

## UNIT 9: Praising and Raising Complaints

**At the end of the lesson, students will be able to:**

**Success Criteria**

Understand and work quality

### STARTER

#### Activity 01: Pair work

1. Have you ever praised someone? If yes, who and why?
2. Do you think praising someone is good?
3. Do you think praise is important at the workplace? Why or why not?
4. Do you like to praise other people, or do you like to be praised?
5. Have you ever known someone who everyone praised and admired? Who?



#### Activity 02: Reading Task

Pre-reading: Matching

Match the adjectives with the definition.

Adjective	Definition	Answer
1. Happy	A. Having or displaying a strong desire to be more successful than others	1. <u>h</u>
2. Serious	B. Behaving in a pleasant way to other people.	2. <u>j</u>
3. Friendly	C. Having a lot of belief in yourselves.	3. <u>b</u>
4. Confident	D. Being generous to other people and thinking about other people's feelings	4. <u>c</u>
5. Kind	E. hopeful and confident about the future	5. <u>d</u>
6. Shy	F. Relating to or belonging to a profession	6. <u>g</u>
		7. <u>i</u>

7. Hard-working	G. Being nervous or uncomfortable with other people.	8. <u>a</u>
8. Competitive	H. Having a positive feeling of pleasure and satisfaction.	9. <u>f</u>
9. Professional	I. Doing a lot of work all the time and keeping busy	10. <u>e</u>
10. Optimistic	J. Thinking a lot and not joking or laughing very much	

### Someone I Really Admire/Praise

#### My cousin Laura

Someone I admire is my cousin Laura. She's five years older than me, so she's 19 now and she lives in Bristol. She's very friendly and confident and she's got long, wavy, brown hair and greeny-brown eyes.

She's medium height, slim and very fit because she's a dancer.



She's been dancing since she was six years old and trains every day at her dance school. She wants to be a professional dancer, but it's a very difficult profession because it's so competitive. She often dances in shows and I've been to watch her several times. Her favorite type of dance is modern, which is sometimes a bit strange, but I love watching her dance.

Laura is very busy because she also studies photography at university. She's a really good photographer and has taken lots of amazing photos of me and my family. Her photos have won a few prizes and last year one of her photos was in an exhibition at an art gallery in London.

Laura doesn't have a lot of free time and she's also trying to learn German because she wants to go to Germany next year to do a photography course. I think Laura is very hard-working and she deserves to become a professional dancer one day.

### Activity 03: MCQ Questions

Read the short reading again and choose the correct answer of the following:

1. Laura currently lives in b.

A. London

B. Bristol

B. C. Germany

D. Brighton

2. Laura started dancing when she was b.

- A. 5  
C. 19  
3. Laura goes to university and studies C.
- A. Germany  
C. Photography  
4. Laura has won prizes for her a.
- A. Photography  
C. Language Skill  
5. Laura's dream is to be a b.
- A. German teacher  
C. Professional photographer  
6. Laura is very a.
- A. Busy and hard-working  
C. Fit and strong  
7. Laura always practices dancing at her d.
- A. school  
C. university  
8. What is Laura's personality?
- A. friendly and confident ✓  
C. greeny brown eyes  
9. Why is Laura trying to learn German?
- A. Because she doesn't have enough free time.  
B. Because she studies photography.  
C. Because she is hard-working.  
D. Because she wants to go to Germany and take a photography course there. ✓
10. Laura's favorite type of dance is d.
- A. hip-hop  
C. jazz  
B. strange  
D. modern

**Activity 04: Place the words in the correct group.**

slim	competitive	friendly	brave	tall	overweight	confident	fat
hard-working	blonde	selfish	handsome	positive	moody	chubby	
medium-high	reliable	bald	polite	skinny	patient	tattooed	shy

Appearance	Personality

#### Activity 05: Gap filling

Choose the words from the box to fill in the gap of the following reading.

dream    blond    London    sad    creative    young    fit hard-working    patient  
better    successful    brother

#### My Brother

Someone I admire is my (1) brother David. He is seven years older than me, so he is 23 now. He has recently moved to (2) London for his new job. He is very friendly, (3) patient and he has a good sense of humor. He is tall and has short (4) blond hair. David has loved computer games since he was a child. Now he designs new computer games, so he is very (5) creative. He

can also speak Chinese very well and his (6) dream is to work in China in the future. David is also very (7) fit because he loves to play sports, especially football. When I visit him in London he often takes me to watch live football! It's great. When we were (8) young, we used to play football in the garden, but he was much (9) better than me. David doesn't have a lot of free time these days because he works so hard. I really admire how (10) hard-working he is and how (11) successful he has been in his career. I always look forward to visiting him but I will be (12) sad if he moves to China.



### Activity 06:

Listen to the recording about Richard Branson, a British billionaire, entrepreneur and a very successful man. Do you know him? Listen carefully to his short biography and fill in the gaps below.



Richard Branson is the owner and founder of the Virgin Group, with different brands all around the world. Music labels, (1) airline, wines, you name it. You are probably thinking that my parents were rich, and that's why he's so (2) successfully. But you're wrong. You see, he had dyslexia when he was (3) young, and because of it, his grades in school were very low. His (4) headmaster, Robert Drayson, said that either he was going to end in jail, or he would become a (5) millionaire. And he was right!

Richard first wanted to grow and sell Christmas trees, and he also tried to resell CDs. But when both of those (6) project failed, he decided to found his own (7) magazine, Student. He started earning money, started to publish other (8) brand, as well as some of my own, and the rest is (9) history. Richard Branson says there is no point in starting your own business unless you do it out of a sense of (10) frustration.

### Activity 07: Discussion

1. Do you know Sir Richard Branson?
2. What are his achievements?
3. Find one famous quote from him and discuss it in a team.
4. Tell the class about his biography.



### Activity 08: Writing

Write a description of someone you admire. Think about:

- his/her appearance
- his/her personality
- his/her talents that you admire
- his/her achievements.

My brother is a good person for me, so let me detail about my brother, there are four point.

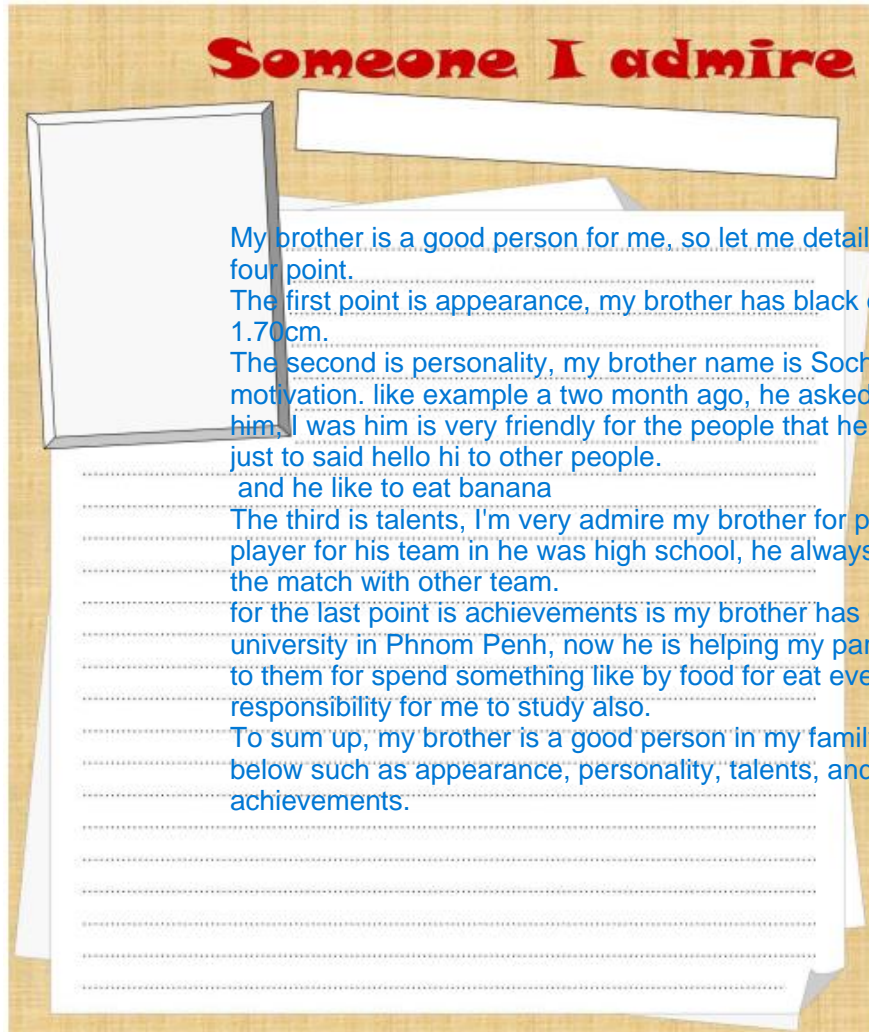
The first point is appearance, my brother has black eyes, short hair,

The second is personality, my brother name is Socheat, he is friendly, kindly, motivation. like example a two month ago, he asked me to play football with him, I was him is very friendly for the people that he haven't knew before, he just to said hello hi to other people.

and he like to eat banana

The third is talents, I'm very admire my brother for play football, he is the best player for his team in he was high school, he always show his skills during has the match with other team.

for the last point is achievements is my brother has graduate from NPIC university in Phnom Penh, now he is helping my parents by giving much money to them for spend something like by food for eat everyday, and especially he is responsibility for me to study also.



My brother is a good person for me, so let me detail about my brother, there are four point.

The first point is appearance, my brother has black eyes, short hair, and he has 1.70cm.

The second is personality, my brother name is Socheat, he is friendly, kindly, motivation. like example a two month ago, he asked me to play football with him, I was him is very friendly for the people that he haven't knew before, he just to said hello hi to other people.  
and he like to eat banana

The third is talents, I'm very admire my brother for play football, he is the best player for his team in he was high school, he always show his skills during has the match with other team.

for the last point is achievements is my brother has graduate from NPIC university in Phnom Penh, now he is helping my parents by giving much money to them for spend something like by food for eat everyday, and especially he is responsibility for me to study also.

To sum up, my brother is a good person in my family, and he has four point on below such as appearance, personality, talents, and the last one is achievements.

### **Reading I: What is work quality?**

Work quality is a term that can be used to measure how effective, efficient, and accurate work is. It can be measured in terms of the quantity and quality of output produced, or in terms of the time taken to produce an output. Knowing the different types of work quality can help you to set standards for your team and ensure that everyone is working to the same high standard.

Quality work is when a person does their job in a way that is effective, efficient, and accurate. This means that they produce a lot of good work in a short amount of time, and it is all correct. The elements that make up quality work are:

- **Accuracy:** This means that the work is free from mistakes and it meets all the requirements.
- **Efficiency:** This means that the work is done promptly and it uses the resources available in the best way possible.
- **Effectiveness:** This means that the work achieves its goal and it produces the desired results.

### Why is quality working important?

Quality work is important because it can have a positive impact on many different areas of your life. For instance, if you are a student and you hand in a high-quality essay, you are more likely to get a good grade. In the workplace, quality work can lead to promotions and pay rises. It can also help you to build a good reputation so that you are more likely to get new clients or customers. Generally speaking, quality work is just better all-around. It saves time, money, and stress in the long run so it is always worth striving for. There are various benefits of quality work, amongst which are the following:

- Increased productivity
- Improved accuracy
- Faster turnaround times
- Reduced stress levels
- More time for leisure activities
- Enhanced creativity and innovation
- Greater job satisfaction
- Better working relationships with colleagues
- More opportunities for career advancement
- Improved profitability



### How to improve work quality

#### Complete difficult tasks first.

By getting the most difficult tasks out of the way first, you can focus on the easier tasks later in the day. This will help improve your work quality overall. In addition, this ensures that you are less tired at the beginning of the day when you are more likely to make mistakes.

#### Prioritize focus

It is important to focus on one task at a time to get it done well. This can be difficult, especially if you have a lot of tasks to complete in a day. One way to help with this is to create a list of all the tasks that need to be completed and then tackle them one by one. Another way to improve focus is to eliminate distractions. This may mean turning off your email notifications or putting your phone away while you work.



### Know your strengths and weaknesses

Knowing your strengths and weaknesses can help you delegate tasks accordingly and set yourself up for success. Knowing your strengths and weaknesses can help you delegate tasks accordingly and set yourself up for success. On the other hand, if you find that you make more mistakes when you are tired, you may want to schedule breaks throughout the day or start working on difficult tasks earlier.



### Keep a communication a priority



Communication is key in any workplace. To maintain quality control, it is important to keep lines of communication open. This means being clear about expectations, deadlines, and goals. It also means being available to answer questions or offer help when needed. If there are problems with work quality, they need to be addressed as soon as possible. By keeping communication a priority, you can help prevent small issues from turning into big problems.

### Activity 09: Group Discussion

1. What is work quality? And why is it important?
2. What are the benefits of work quality? Discuss each point.
3. How can we improve our work quality?
4. Why do we need to know our strengths and weaknesses?
5. How can we improve our communication with our colleagues?

**Commented [1]:** Students need to answer the questions based on the text?

**Commented [2R1]:** Yes, they do. They need to read the text first then they can answer these questions. They may add up their opinion if possible (Q4 and Q5).

### Reading II: Praise someone professionally



Giving compliments is an essential element of any workplace and the ability to give professional praise is an important skill to have. Developing this skill can help you validate and motivate those around you. Learning how to praise someone professionally can help you develop positive work relationships and build meaningful connections with your colleagues, managers or employees. In this article, we provide you with a guide on ways to praise someone professionally and give you many ways you can compliment someone formally. We also teach you how to write a professional compliment, providing you with a template and examples of how to praise someone in writing.

### **Why is professional praise important?**

It's important to know how to praise someone professionally because it contributes to a positive work environment and lifts the spirits of your coworkers or employees. Furthermore, it makes them feel valued, validated and secure. Giving professional compliments that are genuine, thoughtful and well-timed is an easy way to establish yourself as someone whose optimism makes them an asset to any office. Knowing how to praise someone for their work is particularly important when you work in a managerial position because it's an effective way to motivate your employees and boost their overall productivity. Likewise, the ability to give well-received praise to your colleagues and boss is important because it builds and nourishes the professional relationships you have with them. Here's what to keep in mind when you want to praise someone for their work:

#### **1. Give specific compliments**

Avoid generic praise. Rather, give a specific, detailed compliment that keeps your praise sounding genuine and lets the other person know exactly what they did right. For example, instead of saying 'Good job,' you can say 'Good job on your presentation. Your ability to clearly explain the material was truly enlightening.'

#### **2. Use appropriate language**

Tailor your language according to the atmosphere of your workplace. While some workplaces are more casual than others, aim to give compliments that are carefully worded and appropriate for the professional relationship you share with the recipient of your praise. This can help you ensure the recipient fully appreciates your praise.

### 3. Keep it professional

Don't get too personal when complimenting someone formally. It's important to avoid the possibility of someone misconstruing the meaning or intention behind your commendation. Therefore, focus your praise on the person's work and professional abilities rather than praising something personal, such as their appearance.



### 4. Consider the recipient

The style and context of your compliment depends on who you are praising and their role in the company. The praise you give differs if it's your boss, coworker or employee. Knowing who you're complimenting helps keep your praise professional.

### 5. Consider your timing

It's important to time your compliments well. Don't wait too long before offering praise. When someone does a good job, let them know as soon as possible. Alternatively, if you know someone is having a bad day, giving them an authentic compliment can greatly boost their mood.

### Praising someone?

Here are some ways you can praise someone's work or professional success.

#### 1. Complimenting your boss: You can use these examples when complimenting your boss.

- Thank you for your guidance, I really appreciate it.
- Your supervision over the years has really helped me improve my time management skills.
- You make me feel comfortable asking questions when I'm in doubt.
- Thank you for being so committed to this team, we're grateful to have you as our leader.
- Working under your leadership has really helped me professionally.
- Thank you for taking the time to explain this concept to me.

#### 2. Complimenting Your Employees: Here are some inspirational compliments you can give your employees:

- You keep impressing me with your hard work.
- You are a vital asset to this team.
- I've noticed how punctual you've been lately. Keep up the good work!
- I loved hearing your opinions today during the meeting, you made some great points.
- Your attention to detail continues to impress me.

#### 3. Complimenting your colleagues:

- I'm so happy to have you on our team.
- Your enthusiasm inspires me.
- Good job at the meeting today.
- Your problem-solving skills are incredible.

- Your confidence is infectious.
- You're going to make a great addition to our team.

### How can we respond to praise/compliment?

- A. Smile:** Smiling is a great way to show your colleagues and managers how you feel about a compliment or recognition. If you're searching for the right words to help you respond to a compliment, smiling is a great way to immediately show your appreciation before acknowledging it verbally.
- B. Give a simple reply:** When you receive a compliment at work but you're not sure how to respond, it's OK to keep your acknowledgment short and simple. If you're having trouble finding a response, using a simple reply like "Thank you!" is a great way to show your appreciation quickly and efficiently.
- C. Stay Humble:** When responding to a compliment that someone gives you at work, it can be important to be gracious and humble. Recognizing their praise with a polite response can help you become more noticeable to managers and can help you gain more professional connections for your career. For example, if a manager mentions to you that your work has been really beneficial to the company, you can reply with, *"Thank you! I've been learning a lot from my colleagues!"*
- D. Show your appreciation:** Along with thanking someone, if a colleague or manager pays you a compliment, it can be helpful to show your appreciation by other means. Verbally mentioning your appreciation or physically showing your excitement for the compliment through your expressions or body language can help a manager or colleague know how you received their affirmation. For example, extending your hand for a handshake and mentioning how much the compliment means to you are two great ways to further express your gratitude.
- E. Comment on the task or project:** If your manager's or colleague's compliment is directed towards a specific task or project that you completed, consider adding additional comments about the task when responding. This can help to demonstrate your experience with the job and acknowledge the work you put into that specific assignment. For example, if a co-worker tells you that you did an outstanding job on your recent project for the company, you could reply with, *"Thank you! The project was a challenge, but I think I managed it well!"*
- F. Mentioned their acknowledgement:** If someone pays you a compliment, another way to respond is to mention and recognize their acknowledgment. Having a manager or colleague take time out of their day to compliment you is a very kind gesture, and it can be good to thank them for their words of affirmation. For example, if a supervisor says that you did an outstanding job



on your sales numbers last quarter, you can reply with, *"Thank you! I appreciate the compliment and the acknowledgement of the work I've put into my job."*

**G. Acknowledge others:** Another great way to respond to a compliment is to give a compliment in return. Giving acknowledgement to your colleagues or the person giving the compliment can help demonstrate your ability to work well with others and acknowledge their hard work. For example, if a manager says that you've been doing an excellent job since you started the position, you can reply with, *"Thank you, everyone here has been incredibly helpful."*



#### Activity 10: Lesson summary

Answer the questions:

1. Why is praise important? Summarize each point?
2. Give some examples when complimenting your boss.
3. Give some examples when complimenting your employees.
4. Give an example when complimenting your colleagues.
5. Give a short summary of responding to praise or compliments.

#### Activity 11: Responding to a praise

How can you respond to these following phrases?

1. **Manager:** *"Hey! Great job on those reports last week. The detail was excellent, it must have taken you hours."*

Your response: \_\_\_\_\_.

2. **Manager:** *"Your work on that marketing project was excellent. We should hopefully see an increase in clients. Thanks to your hard work."*

Your response: \_\_\_\_\_.

3. **Colleague:** *"Hey! I heard you making those sales calls yesterday. You do a really magnificent job talking with clients."*

Your response: \_\_\_\_\_.

4. **Colleague:** *"I saw that memo you sent out last week, it was very informative and helpful. Great job!"*

Your response: \_\_\_\_\_.

## Problem Solving skill

### Activity 12: Pre-reading

Fill the gaps with the correct words from the box.

process   peers   siblings   revise   lack   efficient   storage   improve   **rota**   distracts

Commented [3]:

1. He \_\_\_\_\_ me by playing music when I'm studying.
2. I need to \_\_\_\_\_ for my end-of-year exams.
3. I have two \_\_\_\_\_ – one sister and one brother.
4. We have a \_\_\_\_\_ system for housework and it's my turn to do the washing-up today.
5. I need to find \_\_\_\_\_ space for my things while I am traveling.
6. Some plants may die when there is a \_\_\_\_\_ of rain.
7. Slow down! I can't \_\_\_\_\_ all the information if you speak too quickly.
8. If the weather doesn't \_\_\_\_\_, we won't be able to have a picnic.
9. My \_\_\_\_\_ at school are quite competitive at exam time.
10. Sharing a car is a more \_\_\_\_\_ way of traveling to work every day.

## READING

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**Study Problems - Help is here.****Ask E-tutor**

Hi! I am an E-tutor, or Emma. I am here to help you with any study related-problems, whether big or small, post a message on the forum below.

**Meg****What should I say to my sister?**

Hi, E-tutor. Unfortunately, I share a bedroom and a desk with my elder sister. She continually distracts me because she's noisy and disorganised. I think she's disrespectful. I've got exams in a fortnight and I desperately need to revise. I can't concentrate when she's studying too and the desk is always overflowing with stuff so I can't find anything. If I try to have a dialogue with my sister, she gets annoyed. Can you help?

**E-tutor****Re: What should I say to my sister?**

Hi, Meg. That's a common complaint between siblings. Why don't you discuss a rota system so that you use the desk at different times? Or maybe you could study at the local library, cultural centre or community centre a few days a week. Make sure you've got storage space for everything on your desk: folders and containers for your paper and stationery. If everything has its own place, it will be easier to keep orderly. It might even be enjoyable to do this together. If it's easier to write instead of talking face to face, try messaging her and explain how awful you feel.

**Rudy****Against the clock**

My problem is time – or lack of it! Next month I've got 12 exams in three weeks. How can I possibly study for all of them? It's complicated. I think it's impossible.

**E-tutor****Re: Against the clock**

Hi, Rudy. It isn't impossible but you DO have to get started NOW. Make a study plan and highlight periods of study time for each subject. Make a detailed plan for this week and then do the same for the weeks ahead. It's better to study for an hour or so a day than just once a week, all day. Your brain needs time to process information.

**Hayley****Disaster**

My problem is silly and a bit embarrassing. I just find it hard to study. I always stop and start and I keep getting the impression that I'm learning the wrong things. I'm a disaster. I don't think you can really help me.

**E-tutor****Re: Disaster**

Hayley, your problem isn't silly at all! It's very real and lots of people experience the same thing as you. Sometimes things improve if they join a study group. Set up a group and meet a couple of days a week after school to study together. Take turns to give presentations and teach other what you know. It's called 'peer teaching' and is an effective and efficient practice for lots of students.



**Activity 13:** Who is it about? Put the sentences in the correct group.

- A. This person shares study space with a member of the family.
- B. This person is advised to create a detailed plan for studying.
- C. This person isn't sure about which things need to be studied.
- D. This person feels embarrassed about a problem.
- E. This person is advised to study outside the house.
- F. This person is advised to study a little every day.
- G. This person is advised to study with other people.
- H. This person has exams in two weeks' time.
- I. This person is panicking because of insufficient time.

**Meg**

**Rudy**

**Hayley**

**Activity 14:** Are the following sentences True (T) or False (F)?

- 1. \_\_\_\_\_ Meg doesn't respect her sister.
- 2. \_\_\_\_\_ Meg finds it difficult to talk to her sister.
- 3. \_\_\_\_\_ E-tutor thinks Meg's problem is unusual.
- 4. \_\_\_\_\_ Rudy believes he has an impossible task.
- 5. \_\_\_\_\_ E-tutor thinks Rudy needs to start studying immediately.
- 6. \_\_\_\_\_ Rudy needs to study a little and often.
- 7. \_\_\_\_\_ Hayley is confident that her problem can be solved.
- 8. \_\_\_\_\_ E-tutor recommends that Hayley studies with a teacher.

**Reading: Managing a problem.**



**Activity 15:** Match the phrase with the correct definition:

Phrases	Definitions	Answers
1. To give someone a heads-up	A. To tell or warn s.o that something is going to happen.	1: _____
2. To learn the ropes	B. To have a more complete perspective on a situation.	2: _____
3. To see the big picture	C. To change the target or the rules of situations unfairly.	3: _____
4. To feel stretched	D. To feel as if people are making difficult demands of you that push you past what you are comfortable doing.	4: _____
5. To move the goalposts	E. To learn the basics of how to perform a job or tasks.	5: _____
6. To have a smooth-sailing experience	F. To make brief contact with someone.	6: _____
7. To feel pulled in both directions	G. To be in a situation where you feel loyalty to two opposing groups.	7: _____
8. To touch base with someone	H. To be able to progress without much difficulty.	8: _____

**Reading**

**From:** Jo Backhouse

**To:** Karl Anderson

**Date:** 17 October

**Subject:** Support for Judy

Dear Karl,

I received a call from Judy a couple of days ago to discuss some of the issues that she was having and I thought I'd give you a heads-up on what was said, seeing that you are Judy's project team leader.

Judy really enjoys working with you and the team and finds the project very interesting, but I think she's feeling a bit lost and struggling to see the big picture. It seems that she's been given a fair amount of autonomy to carry out the tasks that you've given her, and of course this level of delegation is not uncommon in your branch. But I believe in her Tokyo office, she is used to a bit more managerial direction and guidance and so is finding this international project quite daunting.

When I asked her about meeting her deadlines, she mentioned that due to the recent changes to the project timeline, her goalposts have been moved, and she doesn't seem to really understand why this

has happened. Bearing in mind that she's also facing simultaneous deadlines from her department in Tokyo, we can presume that she might be feeling a bit stretched.

Looking ahead, I was wondering if we could make it easier for Judy by offering her more direction when setting her tasks, at least until she learns the ropes and gets used to working unsupervised. I think she'd also appreciate you giving her a clearer idea on how her role in the team fits into the overview of things. Do you think you could maybe outline the group and individual targets at your next team meeting and that way, everyone not only gets a reminder of the end goal, but each team member, including Judy, might have a more holistic view of the whole project?

I was also thinking it might help to touch base with her every so often to make sure that she's up to date with any changes to the overall plan of attack. In the meantime, I'll write to her manager in the Tokyo office and see how aware they are of the deadlines you've given her, and if they could in some way review her responsibilities and co-ordinate her tasks so that she doesn't constantly feel pulled in both directions.

Judy is an extremely conscientious worker and is eager to contribute positively to the team. Personally, I think she is someone with high potential and will be an asset to our international projects if properly mentored. I'm keen to know your thoughts on the matter and am open to any suggestions on how we could better support Judy so that she has a more smooth-sailing experience on the team.

Best regards,

Jo Backhouse

Head of Department  
International Projects

**Activity 16:** Choose the best answer.

1. Why is Jo writing to Karl?
  - A. To suggest that his management style is not suitable for the current members of his team
  - B. To let him know about the issues his team member is facing and help him manage them
  - C. To tell him how to solve his problems.
  - D. To ask him to take it easy on Judy and not give her too much work
2. What is Judy not used to?
  - A. Being told what to do
  - B. Collaborating with people internationally
  - C. Being left to do things on her own
  - D. Delegating work to other people
3. Why is Judy confused by the changing targets?
  - A. She feels as if she needs to understand the reasons for the changes.
  - B. She has simultaneous deadlines from the Tokyo office.
  - C. She doesn't want to know the bigger picture, just her part.
  - D. She doesn't like meeting deadlines.
4. Who might benefit from having a better overview of the project and a better understanding of how the individual tasks fit together to achieve the group target?
  - A. Only Judy

- B. Judy and the Tokyo office
- C. Judy and Karl
- D. Judy and the rest of Karl's team

5. What does Jo think of Judy?

- A. Judy works well independently but isn't a good team player.
- B. Judy is lazy and prefers managers to tell her exactly what to do.
- C. Judy is very hard-working and capable and will go far in the company.
- D. Judy is very enthusiastic but not very experienced.

6. Which of these does Jo do in her email?

- A. Mix positives in with the negatives
- B. Focus on the solutions
- C. Use language to show that she's expressing her own opinion or a possibility and not hard facts
- D. All of the above

**Activity 17:** Match the problems (A-D) with the solutions (1-4) that Jo suggests.

#### Problems

- A. Judy is feeling stretched with multiple deadlines.
- B. Judy can't see the big picture.
- C. Judy is not used to so much autonomy.
- D. Judy finds the changing targets and deadlines confusing.

#### Solutions

- 1. Karl could outline the team and individual targets during the next week. \_\_\_\_\_
- 2. Karl could give her more direction until she learns the ropes. \_\_\_\_\_
- 3. Karl could touch base with her regularly and make sure she's up to date with the changes. \_\_\_\_\_
- 4. Jo could write to Judy's Tokyo office to make them aware of her deadlines and co-ordinate her tasks. \_\_\_\_\_

#### Activity 18: Discussion

How do you deal with problems at work? Have you ever had to write an email similar to this one? What would you do? Tell the class.