

500+ Phrases & Expressions

*Let's go around the
table before starting*

...

*The point at the top
of the agenda is...*



English *for* Meetings

**Phrases, Expressions, and One
Case to Be Fluent in Meetings**

Adama Komou

ENGLISH

— FOR —

MEETINGS

*Phrases, Expressions, and One Case
to Be Fluent in Meetings*

Adama Komou

Also by the Author

**ENGLISH FOR CONSULTANTS: Expressions, Phrases,
and Cases to Be an Effective Team Player**

Copyright © 2020 by Adama Komou

All rights reserved.

No part of this book can be reproduced in any form or by any electronic or mechanical means, including information storage and retrieval systems, without permission in writing from the publisher, except by a reviewer who may cite brief passages in a review.

**ENGLISH FOR MEETINGS: Phrases, Expressions, and One Case to
Be Fluent in Meetings**

Design by **Licorne Management Sarl**
Images by **ZdenekSasek** on **VectorStock.com**

To my parents,
Nathalie and Lassina Komou.

Table of Contents

Preface	vii
1. Prepare	11
2. Open.....	26
3. Agree	33
4. Disagree.....	36
5. Interrupt	39
6. Ask Opinion.....	41
7. Clarify	43
8. Make a Point	45
9. Give a Reason.....	47
10. Report Progress.....	48
11. Report Regress	49
12. Moderate	50
13. Close	50
14. Exercises	54
About the Author	56
Bibliography	59

Preface

I don't have a bachelor's degree in the English language.

A couple of years ago, I was struggling to find a short and comprehensive book that would allow me to add value quickly as a non-native aspiring management consultant. I wondered why English books looked so *academic*, and if some people were feeling the same.

I had to go through many books and courses with no time available. Down the line, I came to reach a plateau. I couldn't seem to make any improvement out of my additional readings and speaking. I started putting together my English toolbox of words, expressions, ideas, and phrases to break the plateau and reach the executive English-speaking level.

Meanwhile I discovered that high-level business professionals don't *speak* English; they *compile a code of thinking*. Ever since, the whole paradigm in which I was learning shifted. I found that if you wanted to *speak* like an executive, you would first need to *crack their code of thinking*. This finding confirmed when I got into top professional environments, first in consulting, and then at the World Bank.

I thought I should share my experience to provide a *less academic* peer-to-peer way of learning executives' business English, with a shorter learning curve as well.

In this book, I am trying to give you a unique immersion in that code of thinking, using a simple layout that allows the quickest learning. In every part, you will uncover a part of the code and resolutely *be fluent in meeting*.

This is not an exhaustive book, as you will not find everything in it. However, it is a good benchmark for non-native (and native) professionals.

Who Is This Book For?

This book is for pre-intermediate non-native (and native) professionals who are struggling to fully deploying their talent and value in a competitive English-speaking professional environment.

This includes, but is not limited to:

- Managers
- Consultants
- Business Analysts
- HR professionals
- Marketers
- Accountants
- Engineers
- Economists
- Non-profit professionals
- Trainers
- Militaries
- Career changers
- Students

How to Benefit from This Book

When it comes to learning, we all have our learning styles. Some of us are visual learners, others are kinesthetic, and several people are auditive learners. In addition to your approach to learning, I suggest to:

- Make at least one cover to cover skimming
- Read regularly to recall all the ideas, words, and expressions
- Read out loud or read with your lips trying to speak out
- Always imagine a situation where you apply expressions
- Memorize a few phrases for deliberate practice
- Re-read the parts several times
- Complete exercises

Icons Used in This Book

- ✓ Listing
- 💬 Spoken expression
- 📄 Written expression

Fictive Names Used in This Book

ABC will stand for “*Always Be Consulting.*”

Fictive company and project names include:

- ABC Consulting / Client
- ABC Project / Client
- Fintech Project / Client
- Water Project / Client
- Food Project / Client
- Health Project / Client
- Pharmaceutical Project / Client
- New Drug Project

*****Important Notice**

No information shared in this book is from my former/current employer nor any previous/current client.

English is not a science. It's a skill. Don't study it. Use it.

Mikhail Kotykhov (On Quora)

1. Prepare



⇒ It's a Meeting Or:

gathering	appointment	rendezvous	reunion
assembly	session	event	consultation
encounter	date	talk	rally
convention	summit	interview	discussion

⇒ Different Types of Meeting

annual general meeting	progress meeting	decision meeting	review meeting
negotiation meeting	kickoff meeting	shareholder meeting	board meeting
team meeting	monthly meeting	weekly meeting	breakfast meeting
luncheon meeting	dinner meeting	informational meeting	workshop

ENGLISH FOR MEETINGS

brainstorming	one on one	video conferencing	group discussion
focus group	job fair	the grapevine	business luncheon
networking luncheon	working luncheon	awards luncheon	media luncheon
press luncheon	conference	symposium	seminar

⇒ Reasons for Meetings

review progress collectively	approve a proposition or project	react to changes or events	share or discuss new information
communicate efficiently	amend a document	develop options	approve plans and reports
exercise a legal responsibility	make decisions	solve problems	find and confront ideas
launch a project	raise awareness on some matters	prepare documents	validate a report

⇒ Checklist for Informal Meetings

- Date and time
- Meeting room or place
- Length
- Agenda outline

⇒ Checklist for Formal Meeting

- Terms of reference
- Meeting room and site booking
- Meeting creation in the system
- Invitation letters or emails
- Detailed agenda shared with participants
- Accounting and finance matters
- Trips and hotel management
- Procurement and vendor management
- Stationery and other furniture
- Video projector and projection screen
- Logistics and in-city transportation facilities
- Identity, rank, and origin of guests
- Welcoming of distinguished guests
- Speeches, attendance sheet, and minutes
- Coffee and lunch break services
- Dinner and cocktail services

⇒ Requesting a meeting



In Speaking

- 💬 Let's schedule a meeting for Monday to cover the details.
- 💬 Why not having a meeting tomorrow to discuss the options?
- 💬 Could we meet to go through the problem that just cropped up?
- 💬 Should we schedule a time to meet with the VC (venture capitalist)?
- 💬 Let's schedule a meeting sometime next week to discuss what can be done.
- 💬 The best thing to do is to have a meeting with Jack to set the record straight.
- 💬 Could we organize a team meeting for next Monday at the building site at 3 PM?
- 💬 Perhaps we could meet and go around all the implications of this new piece of legislation.
- 💬 I am Alan Ross from ABC Consulting, and I would like to have a meeting with you to discuss something of interest for both of us.

In Writing

📧 Hi,

Hope you are very well. I am from Bangalore, and I live in Brooklyn for three years now. Please let me know if you get time to share coffee.
(1)

Thank you,
Arun

Hi,

Hope all is well with you. I also graduated from the London School of Economics, and I am currently working in Paris. Please let me know if you have time to share a cup of wine. (1)

Thanks a lot,
Brian

Dear Colleagues,

The next monthly meeting will take place on May 15, 2019, at ABC Consulting Headquarters in Paris. The theme of the meeting will be “Knowledge Management.”

I encourage you to send your Practice Improvement Note by May 05, 2019.

All the best,
Cheng

Dear Robert,

I am writing to invite you to the 2nd Annual Global Operational Improvement Summit, set to take place in San Francisco on June 10th - 12th, 2018. Please find attached the event’s agenda.

Here is an outline:

- Organizational improvement Scorecard
- Case study presentations
- Panel discussions
- Breakout sessions

Day two will focus exclusively on interactive workshops hosted by the Fairmont San Francisco Hotel.

ABC will also be launching its first Excellence Award Night to showcase and honor the most outstanding organizational and individual achievements through the application of the Baldrige Organizational Excellence Framework.

Yours truly,
Harry

 Dear colleagues,

We would like to invite you to join the upcoming staff briefings hosted by HR regarding the recent International Footprint updates communicated by senior management. The presentations are open to all staff.

During the session, we will share details on several HR policy measures that are part of an overall effort to support the firm's international development.

The proposals mainly cover two areas – (a) how to strengthen global mobility benefits and (b) how to better facilitate global careers for staff.

This event is an early opportunity for HR to have your takes.

We look forward to your participation.

Best regards,
Alicia

Box 1: Common Consultancy Development Topics (2)

- How to become a consultant
- Problem-solving processes
- Consulting tools and techniques
- Product development and marketing in consulting
- Start-up advice
- Implementation

- Change management and resistance
- Consultant-client relationship building
- Engagement and relationship building
- Negotiating and contracting in consulting and business
- Leadership
- Finance and presales in consulting
- Academic or scientific perspective of the consulting business

 Dear colleagues,

We would like to invite you to the **Decision Meeting** for the **ABC** project. The meeting will be held on **Monday, November 25**, from **11:30 am to 1:00 pm UTC**, in room **15** at **Hong Kong** with connections to **Boston, New Delhi, and Johannesburg**. Please see the connection details below.

Andrew Carlson (Partner, Boston), Arjun Singh (Partner, New York), and Christine Dupont (Director, Paris) will chair the meeting.

Sandra Lee (Director, London), Ashley Williams (Director, Kimberley), and Mamadou Konate (Director, Johannesburg) have kindly agreed to serve as peer reviewers.

Cordially,
Maria

 Dears,

As you are aware, the **ABC Mediation Committee** is an internal conciliation forum of first resort for the resolution of conflicts submitted by employees alleging unfair treatment or violation of employment contract terms. Its decisions are not binding.

ABC Mediation Committee will be hosting an overview of the last year's factsheets. All employees are invited to virtually attend this event, which will take place Wednesday, 7 January 2020, from 2:00 pm – 3:30 pm European Central Time. The speakers are:

- Introductory Remarks – Jacques Riviere, Executive Secretary
- Case Review Presenter – Alison Rometty, Counsel,
- Commentator – David Cheng, Senior Counsel

If possible, we ask that you share the event with your colleagues.

Those connecting through internal streaming may use the following link: <http://link>

Otherwise, kindly find below the Skype instructions to connect remotely.

We hope you are able to attend!

Sincerely,
Tom

 Dear colleagues,

We look forward to receiving your comments on the attached package by the end of the day, Friday, December 12, 2019 ECT.

Comments may be addressed to the team copied in this email. They are seeking guidance on the following aspects:

1. Are the analytical foundations for the work solid?
2. Is the material in the document appropriately structured and accessibly written?
3. Does the project scaling plan appropriately reflect and incorporate lessons learned from the pilot stage?

4. Does the marketing plan adequately emphasize the links between pricing and segmentation, taking advantage of low hanging fruits?
5. Are the implementation arrangements and measures to coordinate project activities across various functions and cross-sectoral interests appropriately defined?

Following the efficient review process, an annotated agenda will be prepared by the project team and circulated before the meeting.

Kind regards,
Rebecca

⇒ **Proposing the time/place for the meeting**



- ” Would half-past two suit you?
- ” How about next Monday at two?
- ” What time do you have in mind?
- ” Which day do you have in mind?
- ” How about sometime next week?
- ” What about this afternoon instead?

- ” Would you be available on Wednesday?
- ” Can I suggest that we meet at our offices?
- ” Are we going to meet the whole morning?
- ” Would Friday next week be suitable for you?
- ” Let say on the 1st of February in the morning.
- ” Could we perhaps meet next week to go over the details?
- ” Let's keep the length of the meeting to one hour for now.
- ” Let's say about one hour and a half. Is that all right for you?
- ” Would it be suitable to meet on June 10 at your Seattle offices to discuss?

⇒ When You Are Not Ok with the Appointment



- ” Sorry, I can't make it then.
- ” I'd love to, but I really can't.
- ” Sorry, I'm already tied up until two.
- ” I'm afraid I've got another meeting then.

- ” I am afraid I have another appointment then.
- ” I’m afraid we’ll need to find another schedule.
- ” I’m afraid I can’t meet them at ten next Monday.
- ” I’m afraid I can’t make it next Friday. Why don’t we put it off sometime next week?
- ” Unfortunately, I will be on a trip from January 3 to 8, so I couldn’t make it then. Although, in the upcoming week, it will be a pleasure to meet with you.

⇒ When You Are Ok with the Appointment



In Speaking

- ” So, that’s Monday at 10 AM.
- ” Yes, that’s fine. See you then.
- ” Sounds Ok to me. Let’s do that.
- ” Perfect, see you on Monday at 10.
- ” All right. I’ll see you on Monday at 5:30.
- ” I look forward to seeing you on Tuesday.

- ” Well, this schedule suits me. Let’s do that.
- ” I am looking forward to hearing from you.
- ” Excellent. I look forward to meeting you then.
- ” Perfect. I very much look forward to talking with you.
- ” That sounds sensible. So, I’ll see you on Monday at 2.
- ” Yes, that would be fine. Let’s say it’s settled. See you then.
- ” All right, that’s perfect for me. I look forward to meeting you.
- ” Yes, next week works fine. Shall we plan it at two on Monday?
- ” That would be just fine. I can’t wait to meet you. See you on Monday.
- ” Just to confirm the schedule of our meeting: Tuesday 10 July at 10 AM.

In Writing

Dear ...,

Again, thank you for the email. I want to confirm my participation to the kickoff meeting on Friday, May 5, at the New York offices. If possible, I would like to have the risk analysis notes to get a head start.

Yours truly,

Dear ...,

This is to confirm my participation at the Review meeting on Monday, November 25, from 11:30 am to 1:00 pm UTC.

Thanks for sharing all the necessary documentation ahead of the meeting; this is appreciated.

Kindly book me a room in the same hotel and a rental car for in-city transportation.

Thanks for your world-class assistance,

Oliver

 Dear ...,

I am writing to confirm the meeting made over the phone yesterday. We agreed to meet at the Novotel Paris Centre on Thursday, June 7, at 10 am.

Please contact me at +33 xx-xxxxx or reply to this mail if there is any change of time or location. Feel free to call my assistant or me if you have any questions.

I look forward to meeting you.

Yours truly,

 Dear ...,

This is a gentle reminder to confirm your meeting with Eliyahu Goldman tomorrow January 22nd, by 11 am. He will meet you at your office.

Kindly reach out to me for any useful accommodation.

Thank you, and have a fruitful meeting.

Respectfully,

⇒ Put off or Cancel

- ” I’m afraid our meeting is conflicting with another appointment I didn’t consider. If you don’t mind, I propose that we put it off. What about next Thursday at two?
- ” Could we put off our tomorrow meeting for I am not feeling good these days? I will need to rest tomorrow, as my doctor recommended. But if you don’t mind, I am up for next Wednesday at nine at the same place.
- ” I am sorry to inform you that we will not be able to meet tomorrow. I got a last-minute change in a committee session. Please let me know if next Monday at ten will suit you. Otherwise, tell me when we could reschedule the rendezvous.
- ” An unexpected event just occurred, and as a result, I have to cancel our appointment. I know it’s short notice and I’m sorry about that. I can’t seem to find any spot in the coming days. But call me next week so that we can work something out.

⇒ Apologies

- ” I’m afraid I have an impediment that prevents me from attending the meeting. Just to inform you and present apologies.
- ” I’m afraid I’ve got an important and urgent engagement to handle. I will not be able to take part in the meeting. Wishing you a fruitful workshop.
- ” Unfortunately, I will not be able to attend the review meeting as a result of unforeseen events that cropped up. I am looking forward to reading the minutes to keep up with you. Have a productive and fruitful meeting.

” I’m afraid I have a critical project that is running late and needs my full attention. Hence, I will not be able to attend tomorrow’s meeting. If you need any documentation from me, kindly let me know. Have a good day.

⇒ Follow Up

” My assistant will let you know the schedule of the meeting.

” My assistant will also be joining us. She will get in touch with you for all the details.

” I will have my assistant send you an email to let you know the time and place of our appointment.

” I will have my PA send you an email to let you know where our meeting will be held. She will also send you the agenda I’d like to discuss.

2. Open



⇒ Short Expressions to Open

- ☞ Good afternoon and welcome to this meeting. I will keep it as brief as possible since we are all busy these days. Can we make a start?
- ☞ Thanks for attending this important meeting. The discussions will be necessary to define a clear path for the new policy implementation. As all participants have received the documentation, let's go around the table to allow everyone to introduce himself.
- ☞ Good evening. Thanks for taking the time to have this meeting. We have called it to examine the business proposal of an information security startup. Let's go around the table for participants to introduce themselves. As everyone is here? Let's begin.
- ☞ Good morning. Thanks for coming. We have a lot of ground to cover, so let's get started. Before going any further, I am pleased to introduce a new consultant, Mrs. Lynda Prayat. She will be working with the healthcare team. Welcome on board, Lynda! I wish you all the best in this new assignment. You have the floor.
- ☞ Thanks to all of you. We have a tight schedule today, so we'll need to cut corners. Let's get the ball rolling. But before, I have the privilege to introduce the new Digital Director, Mr. McMillan. He has a very long list of accomplishments in the sector, and many of us already met him

on different occasions. Mr. McMillan, welcome on board! The floor is yours.

⇒ Informal Meeting at a Restaurant

Greetings

” Hello David, it’s good to see you again.

Welcome to Hong Kong.

Thanks for arranging this informal meeting.

I hope you made a safe trip.

Did you have any trouble finding the place?

Did you find your way with no trouble?

Are you familiar with the area?

” Good afternoon Kim, it’s always a pleasure meeting with you.

Thanks for taking the time to have this informal meeting.

I hope you made a safe commute.

Did you get the correct indications from the assistant?

How about your colleague Christopher at the Boston office?

” Hello Abdel, how have you been?

How is the family?

How about the traffic?

This restaurant is charming.

Thanks for taking the lead to have this meeting.

I hope you made safe travel.

Are you familiar with the area?

Which hotel are you staying?

How about your colleague Adams at the Boston office?

Did you get good indications from the assistant?

Opening discussion (consulting request)

” What are you up to?

” Are you hitting the buffers?

” What can you tell me about your product?

” Where do you stand in your new software project?

” What is at the top of your agenda for this meeting?

” Are you also consulting with our so-called all-time competitors on other projects?

” It's in the air that your food-processing branch distribution system is facing aggressive competition.

” Are there specific objectives that the CEO of your firm wants to meet, and what is the dedicated timeframe on his agenda?

Opening discussion (job request)

” Can you walk us through your CV?

” Can you tell me a bit about yourself?

” What do you know about our clients?

” What do you know about our market?

- ” What do you know about our products?
- ” How many cars were sold globally last year?
- ” Are you good at solving big hairy problems?
- ” What are some of your sectorial competences?
- ” Tell me about a time you changed someone’s mind.
- ” What are your most robust functional competences?
- ” Can you tell me why you are interested in this position?
- ” Can you tell me about a significant personal achievement?
- ” “What important truth do very few people agree with you?” (3)
- ” Did you ever break the rules, and what are some of the cases?
- ” Are you good at managing teams remotely and handling multiple projects?
- ” Are you well versed in financial legislation as required for the position?
- ” Give a case where you had an issue with your boss and the way it wound up.
- ” What is the biggest project problem you have solved, and how you made it?
- ” What is your unique selling proposition for this position, or why should we hire you?
- ” Will you make it in the tech industry, and how are you planning to hit the ground running?
- ” Is there any particular reason why you are interested in changing companies at this moment?

- ” What means risk management for you, and can you give me a case where you mitigated a serious risk?

⇒ Formal Meetings

Greetings

- ” Hi everyone, welcome to this meeting.
- ” Dear participants, welcome to the 2nd review meeting of the year.
- ” Ladies and gentlemen welcome to the 2nd annual review meeting of the Southern American region’s portfolio.
- ” Dear officials, representatives, investors, lenders, partners, managers, recipients, and actors welcome to this meeting.

Absence

- ” We have apologies from many stakeholders for today's meeting.
- ” Unfortunately, many are not able to make it today due to tight conflicting agendas.
- ” At least three persons are going to miss out on today’s meeting due to conflicting schedules.

Context

- ” **Since** the last gathering, quite a few milestones have been covered.
- ” We have covered a pretty large amount of ground **since** the last review.
- ” **Since** the previous meeting, teams have worked hard, along with challenging changes in the environment.

- ” **During 2018**, we have initiated several organizational adjustments to enhance our ability to achieve better outcomes for our clients, and to strengthen our expertise and footprint on corporate strategy issues.
- ” **Following a year during which** we registered our weakest revenues performance of the past five years, sales growth is expected to slightly recover in 2019. However, the market is confronted by numerous risks, including exchange rates, financial stress, and geopolitical concerns.
- ” **By the end of this year**, it is estimated that a new regulation will be adopted by the Congress regarding food, beverage, and supplement labeling as well as ingredient review.

Objective / Agenda

- ” The task at the top of our agenda is the review of performance.
- ” We are here today because our new drug failed to get FDA approval.
- ” The main objective of the meeting is to go over the new risk mitigation plan.
- ” We’ll be going through the report of the telecommunication authority, which is pretty bad.
- ” We’ll be looking at the staff turnaround plan and discussing scenarios for overheads optimization.
- ” We’ll be discussing the terms of reference for the upcoming international symposium in Italy.
- ” The objective of the meeting is to prepare the due diligence for the airline client’s acquisition of *Fly the World*.
- ” The board had advanced the schedule for new projects’ approval, so we will be working on nailing down all projects in the pipeline.

Box 2: 5 Rules to Be an Effective Team Player

1. Add value in meetings by getting your points across intelligently.
2. Make constructive criticism and help others also to get their points across.
3. Do your homework ahead of meetings by preparing your points along with relevant research.
4. Know your role in the meeting and play to that: support, evaluation, presentation, moderation, advice, or technical.
5. Listen actively, take notes, and show interest by closing your laptop and locking your smartphone.

3. Agree



exactly/
absolutely/
definitely

we are on the
same page/ I
adhere to

I fully agree
with you/ of
course/ sure

I couldn't agree
more/ I
perfectly agree

we are on the
same
wavelength

you took the
words right out
of my mouth

I couldn't say it
any better

why not?/
Agreed/ I have
no objection

nothing to say/
Why not?

no doubt/ in
the same vein/
furthermore

I share your
point of view

this is also my
point of view

I approve/ I
also think that

I suppose so/ I
guess so

I quite agree/ I
totally agree/ I
truly agree

I will just add
that/ that's
right

just to
complete/ I
also confirm

we agree with
you/ we totally
agree with

we
acknowledge
and agree that

we see eye to
eye/ that's a
good point

” I suppose so.

” Exactly. That's true.

” We are on the same page.

- ” I fully agree with you.
- ” I couldn't say it any better.
- ” I totally agree with Roberto.
- ” I share your point of view.
- ” This is also my point of view.
- ” Why not? I have no objection.
- ” We are on the same wavelength.
- ” I couldn't agree more on this point.
- ” No doubt, this proposition is the best.
- ” I also think that this is the right thing to do.
- ” You took the words right out of my mouth.
- ” I think we are now on the same wavelength.
- ” I will just add that we will even save more money.
- ” Feel free to agree or disagree and express your views.
- ” I also think that this level of overspending is a big issue.
- ” I also confirm that the project wasn't adequately funded.
- ” I am OK if you say that the vendor is competent for the job.
- ” In the same vein, I strongly agree with the low-cost proposition.
- ” I hope you agree with me that this is not the case for that client.
- ” The board will adhere to the restructuring plan if we present a forecasted scorecard.
- ” I fully agree with you that there is a need to strengthen the existing covenant provisions.

- ” I agree with Mrs. Aditya on this point that setting a high anchor price will help secure a better deal.
- ” We acknowledge and agree that we have not entered a contractual relationship with the supplier regarding such a bundle offer.
- ” We agree with you, Mr. Chairman, and with you, Mr. Director, that the firm, and more particularly the IT department, can enhance its capacity to handle the software configuration.

4. Disagree



I'm afraid I
don't agree with

I tend to
disagree with

you may not
even agree with
me

I don't share
your point of
view

forget it/ you
must be joking

I take your
point/ it's too
risky

I don't think it's
a good idea

I don't know/
it's a long shot

I strongly
disagree

absolutely not/
of course not

nothing of the
kind

sorry, but/
excuse me, but
...

there is a
problem with

it's looks good
on paper, but ...

I am not sure I
agree with you

It's true, but ...

” I don't know.

” I take your point.

” It's a long shot.

” I strongly disagree.

” Sorry, but it is too risky.

” I don't think it's a good idea.

” I don't share your point of view.

- ” I’m afraid I don’t agree with you.
- ” No, I mean nothing of the kind.
- ” There is a problem with your point.
- ” I tend to disagree with this approach.
- ” I am not sure I agree with your analysis.
- ” You may not even agree with me on this.
- ” To be honest, I don’t think it’s a good idea.
- ” It’s true, but only for one region out five regions surveyed.
- ” It’s looks good on paper, but almost impossible to realize.
- ” I’m afraid this strategy will reveal some of our weaknesses.
- ” I tend to disagree with any kind of ill-informed decision-making.
- ” Of course not, we are not saying that your team is not competent.
- ” You may not even agree with me, but this little app is the solution.
- ” It looks good on paper, but it’s going to be an uphill battle to execute.
- ” I strongly disagree with the proposition to force the hand of the union.
- ” I’m afraid I don’t agree with you on the composition of the negotiating team.
- ” I am not sure I agree with you on this work plan, especially on the first-round activities.
- ” I don’t think it is a good idea to target 4% market share in only a three-year time frame.
- ” It is too risky to put all the eggs in one basket, especially when it comes to Forex trading.

- ” **There is a problem with** this proposition because we don't have the results of the survey yet.
- ” **This option is a long shot** because it is unlikely that you will educate people to create a market for your product.

5. Interrupt



sorry for
interrupting
you, but ...

let's get back
on track

I apologize for
interrupting,
but ...

I'm afraid I have
to interrupt you

we'll take that
up later

we'll come back
to you in a
second

you will get a
spot to share
your view

you will have
the opportunity
to react

can I just
interrupt you
here?

can we go back
to ...

please, let's
hear what [...] has to say

could I finish
please?

let's close this
parenthesis

let's hit a pause

hold on a
moment please

can I come in
here?

if I could just
come in here

could I just say
something
about that?

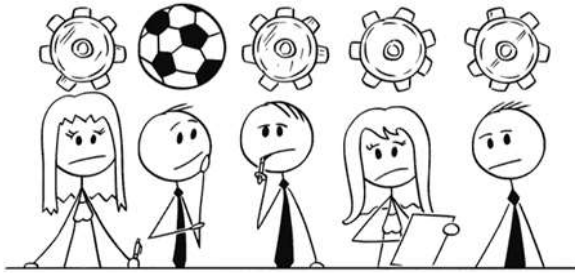
just a second
please, we'll
get back to you.

let's get down
to business

- ” Let's get back on track.
- ” If I could just come in here?
- ” Can I just interrupt you here?
- ” Could I finish, please? Thank you.

- ” We’ll **come back** to you in a second.
- ” Please, can we **go back to the point**?
- ” Could I **just say** something about that?
- ” Just a **second**, please. We’ll **get back** to you.
- ” Please, let’s hear **what Mrs. Sullivan has to say**.
- ” Let’s close this parenthesis and get back to the issue.
- ” You will **get a spot to speak** in a minute. Thank you.
- ” Let’s hit a **pause**. We will get back after the coffee break.
- ” Sorry for **interrupting you**, but we must **get back on track**.
- ” **Hold** on a moment please, you will have a spot very soon.
- ” I **apologize for interrupting**, but we just need to know if there is a solution.
- ” Please, in a moment, **you will have the opportunity to share your views**. Thanks for your understanding.
- ” I’m afraid I **have to interrupt you** because the question is whether or not we can outsource the customer service and what the cost will be.

6. Ask Opinion



can you share
your view about
...?

can you give
your take on ...?

what's your
opinion (advice)
about ...?

do you think
this idea has
legs?

how do you
anticipate ...?

how are you
envisioning ...?

what do you
think about ...?

would you like
to share your
opinion?

do you have any
objection on
...?

can you share
your thoughts
on ...?

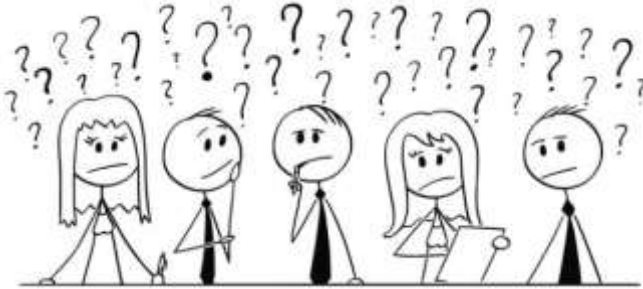
could you weigh
in with your
arguments?

how serious do
you think it is?

- ” How do you anticipate it?
- ” How are you envisioning it?
- ” What do you think about it?
- ” Do you have any objection?
- ” How serious do you think it is?
- ” Do you think this idea has legs?
- ” Can you share your thoughts please?
- ” Would you like to share your opinion?
- ” Could you weigh in with your arguments?

- ” What’s your **advice** on the sales targets?
- ” Can you **give your take** on this proposition?
- ” Do you **think** it will work in the Asian region?
- ” How important **do you think** the damages are?
- ” How are you **envisioning** the physical relocation of the factory?
- ” What do you **think about** the acquisition in terms of synergies?
- ” How do you **anticipate** problems in the delivery of a building permit?
- ” Can you **share your thoughts** on the performance of robots in your plant?
- ” Do you have **any objection** to the new management remuneration proposition?
- ” Do you **think it’s a good idea** to link partners’ remuneration to the performance of the fund?
- ” Would you like to **share your opinion** on the integration of the siloed systems into a unique platform?

7. Clarify



do you mean
that ...?

are you saying
that ...?

is your point
that ...?

what I meant to
say was ...

that's not what I
meant

I was trying to
say that ...

I'm afraid I
didn't get you

it's worth
mentioning that

can you put it in
layman terms

it is important
to mention that
...

the rationale of
... is that ...

there is a little
misunderstan-
ding here

I don't think you
understood me
well

I just want to
highlight some
of ...

It would be
good to clarify
that ...

don't get me
wrong, I didn't
say that

” That's not what I meant.

” I'm afraid I didn't get you.

” I think you heard me wrong.

” Don't get me wrong. I didn't say that.

” I don't think you understood me well.

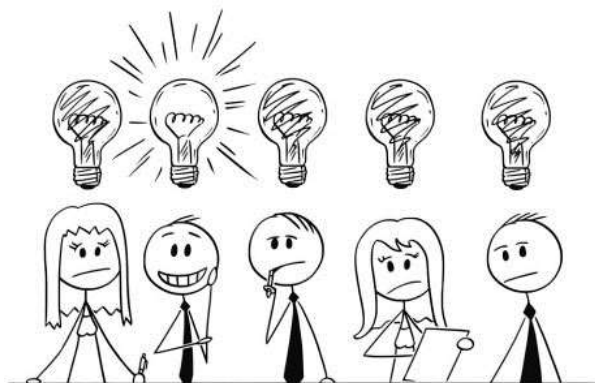
” There is a little misunderstanding here.

” Are you saying that the prototype is not fully functional?

” There's a persistent misunderstanding about outsourcing.

- ” Is your point that the product launch should be postponed?
- ” Would you like to explain the agile meetings concept briefly?
- ” I don't think you've well understood the point of Mrs. Lopez.
- ” I'm not sure I understand you when saying fixed costs will vary.
- ” I just want to highlight the fact that costs will outweigh the benefits.
- ” What I meant to say was we must first focus on low hanging fruits.
- ” Do you mean that sales will decline as a result of the new legislation?
- ” Please, can you put it in layman terms so that everyone can follow up?
- ” What I meant to say was if there is no competition, there is no market.
- ” I just want to highlight some of the possibilities available in the short term.
- ” I just wanted to highlight some updates just in case it got buried in your mails.
- ” I was trying to say that over-communication is better than under-communication.
- ” It would be good to clarify what sunk costs are and that they are not considered in the net present value of the project.
- ” It is important to mention that partnership and proprietorship forms are not suitable for a startup expecting to raise funds and be sold in the future.
- ” The rationale of the \$20 billion market size is that if a startup is successful and able to capture 5% of the market, then it could reach an income target of \$1 billion per year.

8. Make a Point



here's the deal

the point is

I'd like to make
a point here

if I could just
add a point

I'd like to make
a contribution

I'd like to draw
your attention
on

I'd like to warn
you against

I want to
emphasize that

I'd like to react
to ...

I'd like to
highlight that

I'd like to add
that ...

I want to
underscore that

in the same
vein/ in the
same way

just to make a
small
contribution...

I want to
comment on ...

could I draw
your attention
to ...

could I come
here?

can I make a
point on ...?

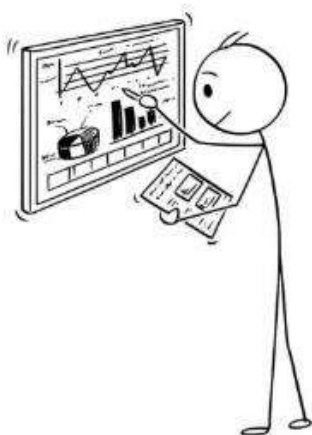
can I just
comment on
...?

could I bring a
point on ...?

- ” I'd like to comment on the product-market fit.
- ” The point is that it's not the hard part of the job.
- ” Could I just add a point here about the cost centers?
- ” Can I make a point here about Mr. Riley's intervention?
- ” This story makes very good points about people. Don't you agree?

- ” **Can I come here** to talk about the adoption strategy of the product?
- ” **I would like to make a point** about the positioning of the company.
- ” **The point is** the negotiation is much more complicated than expected.
- ” **If I could just add a point**, I want to explain the tests and measurements.
- ” **I want to emphasize that** the team must sign a non-disclosure agreement.
- ” **I’d like to shed light on** the conclusions of the team on the market validation.
- ” **I’d like to warn you against** the possible retaliation from foreign governments.
- ” **I’d like to draw your attention to** the software’s end-user configuration requirements.
- ” **I would like to react to** Alan’s presentation of the MVP (minimum viable product).
- ” **Here’s the deal:** the client moved up the deadline, so I need to see the draft as soon as possible.
- ” **In the same vein**, I want to add that the results of the customer survey are satisfactory if not perfect.
- ” **In the same vein**, higher customer service will also impact sales positively in the medium term.
- ” **Just to make a small contribution**, I’d like to say that the accuracy of the disbursement rate must be verified.

9. Give a Reason



as a result of

because of

due to

for the reason
that

the reason is

the causes are

since

then

- ” The budget overrun is **due to** poor general expenses forecasts.
- ” Higher margins, **as a result of** reduced prime costs may be expected.
- ” We are looking for a new designer **because** the current one is resigning.
- ” The region is still depressed **because of** criminality and low public investments.
- ” The new prototype seems to be a success **since** we got past all the preliminary tests.
- ” Costs are down here **for the reason** that the turnaround has reduced overhead expenses.
- ” **As a result of** the marketing campaign, revenue, and gross margin are higher than forecasted.

- ” The excellent usage rate of solar pumps is **due to** the massive implication of stakeholders.
- ” The services that we provide may become temporarily unavailable **as a result of** a system malfunction.
- ” We have not renewed the contract with the vendor. **The reason was** we were unhappy with their performance.
- ” Our customer base has grown by 6,500 in size between 2015 and 2017 **as a result of** higher market penetration.
- ” The conference was attended by a large public **as a result of** the excellent communication done by the PR department.
- ” Staff turnover, lack of funding, and burnout **are** some of **the primary causes** of the project’s failure following implementation.
- ” On the Fintech Project, we need people with scientific backgrounds **because** it makes it much easier for the team to talk to one another.

10. Report Progress

- ” We were afraid the deal was lost, but our negotiation team **pulled a rabbit out of his hat** to get an agreement.
- ” We started this project on a shoestring, but the teams worked really hard **to scale it up into** a sizeable profitable venture.
- ” Months after searching how to boost declining market share, our company can now **get** an offensive strategy **off the ground**.
- ” Starting out in the grain business in 2011, our London-based subsidiary **had gradually expanded** into the food-processing industry.

- ” Since its inception in 2012 as a small development organization with a dozen employees in Bangalore, Water Project **had grown into** an internationally recognized, nonprofit social enterprise.

11. Report Regress

- ” Profits **have been declining over** the past three years.
- ” Local sales **have been declining over** the past two years.
- ” I am not responsible for the **mess**; you need to look somewhere else.
- ” The project **is going down in flames** due to siloed platforms failing to integrate.
- ” The new product launch **wasn't successful**, so all the hard work **went down the drain**.
- ” What can we do the reverse this trend of **declining profitability** in the premium market?
- ” In the last quarter, the **profits were 15% lower than** the same quarter three years earlier.
- ” Despite offering a high-end product, the company **fails to capture a fair share** of the premium market.
- ” The project on health care **wasn't approved** by the committee, so we have to go **back to the drawing board**.
- ” Unfortunately, the new tech venture **is not going to fly** due to **severe technical issues** to fill its central promise profitably.
- ” I don't want to **add fuel to the fire**, but the IT project **is also suffering** from the poor asset management of the administration team.

- ” Despite their unique brand name, the profits **dwindled significantly over** the past three years, and specifically in the previous quarter, net income **was down 15% compared to** last year.

12. Moderate

- ” We can take that up later. Let’s focus on the task in hand.
- ” We can take that up next week at the staff meeting. Let’s get back to the subject.
- ” So far, we have done a review of last month’s activities. Now we are going to make the next month’s agenda.
- ” So far, we have gathered insights into the new marketing plan. Now I’d like to hit the next point. Can you present the budgeted sales for next year?
- ” We all agree, to some extent, that ideas are irrelevant if there are not backed up with a minimum of data. Now let’s get to the next point. What is the proposed team for the BIONADE engagement?

13. Close

- ” It’s was a very constructive meeting. Thanks for your participation. I wish you a fruitful day.
- ” Thanks for attending this workshop. The date of the next discussions will be communicated later. The meeting is over. Have a good day!
- ” The next meeting will take place in two weeks. Thanks for your active participation. The workshop is over. I wish you a productive day.

Case 1: Internal Meeting Transcript

[Chairman]: Good morning, everyone. I see empty chairs. Please, move closer to fill these places. We are required to make meetings agile, so this is going to be a 30-minute meeting.

Can we make a start? All right. Thank you all for coming despite the short notice. It's great seeing you all attend the meeting. I appreciate it. We didn't meet for four weeks, so there is a pretty large amount of ground to cover. We'll need to cut corners to make it in half an hour, so please be short and concise.

Before going further, let's go around the table to allow old and new participants to get know each other.

Well, thanks. The proposed agenda is:

1. Apologies
2. Compliance and regulatory matters
3. Due diligence for *Fly The World* acquisition
4. Adoption of the human resource integration plan

Do we have excuses for today's meeting?

[Catherine]: Pierre will come to the meeting late. Mary has informed that she is not going to attend this session. We have also received the apologies of Samantha because she is grappling with the labor union unrest.

[Chairman]: Good. Is there any amendment of agenda that someone would like to suggest?

[David]: Thank you, John (chairman). I'd like to suggest that we put point 3 at the top of the agenda because the discussions will bring clarification for the second point.

[Jerry]: I wonder if it's not better to merge the third point on regulatory matters with the second point on due diligence because there is a redundancy.

[Ayush]: AOB (Any Other Business) is missing; it is useful for discussing miscellaneous issues that will come down the road.

[Chairman]: Ok, sounds good to meet. So, please add to the minutes that the proposed amendments are applied. All right, let's get started.

[Chairman]: David, can you tell us where we stand on the acquisition of *Fly The World*?

[David]: Thanks, John. We had already informed the target that we own more than 15% of voting rights. I will let Jerry walk you through the due diligence checklist.

[Jerry]: Thank you. Here is the nine-point checklist of the due diligence.

- Corporate structure & general matters
- Taxes
- Strategic fit
- Intellectual property
- Material Assets
- Contracts
- Employees and senior management
- Litigation
- Compliance and regulatory matters

We have a couple of issues with taxes, intellectual property, and employees. These issues are related to the fact that a new piece of legislation is allegedly underway. It can hypothetically affect these elements. Otherwise, everything is under control.

[Chairman]: So, we are going to keep tabs on this legislation. We'll take that up next month to see how things are unfolding. Let's hit the

next point. Can you present the plan for the integration of both companies' staff after acquisition?

[Jerry]: As the companies are operating in very distinctive industries, the priority will be to cut redundant senior positions. Therefore, C-level management will be drastically downsized for these positions will be attributed to the parent company's C-level. As a result, we are going to make 17 positions redundant at the C-level. However, the business and operations levels will be trimmed to eliminate overstaffing. At these levels, 158 jobs are on the line. In summary, 175 positions will be stripped away.

[Chairman]: Thanks Jerry, for these efficient answers. I want you to pay close attention to labor unions. You might have to negotiate this plan and leave more jobs on the table. Please, follow this through very carefully and report directly to me. Don't surprise me because I hate surprises.

Do we have any other business?

...

Well, the next meeting will take place in two weeks. Thanks for your active participation. The meeting is over. I wish you a fruitful day.

14. Exercises

1. How would you call the meetings with the below information, in speaking and in writing?
 - a. Date: Monday, January 20th 2020; time: 10 AM; place: Palace Restaurant; object: discuss a contract.
 - b. Date: next week; time: 2 PM; place: office; object: prepare a mission.

2. Which are the five expressions used when you agree with someone?
 - a. We are on the same page
 - b. Sorry for interrupting you, but
 - c. I quite agree
 - d. Is your point that ...?
 - e. I agree with you
 - f. I couldn't say it any better
 - g. I'd like to react to
 - h. I take your point
 - i. It is important to mention that
 - j. We are on the same wavelength
 - k. I tend to disagree with you

3. Which are the three expressions that are not used to make a point?
 - a. I'd like to make a point here
 - b. Could I finish please?
 - c. If I could just add a point
 - d. I take your point
 - e. I'd like to make a contribution
 - f. I'd like to draw your attention on
 - g. I'd like to warn you about
 - h. I'm afraid I don't agree with you
 - i. I want to emphasize that

This page is intentionally left blank.

About the Author

My name is Adama Komou. I have worked for a couple of small and medium-sized consulting firms. I currently work at the World Bank. My field of competence cuts across start-ups, business development, project management, and finance.

I am currently completing a Master of Science in Finance and Investment at the London School of Business and Finance. I hold a bachelor's degree in Economics from the University Ouaga II.

I'd love to read your reviews for this endeavor to help me figure out how relevant it was. You can send your feedback directly to me at the email address below.

I will be delighted to make your acquaintance.

Yours truly,
Adama Komou

Email: adama_komou@yahoo.fr



This page is intentionally left blank.

Bibliography

1. **Haroun, Chris.** *Networking to Get Customers, a Job or Anything You Want.* s.l. : Haroun Education Ventures Inc., 2017.
2. **Andler, Nicolai.** *Tools for Project Management, Workshops and Consulting.* s.l. : Publicis, 2011. ISBN 978-3-89578-671-6.
3. **Thiel, Peter.** *Zero to One: Notes on Startups, or How to Build the Future.* New York : Crown Publishing Group, 2014. ISBN: 978-0-8041-3929-8.

English ^{for} Meetings

Open

Agree

Disagree

Interrupt

Ask Opinion

Clarify

Make a Point

Give a Reason

**Report
Progress**

**Report
Regress**

Moderate

Close

About the Author

Adama Komou has worked for a couple of small and medium-sized consulting firms. He currently works for the World Bank. His field of competence cuts across start-ups, business development, project management, and finance.