get 28-year-old Jason Hamond out.

Did you see him when he came out? What did he look like?

Rana: He was bleeding; he was really greasy.

Journalist: Hamond had told police, he had finished arguing with his wife, and decided to take a walk on top of the restaurant when he accidentally fell in. Police didn't **buy his story** **slapping** him with a burglary **charge**. Escamilla, says he's lucky that's all he got, because he was inches away from being dinner.

Rana: Here, so he was coming down right here, he would have **skiddled** onto the grill and to the oil, yeah so we basically saved his life, by calling the police to come get him out.

Commentaire [A63]:

ON a menu
a set menu
à la carte (menu)

three-course meal:
starter (UK) / **appetizer (US)**
main course / entrée (US)
dessert (sweet/pudding)
(cheese)

*dish of the day
*dishy = good-looking

Commentaire [UW64]:

cops – US
Bobbies - nickname given to the Metropolitan Police (founded in 1829) owing to the fact that the man who pushed hardest to create them was Sir Robert Peel.

Commentaire [A65]:

crook; criminal; thief; burglar; cat burglar

Commentaire [A66]:

bathroom
UK = a room with a bath
US = a toilet (restroom)

I'd like to go to the bathroom / restroom.
I'd like to freshen up.
I'd like to powder my nose. (women)

In a pub:
I need to piss.
I need to take a leak / slash. (men)

Commentaire [A67]:

UK = chemist's
US = pharmacy / drug store
Shops in town:
butcher's
baker's / bakery
newsagent's (UK) / news stand (US)
dry- cleaner's
cobbler's
greengrocer's
off-licence (UK) = "offy" / liquor store (US)
petrol station/ gas station / 24-hour garage

Commentaire [UW68]: to buy a story
= not accept as true

Commentaire [A69]:

slap sth on/onto (sth/sb) (UNPLEASANT ACTION)
phrasal verb
INFORMAL DISAPPROVING
- When someone in authority slaps an unpleasant, difficult or extra thing on someone or something, they suddenly make them provide or accept it.

Commentaire [A70]:

a charge LEGAL
a formal police statement saying that someone is accused of a crime.
inculper

Commentaire [A71]:

(here) to slide / glide / skid

American English / British English

French	American-English	British-English
<i>mec</i>	guy	bloke/lad/mate
<i>la police</i>	cops	Bobbies
<i>pharmacie</i>	pharmacy	chemist's
<i>toilettes</i>	bathroom (restroom)	toilets (Ladies'/Gentlemen's)
<i>camion</i>	truck	lorry

Parts of a Car

French	American-English	British-English
<i>capot</i>	hood	bonnet
<i>pare brise</i>	windshield	windscreen
<i>pneu</i>	tire	tyre
<i>pare choc</i>	fender	bumper
<i>plaque d'immatriculation</i>	license plate	number plate

Two nations divided by a common language *George Bernard Shaw / Sir Winston Churchill*

Group A

BRITISH	AMERICAN	BRITISH	AMERICAN
1. trousers	pants	11. mobile phone	cellular phone
2. pavement	sidewalk	12. chemist's	drug store
3. grey	gray	13. aeroplane	airplane
4. autumn	fall	14. cheque	check
5. queue	line	15. programme	program
6. rubbish	garbage	16. sweets	candies
7. maths	math	17. trainers	sneakers
8. petrol	gas	18. metre	meter
9. holiday	vacation	19. lift	elevator
10. railway	railroad	20. nappy	diaper

Group B

BRITISH	AMERICAN	BRITISH	AMERICAN
biscuit	1. cookie	torch	11. flashlight
lorry	2. truck	payrise	12. raise
apartment	3. flat	curtains	13. drapes
rubbish bin	4. trash can	note (money)	14. bill
ground floor	5. first floor	cheque	15. check
caretaker	6. janitor	lorry	16. trunk
tin	7. can	oven	17. stove
zip	8. zipper	return (ticket)	18. round trip
windscreen	9. windshield	single (ticket)	19. one-way
underground	10. subway	post box	20. mailbox

Five-Minute Presentation



Small Business: How To Make A Five-Minute Presentation

Public speaking expert Vera Hughes explains how best to approach a five-minute business presentation to sell yourself and your business.

Step 1: Prepare

Know your audience

Write down what

- **your audience may know already,**
- **what you want them to know,**
- **what you want them to do**

Content

- **highlight what your business is offering and what sets it apart**

Visual aids

- **you won't have time to use a PowerPoint presentation, but you might be able to show an example of your work**
 - **jot down your main points on colour coded cards. Make sure you write big enough so your notes can be easily read.**
-

Step 2: Rehearse

- **rehearse in front of a mirror or a friend**
 - **time yourself**
 - **make sure to use your props or examples**
-

Step 3: Appearance

- **if you can, wear a colour that contrasts with the background of the meeting room**
 - **choose your footwear carefully**
-

Step 4: Making your Presentation

- **check the starting time so you know when to finish.**
 - **remember to stick to the allotted time**
 - **take a deep breath to steady your nerves**
 - **stand tall and balanced, with your head up**
 - **don't lean on the furniture, and don't fidget**
 - **say your name and business clearly**
 - **hold your cards in one hand**
 - **embrace the group**
 - **speak slowly, clearly, and make your two or three main points with a slight pause between each**
 - **demonstrate as appropriate**
 - **refer to your printed promotional material but do not hand them out. Do that before you begin or at the end as this disruption will drastically cut into your allotted time**
 - **finish on a positive note with a call to action**
-

Step 5: Follow up

- **hand out your fliers and business cards as appropriate**
- **have a pen and notebook handy to write down contacts, queries and so on**
- **make sure you follow these up within 48 hours**

Writing Skills

Business Correspondence: Emails

Video Comprehension

Listen to Jeanette Rutterford speaking about emails and answer the questions below. You will only see the recording twice.

1. What has email done for Jeanette in particular?
It has enabled her to be international in a way I couldn't be before.
2. What did she use to have to do 'in the old days'?
She used to have to / had to get up early at six o'clock to ring Hong Kong or you had to stay late to ring America.
3. What happens now?
Now you can email and on your desk the next morning is the reply.
4. Why is an audit trail of your emails good?
It's very good for business to check what actually has been agreed, when and by whom.
5. Where does she say email audit trails are used?
They are used in court cases.
6. Listen and select the word that you heard:
The third thing it has done is that it has changed the way businesses operate within itself/himself/themselves. So for example, the CEO/CIO/CTO can send an email to the staff with a link to a video about what's happened/happen/happening to the business. I could possibly email somebody higher up asking a question that I might not have been able to do before eye-to-eye/face-to-face/back-to-back. And the other thing it does is that it enable/enabling/enables you to form groups. Perhaps you've got a creative idea and you set up an email group, and you say let's go for it/do it / make it, and then it forms a project and you actually get it approval/approved/approving by management.
7. Match up the sentence halves:

a. The really bad thing about email ...	V. ... is the sheer amount of it.
b. In the good old days there ...	III. ... were people called secretaries.
c. Secretaries fielded ...	I. ... phone calls.
d. Email is better because ...	II. ... you can get access to people.
e. The problem is that there ...	IV. ... is nobody to do the filing.
8. What does Jeanette say is the problem with emails?
You've got no idea how to organise all this absolute mountain of emails.
9. What does she want a businesses or an email company to do for her?
To organise emails, to prioritize emails, to tell me how to group them in some way so that I know who they're from, what they are, what the timing is.
10. What is her idea for emails?
Using photographs/pictures.
11. What do you think of her idea?
12. What would you do to improve emails?



Writing Skills

Business Correspondence: Emails

Business Correspondence: Emails

1. Language Function: making arrangements

A You will be given a set of emails. Put them in the correct order.

1	2	3	4	5	6	7	8
C	D	A	E	B	G	F	H

A	Dear Graham, Thanks for your quick reply. If it is convenient with you, I will be able to meet with you very soon indeed as I am visiting one of your colleagues on Wednesday, 25th March. I am planning to finish the meeting at 12:30 p.m., and would be very glad to meet you any time after that. Best wishes Susan	3
B	Dear Graham, Sorry meeting up is turning out to be so complicated. I guess we are both just so busy that everyone wants our time! I'm holding meetings with my new colleagues here almost every Monday and Friday for the foreseeable future, but I'm usually free midweek. Please find attached a copy of my schedule for the first two weeks of April. Please pick any slot you like and I'll do my very best to make it then. Thanks for your patience. All the best Susan	5
C	Dear Mr Smith, I would like to introduce myself. My name is Susan Saarland and I am the new South Western sales manager for Chou Cream English Schools. The previous sales manager for your area, Chris Jones, has been promoted to Head of Marketing and has asked me to pass his best wishes onto you. I look forward to doing business with you and hope we get the chance to meet soon Yours Susan Saarland	1
D	Dear Ms Saarland, Thank you very much for your email of the 7th March. I am looking forward to working with you in the coming months and years and to seeing you soon. Regards Graham	2
E	Dear Susan, Thanks for making the time to meet up with me at such short notice, but I'm afraid I'm attending a conference abroad on that day. I'm flying back on the Sunday and will be available anytime from Monday afternoon of the following week. Hope to see you soon. Best regards Graham	4
F	Hi Graham, Great! Will see you at 10 am on the 2nd. Cheers Susan	7
G	Re: Our first meeting Hello again Susan' Sorry for the delay in replying but I had to forward both our schedules to my boss to get his input. Anyway, I've attached a copy of your schedule with the best slots for me shaded in red. Any of these is fine, but I'd like to meet as soon as possible. Cheers Graham	6
H	Susan, OK. Great. See you then. G P.S. I know a great place for lunch if you have time after the meeting.	8

Writing Skills

Business Correspondence: Emails

- B** Write all the arrangements of Susan and Graham that you can work out from their emails in the diary pages below.

Susan

Mon. 23 rd	Tues. 24 th	Wed. 25 th Meeting Graham's colleague until 12:30	Thurs. 26 th	Fri. 27 th	Sat. 28 th	Sun. 29 th
Mon. 30 th <i>Meeting with colleagues?</i>	Tues. 31 st <i>Free?</i>	Wed. 1 st Free?	Thurs. 2 nd Meeting with Graham at 10	Fri. 3 rd Meeting with colleagues?	Sat. 4 th	Sun. 5 th

Graham

Monday 23 rd	Monday 30 th <i>pm - free</i>
Tuesday 24 th	Tuesday 31 st
Wednesday 25 th Attending conference	Wednesday 1 st
Thursday 26 th	Thursday 2 nd Meeting Susan 10 am. Lunch?
Friday 27 th	Friday 3 rd
Saturday 28 th	Saturday 4 th
Sunday 29 th Flying back	Sunday 5 th

- C** Making arrangements: Try to correct the typical errors of emailing and making arrangements below.

- I have found **a** nice restaurant near here.
- I **would** love to meet you on Thursday night.
- I'm looking forward to **seeing** you very soon
- Would you like to go out for dinner on **-----**Wednesday?
- Dear David
- Tomorrow is fine- I'm free all day. See you **-----**then. (*'later' always means later today*)
- PPS I am meeting with an old classmate of yours on **F**riday
- Dear** Doctor Smith (*'to' is only used for cards, not letters or emails*)
- Why don't we meet **in** London/ at Waterloo Station?
- Thanks for **inviting me/ the invitation**, but I am flying abroad on that day
- I am going **out with** my friends (*playing is only for small children*)

Writing Skills

Business Correspondence: Emails

2. Language Function: writing semi-formal / formal emails

D Match the phrases with appropriate functions.

1. Further to your last email ...	a) asking for advice
2. I am looking forward to ...	b) asking for something
3. I am writing with reference to ...	c) closing the email
4. I regret to inform you ...	d) confirming
5. I was sorry to hear that ...	e) giving bad news
6. I wonder if you could...	f) giving good news
7. I'd like to confirm ...	g) informing about attachments
8. Please accept our apologies for ...	h) offering
9. Please find enclosed ...	i) reacting to bad news
10. We would like to remind you ...	j) referring to previous correspondence
11. What would you advise us to do ...	k) reminding things
12. Would you like us to ...	l) saying sorry
13. You will be pleased to hear ...	m) stating the reason for your email

1	2	3	4	5	6	7	8	9	10	11	12	13
j	c	m	e	i	b	d	l	g	k	a	h	f

E Write the sentences using the phrases from A.

1. You want to inform the client that the delivery of the goods they ordered is postponed till April 18.

I regret to inform you that the delivery of the goods you have ordered will be postponed until April 18.

2. You want to say sorry for the problems caused by the mistakes made during the implementation of new software.

Please accept our apologies for the problems which have arisen due to the implantation of the new software.

3. You want to confirm your arrival on May 3.

I would like to confirm my arrival on May 3.

4. You want to inform the client about the attached first quarter report.

Please find attached the first quarter report.

5. Ask the client if they want you to issue two separate invoices for hardware and software.

Would you like us to issue two separate invoices for the hardware and the software?

6. You want to inform the client that they have won your competition.

You will be pleased to hear that you have won last month's competition.

7. Respond to the information received from the client that they are unable to attend your annual conference.

I was sorry to hear that you are unable to attend our annual conference.

8. Ask the travel agency to provide you with the complete list of facilities available at the hotel where you are planning to organise the conference.

I wonder if you could provide a list of facilities available at the hotel.

9. You want to remind the client that they haven't paid your invoice yet.

We would like to remind you that according to our records you have not paid your invoice yet.

10. You want the advice from your headquarters what to do to boost the sales in the first quarter.

What would you advise us to do to boost sales in the first quarter?

Writing Skills

Business Correspondence: Emails

Email Do's and Don't's

<http://www.english-test.net/esl/learn/english/grammar/ai173/esl-test.php>

1. Joan Lloyd, of Joan Lloyd & Associates, writes that email is a medium of communication for sheer convenience.
(a) uncompered
(b) undivided
(c) unequal
(d) **unparalleled**
2. However, she warns that it also carries many and even dangers in the office environment.
(a) deadfalls
(b) freefalls
(c) **pitfalls**
(d) pratfalls
3. Delivering a negative message is difficult, even when it is spoken face-to-face; is almost guaranteed when it's received by email.
(a) decisiveness
(b) **defensiveness**
(c) derisiveness
(d) discursiveness
4. What's worse, email can be printed and saved: both parties will often haul out their "documentation" to prove how the other party has them.
(a) decried
(b) missed
(c) reviled
(d) **wronged**
5. If you receive an email that you off, and your first reaction is to counterattack, don't; close it and wait 24 hours before you respond.
(a) checks
(b) fires
(c) seizes
(d) **ticks**
6. Because the tone and are missing, it is more important to use friendly language, descriptive adjectives and carefully chosen words.
(a) **inflection**
(b) intention
(c) reflection
(d) retraction
7. If you don't consider how it will sound on the other end and take steps to shape the delivery so the meaning is understood, you could be doing control later.
(a) communication
(b) courtesy
(c) **damage**
(d) passion
8. When I get a sloppy email, with poor punctuation, misspelled words or in lower case letters, it tells me the person just doesn't realize that what and how they write their credibility to others.
(a) denies
(b) exaggerates
(c) **telegraphs**
(d) underlines
9. Email feels private, but it's anything
(a) at all
(b) available
(c) **but**
(d) public
10. Write every email for your boss's eyes: it's a great way to keep you honest and sensitive.
(a) **politically**
(b) positively
(c) practically
(d) probably

Writing Skills

Business Correspondence: Letters and Emails

An introduction to business correspondence

Layout and structure conventions of a letter. Style differences: letters, faxes, e-mail.

A

Reading.

B

1 F 2 T 3 T 4 T 5 F 6 F (there is often a wider gap, e.g. after the receiver's address)
7 F 8 T 9 T 10 T 11 T 12 T 13 T (it stands for the Latin words *per pro* = for and on the
behalf of) 14 F (modern business letters are simple and neutral, not complex and formal)

C

1	e-mail	6a	letter
2	letter	6b	e-mail
3	fax	7a	letter
4a	letter	7b	e-mail
4b	e-mail	8a	letter
5a	e-mail	8b	e-mail
5b	letter		

Cultural Hints

In America and northern Europe the letter moves quickly to the reason for writing. It ends with a reference to action and future contact.

In Latin America and southern Europe business letters often have some personal greetings at the start and then end with a more elaborate expression of best wishes.

In Japan and south-east Asia business letters start by thanking the reader for previous efforts, or with an apology. They end with a reference to the future relationship, an elaborate expression of thanks, or an apology.

The style of written English (1)

Differences between spoken and written language. Letter and e-mail writing style.

A

Anglo Saxon / Latin = Informal / Formal

B

1 C 2 A 3 f 4 b 5 e 6 d 7 l 8 g 9 k 10 h 11 l 12 j

C

Possible Answers

We are writing with reference to your advertisement in a recent edition of marketing Monthly.

We would be grateful for information about your product range.

Thank you for your letter dated March 12 enquiring about our products.

We regret to inform you that your order is going to be delayed.

I look forward to seeing you in Frankfurt next month.

D

Possible Answers

I saw your recent advert in Marketing Monthly.

Please send some information about your product range.

Thanks for your e-mail of March 12 about our products.

I am very sorry but your order is going to be late.

I look forward to seeing you in Frankfurt next month. (same)

Writing Skills

Business Correspondence: Business Documents

Types of business document

A Match each document type on the left with a definition on the right? Then give the French translation.

French

1 an enquiry	demande de renseignements	a a request to supply goods (sent by the customer)
2 a quotation	devis	b a request for information (sent by the customer)
3 an estimate	devis	c an approximate calculation of the cost of something
4 a counter-proposal	contre-proposition	d the price given for goods or a piece of work
5 an order	commande	e a letter where the customer tries to get better terms
6 an invoice	facture	f a document that proves you have paid for some goods
7 a reminder	rappel	g a list of amounts paid and still owed, sent every month
8 a receipt	reçu / réception	h a bill for goods sent or work done
9 a statement	relevé de compte	i a letter to a customer about an unpaid invoice
10 a complaint	réclamation	j a letter saying you are not satisfied about something

1	2	3	4	5	6	7	8	9	10
b	d	c	e	a	h	i	f	g	j

B Complete the sequence 1–15 with the business documents in the box.

Enquiry Complaint Counter-proposal Order, with a covering letter Receipt
Quotation Statement Reply to an enquiry Reminder Reply to a complaint

Customer sends		Supplier sends
1 Enquiry		2 Reply to an enquiry
3 Request for a quotation		4 Quotation
5 Counter-proposal		6 Reply to a counter-proposal
7 Order, with a covering letter	<i>Goods are dispatched</i>	8 Invoice
	<i>Goods arrive, but there is a problem</i>	
9 Complaint	<i>The problem is solved</i>	10 Reply to a complaint
	<i>The customer starts to place regular orders</i>	11 Reminder
12 Payment		13 Receipt
		14 Statement
15 Further payments		

Writing Skills

Business Correspondence: Business Documents

C In which documents from section B would you find the following sentences?

	Type of Document
1. I am afraid your minimum quantity is too high for our first order. Please let us know if you are able to reduce this.	Counter-proposal
2. When we opened the package we noticed that some of the goods were damaged.	Complaint
3. We saw your advert in a recent issue of <i>Engineering</i> magazine. We are interested in ...	Enquiry
4. Unfortunately it is not possible to reduce the delivery time, but we could offer a discount of 2% for an order of this size.	Reply to a counter-proposal
5. Thank you for your letter of 21 April asking about We are pleased to enclose our current brochure and price list.	Reply to an enquiry
6. We apologize for sending the wrong parts. This was due to a computer error in our packing department.	Reply to a complaint
7. Please find enclosed our order for Our bankers will be pleased to provide references.	Covering letter (with the order)
8. We note from our records that your account for the first quarter is still not paid. We hope to receive payment of this account as soon as possible.	Reminder

Writing Skills

Business Communication Skills: Writing Scientific English

Breaking of rules in English

20 Tips for proper English

1. A preposition is a terrible word to end a sentence with. Never do it.	<i>A preposition is a terrible word with which to end a sentence. (with is a preposition)</i>
2. Remember to never split an infinitive.	<i>Remember never to split an infinitive. (not to never split)</i>
3. Don't use no double negatives.	<i>Don't use any double negatives. Don't and no are both negatives.</i>
4. Don't ever use contractions.	<i>Do not ever use contractions. (don't is a contraction)</i>
5. And never start a sentence with a conjunction.	<i>Never start a sentence with a conjunction (and is a conjunction)</i>
6. Write i before e except after c. I'm relieved to receive this anciently weird rule.	<i>The words anciently and weird break the rule.</i>
7. Foreign words and phrases are not chic.	<i>Foreign words and phrases are not fashionable / trendy. (chic is a French word)</i>
8. The passive voice is to be avoided wherever possible.	<i>Avoid the passive voice wherever possible. (to be avoided is a passive construction)</i>
9. Who needs rhetorical questions?	<i>A rhetorical question, as here, is one which doesn't require an answer.</i>
10. Reserve the apostrophe for its proper use and omit it when its not necessary.	<i>Reserve the apostrophe for its proper use and omit it when it's not necessary. (not it's proper use it's = is is)</i>
11. User fewer with number and less with quantity. les and less people do.	<i>... fewer and fewer people do. (not less people, as people is countable)</i>
12. Proof read carefully to see if you any words out.	<i>... to see if you miss any words out. (the word miss was missed out)</i>
13. Me and John are careful to use subject pronouns correctly.	<i>John and I are careful to use subject pronouns correctly. (Me is an object pronoun)</i>
14. Verbs has to agree with their subjects.	<i>Verbs have to agree with their subjects. (not has to)</i>
15. You're done good to use adverbs correctly.	<i>You've done well to use adverbs correctly. (good is an adjective)</i>
16. If any word is incorrect at the end of a sentence, an auxiliary verb is.	<i>If any word is incorrect at the end of a sentence, it is an auxiliary verb. (not is at the end of a sentence)</i>
17. Steer clear of incorrect verb form as that have snuck into the language.	<i>Steer clear of incorrect verb forms that have sneaked into the language. (snuck is an irregular past participle of sneak in American English)</i>
18. Take the bull by the hand and avoid mixing your idioms.	<i>Take the bull by the horns and avoid mixing your idioms. (This idiom is mixed with A bird in the hand...)</i>
19. Tell the rule about 'whom' to who you like.	<i>Tell the rule about whom to whom you like. (whom is used as an object pronoun)</i>
20. At the end of the day avoid clichés like the plague.	<i>Ultimately, avoid clichés completely. (at the end of the day and like the plague are clichés)</i>

Ode to a spell checker

I have a spelling checker
It came with my PC
It clearly marks for my review
Mistakes I cannot see.

I strike a key and type a word
And wait for it to say
Whether I am wrong or I am right
It shows me straight away.

As soon as a mistake is made
It knows before too long
And I can put the error right
It's rarely ever wrong.

I have run this poem through it
I am sure you're pleased to know
It's letter perfect all the way
My checker told me so.

-