

11

Values

Learning objectives in this unit

- Talking about values
- Reaching an agreement
- Using inversion for emphasis
- Raising a difficult point

Case study

- Developing ethically-responsible policies

Starting point

- 1 How would you define the term 'values'?
- 2 How important is it for a company to have values?
- 3 Would a company's values influence your decision to be an employee or a customer of that company?

Working with words | Talking about values

- 1 Look at these pictures of some global brands and discuss questions 1–2.



- 1 Which countries do they originate from?
- 2 Do you associate positive, negative, or neutral values with these brands? Why?

- 2 Read these values statements from two different companies.

- 1 Can you tell which of the companies in 1 they match? Why do you think so? Turn to File 45, page 146 for the answers.
- 2 What similarities or differences can you find between the two statements?
- 3 What do you think each company's statement says about the values of the culture it originates from?

Our values

We value integrity, honesty, openness, personal excellence, constructive self-criticism, continual self-improvement, and mutual respect. We are committed to our customers and partners and have a passion for technology. We take on big challenges, and pride ourselves on seeing them through. We hold ourselves accountable to our customers, shareholders, partners, and employees by honoring our commitments, providing results, and striving for the highest quality.

The five core values underpinning the way we do business are:

Integrity We must conduct our business fairly, with honesty and transparency. Everything we do must stand the test of public scrutiny.

Understanding We must be caring and show respect and compassion for our colleagues and customers around the world, and always work for the benefit of our country.

Excellence We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.

Unity We must work cohesively with our colleagues across the group and with our customers and partners around the world, building strong relationships based on tolerance, understanding, and mutual cooperation.

Responsibility We must continue to be responsible and sensitive to the countries, communities, and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

3 Match 1–8 to a–h, so that each sentence completes a verb phrase used in the statements in 2.

- | | |
|-----------------------|---|
| 1 We always conduct | a sensitive to the needs of the communities we work with. |
| 2 We have | b our customers, colleagues, and suppliers. |
| 3 We work | c achieve the highest quality in everything we do. |
| 4 We are committed to | d cohesively with all our partners and colleagues. |
| 5 We hold ourselves | e our business with fairness and honesty. |
| 6 We strive to | f accountable to all our stakeholders. |
| 7 We pride ourselves | g a passion for innovation. |
| 8 We continue to be | h on our achievements in this field. |

4 Work with a partner. Look again at the values in the statements in 2. Discuss whether your company also has these values.

5 Work with a partner. Produce a values statement for a company from 1 or for another well-known organization. When you are happy with it, read it out and see if the rest of the group can guess the organization.

6 64▶ Listen to this discussion about a study of global attitudes to American brands and cultural values by the market research company NOP World and answer questions 1–3.

- 1 According to the study, why have global attitudes to America changed in recent years?
- 2 What does Carla say has been the effect on certain American brands?
- 3 What arguments does Doug make which challenge the results of the study?

7 Match these adverb + adjective combinations from the discussion to the statement that is closest in meaning.

potentially disastrous profoundly worrying relatively stable
appreciably more hostile unexpectedly rapid irretrievably damaging
significantly different increasingly difficult

- 1 'It's going to get harder and harder.' _____
- 2 'Compared to earlier, the price hasn't changed much.' _____
- 3 'The variation between them is noticeable.' _____
- 4 'We didn't think it would change that quickly.' _____
- 5 'It could be a major problem and we can't ignore it.' _____
- 6 'I've noticed recently that they seem quite negative towards us.' _____
- 7 'We're really concerned about this problem.' _____
- 8 'We won't be able to reverse the effects of this.' _____

8 Look at your answers in 7 again. Could you replace any of the adverbs with *noticeably*, *comparatively*, *considerably*, or *surprisingly* and keep the same meaning?

▶▶ For more practice go to **Practice file 11** on page 122.

9 Work with a partner. Student A, turn to File 46 on page 146. Student B, turn to File 09 on page 137. Then follow steps 1–2.

- 1 Read the text and prepare to tell your partner about it.
- 2 Explain the situation to your partner – highlight the key problems, and say what it will mean for the company. Use these phrases if you wish.

This is ... It has been ... It's going to be ... The situation is ... The customers are ...

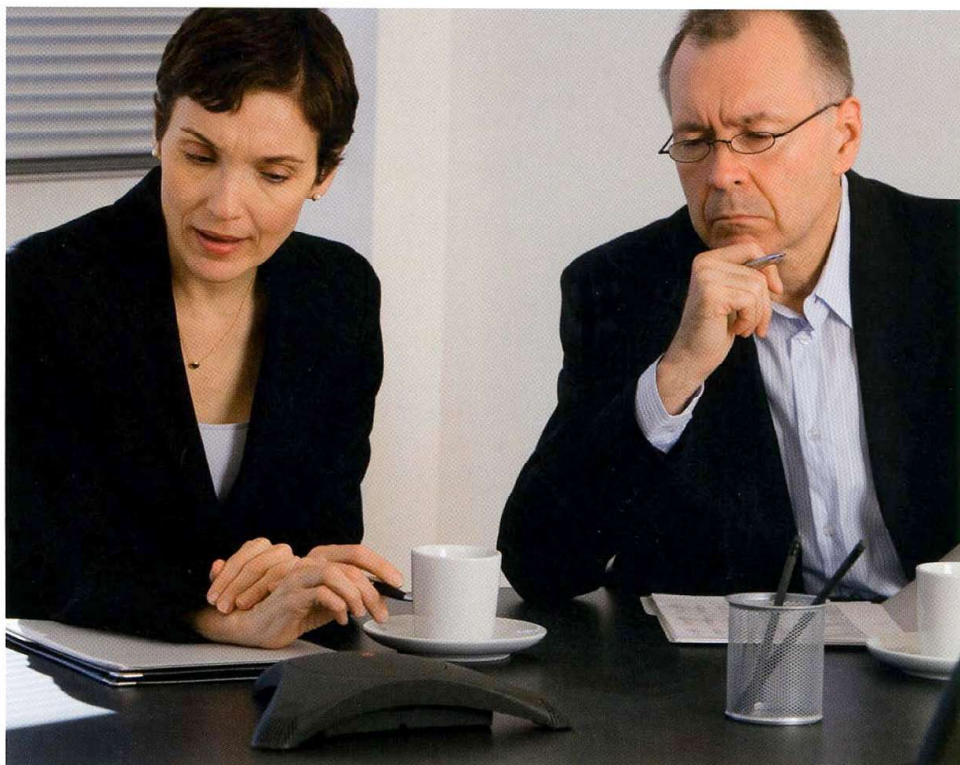
10 Work with a partner. Prepare a short statement about your company's values for a group of new employees. Include an explanation of why these values are important.

Business communication skills

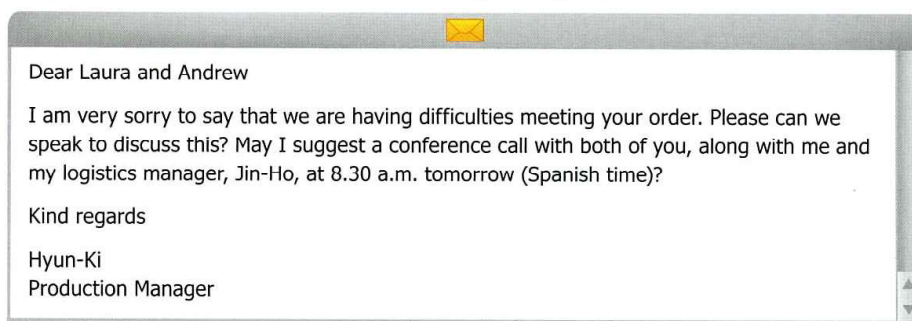
Context

Alanas Pharma Inc. is a cosmetics firm based near Barcelona, Spain. Its products have had a run of poor reviews in women's magazines, and it received some bad publicity in Germany and the Netherlands over its animal testing policies. It hopes to reverse this negative perception with its new range of skin creams – all organic and hypo-allergenic. The plan is to launch the range at an international cosmetics exhibition in Berlin in two months' time. The company has outsourced production to a factory in South Korea and is expecting the first batch of stock to be shipped to Berlin in time for the launch.

Negotiating | Reaching agreement



- 1** This email arrived last night from South Korea. What is the problem? What issues might this problem cause for the marketing managers, Laura and Andrew?



- 2** 65▶ Listen to the first part of the conference call. Work with a partner and discuss questions 1–3.
- 1 What exactly is the problem at the factory?
 - 2 Who is more sympathetic about the problem, Laura or Andrew?
 - 3 What could happen to Alanas Pharma Inc. if the problem is not resolved?
- 3** Put phrases a–g from the first part of the conference call into these categories.
- 1 Refusing to change plans: _____
 - 2 Accepting the need to change plans: _____
 - 3 Describing the current position: _____
- a ... we are in a very difficult situation.
b ... let's try to find a way round this.
c ... this is beyond our control.
d I'm afraid it is just not possible.
e We are stuck with this situation.
f I have to say no to ...
g ... we have reached the point where we ...

4 66▶ Listen to the second part of the call. Work with a partner and discuss questions 1–3.

- 1 What suggestions are put forward?
- 2 How do the others react to the suggestions?
- 3 What solution would you have chosen?

5 66▶ Listen again and complete phrases 1–10.

- 1 ... that's _____ the question.
- 2 ... that _____ work.
- 3 Would you _____ accepting delivery by the final day of the exhibition?
- 4 That's not out of _____.
- 5 ... I refuse _____ on this.
- 6 I have to _____ on this ...
- 7 Could you _____ with some samples of the product?
- 8 We can't _____ that.
- 9 What would you _____ a smaller run for us ...?
- 10 ... I'd _____ to prioritize that.

6 Which phrases in **5** would be used by someone who

- a is trying to reach a compromise?
- b is not willing to compromise?
- c might be prepared to compromise?
- d knows that what he / she is offering is not really satisfactory?

7 67▶ Listen to the final part of the conference call. Do you think they have come to an acceptable agreement for all parties?

8 67▶ Listen again and note down the phrases they use to agree on a solution.

9 Work with a partner. Student A, turn to File 50 on page 148. Student B, turn to File 03 on page 136. Then follow steps 1–2.

- 1 Have a discussion and agree on a solution, using the phrases from the *Key expressions*.
- 2 Compare the solution you came to with other pairs in the class. Did the employee or the line manager benefit most from your solutions?

» For more practice, go to **Practice file 11** on page 122.

10 Work with a partner. Think of a problem or a change you would like to make at work. Use an idea from the list or think of your own. Then follow steps 1–3.

- a pay rise
- longer schedules
- cooking facilities at work
- a move to another office
- more holiday days
- free parking

- 1 Discuss with your partner how you want to present your proposal for change and think about what the effects will be on you / your colleagues / your work.
- 2 Make brief notes about your proposal and then give them to another pair to analyse.
- 3 Read the notes from another pair and think of some possible objections to their proposal.

11 Work together with the other pair. Take turns to discuss each other's proposal and negotiate a solution.

» Interactive Workbook » Email

Key expressions

Stating the position

We are in a very difficult situation.
We have reached the point where we have no other option than to ...
This is beyond our control.
We are stuck with this situation.

Initiating a negotiation

Could you make do with ...?
What would you say to doing ...?
Would you consider ...?

Showing a willingness to negotiate

Let's try to find a way round this.
That's not out of the question.
I'd be willing to ...

Being unwilling to negotiate

I have to say no to ...
That's out of the question.
I'm afraid it is just not possible.
I refuse to budge on this.
I have to stay firm on this.
That just won't work.
We can't possibly ...

Agreeing on a solution

Are we all agreed?
I'll go along with ...
That sounds feasible.

» Interactive Workbook
» Phrasebank

Culture question

Think about your negotiation style.

- How competitive are you during negotiations? Do you like to start with potentially unrealistic offers / expectations?
- Do you expect confrontation or do you try to avoid it?
- Do you prefer to base your arguments on logic or on emotions? Why?
- Do you think that negotiation style is connected to culture, to personality, or to both? Why? Can you think of some examples?