

## 10 Managing people

## VOCABULARY

Complete this text with *in*, *to*, *with*, *about* and *for*.

I work in a small company, so I report directly .....<sup>1</sup> the owner of the business. I respect her a lot. I think she deals .....<sup>2</sup> her employees firmly but fairly. When we need to talk .....<sup>3</sup> a work issue, she's available, and she really listens .....<sup>4</sup> us. She really believes .....<sup>5</sup> her employees and has invested a lot .....<sup>6</sup> our professional development. That makes us feel loyal to her. But it doesn't mean we always agree .....<sup>7</sup> her. We recently argued .....<sup>8</sup> the best way to supply a customer's order. But even when we were arguing, she communicated .....<sup>9</sup> us clearly about why her way was the best – and she was right, in the end. But when she does make a mistake, she apologises .....<sup>10</sup> it and we move on.

## REPORTED SPEECH

Choose the best word(s) to complete each sentence.

- 1 'I want to start the meeting at 10 o'clock.'  
She says *she wants* / *she's wanted* to start at 10 o'clock.
- 2 'Our new offices are fantastic.'  
He said that their new offices *have been* / *were* fantastic.
- 3 'The back-up software is working very well.'  
She said the back-up software *will be* / *was* working very well.
- 4 'My new job has been a lot of fun.'  
She told her boss that her new job *had been* / *was* a lot of fun.
- 5 'The company's shares have been performing badly.'  
The newspaper said that the company's shares *had been* / *were* performing badly.
- 6 'We need to invest in a new intranet server.'  
She said *we needed* / *we'd need* to invest in a new intranet server.

## SKILLS

Match each sentence (1–8) to an appropriate response (a–h).

- 1 Would you like to join us for dinner?
- 2 What do you like to do in your spare time?
- 3 Where are you going for your holiday this year?
- 4 Can you tell me about any interesting places to visit?
- 5 Can you recommend a good technical writer?
- 6 Can I mention your name?
- 7 Thanks very much for your hospitality.
- 8 Goodbye. All the best.

- a) Do you know Henry Haynes? He's very good.
- b) I play tennis a lot.
- c) I'll be in touch soon.
- d) It's very kind of you, but another time perhaps.
- e) It was my pleasure.
- f) You should try Croatia. It's fantastic.
- g) I'm going to Paris.
- h) Sure. Tell him I met you at the Motor Trade Show.

## 11 Conflict

### VOCABULARY

Choose the best word in each case to complete the text.

#### Gaining confidence

When I first started this job a year ago, I felt very *calmness* / *calm* / *nervous*<sup>1</sup> giving presentations. In the past six months, I have learned to be *calmness* / *calm* / *nervous*<sup>2</sup> while presenting, even in front of large groups. My main worry a year ago was that audiences would think I was *credibility* / *credible* / *not credible*<sup>3</sup> because of my inexperience and also that audience members might turn my presentation into an argument. I really appreciate the *patience* / *patient* / *impatient*<sup>4</sup> of my manager, who helped me to understand first of all that most audiences are *sympathy* / *sympathetic* / *unsympathetic*<sup>5</sup>, and also that giving a very serious, *formality* / *formal* / *informal*<sup>6</sup> presentation scares most people. It isn't a sign of *weakness* / *weak* / *strong*<sup>7</sup>, it's just a natural response to a challenging situation. As a result of the training I've received, the positive feedback on my presentations has been *consistency* / *consistent* / *inconsistent*<sup>8</sup>.

### CONDITIONALS

Complete each of these sentences with the correct form of the verbs in brackets.

- 1 If you ..... (*offer*) us more flexible terms, we'll consider placing a bigger order.
- 2 If you sorted out the reliability problem, we ..... (*start*) ordering again.
- 3 If you ..... (*deliver*) on time, we'll pay on time.
- 4 If you paid today, we ..... (*give*) you an extra discount.
- 5 If he ..... (*speak*) more slowly, he'd be easier to understand.
- 6 If you sign the contract today, we ..... (*start*) work tomorrow.
- 7 If you ..... (*order*) 2,000 or more, we'd give you a discount.
- 8 If you give me a better price, I ..... (*place*) the order today.

### SKILLS

Complete the conversation below with the phrases in the box.

I believe I know I'd like I've always met I've got  
Let's have let's look Why don't

A: .....<sup>1</sup> I should be paid more.

B: .....<sup>2</sup> we come back to that later?

A: We need to talk about it now. ....<sup>3</sup> an excellent sales record.

B: Well, .....<sup>4</sup>, but ...

A: And .....<sup>5</sup> my sales targets.

B: Yes, but .....<sup>6</sup> at this another way. The fact is, the business is in trouble.

A: What do you mean 'in trouble'?

B: Cashflow. I'd like to pay you more, Tom, but the money isn't there. We've got serious financial problems.

A: .....<sup>7</sup> to make a suggestion. Why don't you tell me exactly what's going on? I had no idea the business was in trouble!

B: .....<sup>8</sup> a break and come back. I'll tell you everything.