



Discuss what advice you would give in the following situation.

One of your friends, a team leader, has been offered a head position. The problem is in that he has to manage a large a number of different professional areas and cultural background.

2 What do you think of the approach described by each speaker?

7 ▶ **10.1–10.2** Match 1–12 to a–l to make phrases from the audio. Then listen to check your answers. What other combinations are possible?

- | | |
|-----------------|--|
| 1 avoid | a a sense of cohesion |
| 2 be consistent | b my authority |
| 3 build | c influence over |
| 4 develop | d them to work together |
| 5 establish | e individual achievement |
| 6 establish | f the temptation to micromanage |
| 7 exert | g confidence in them |
| 8 generate | h a culture of trust |
| 9 get | i a sense of team spirit and collaboration |
| 10 instil | j in my expectations and feedback |
| 11 recognize | k mutual respect |
| 12 reinforce | l my credibility |

▶ For more exercises go to **Practice file 10** on page 120.

Context

Nordica is an American-owned financial services group in the Nordic and Baltic Sea region. It was created by the recent merger of several smaller independent banks in Norway, Sweden, Finland and Denmark.

Currently 80% of its private customers and almost 100% of its business customers use Nordica's e-banking system. However, the technology within the group is not fully integrated, and the company has decided to upgrade its infrastructure with a single system that is fast, innovative, flexible and cost-effective. An initial briefing document has been sent out to all departments. Local briefing meetings are now being held throughout the company to clarify the situation, ensure buy-in from staff and deal with any concerns.

1 ▶ 10.3 Read the *Context* and the meeting agenda. Listen to Jim Brolin's briefing in Part 1 of the meeting and answer questions 1–3.

- 1 What does Jim say are the main benefits of the proposed change?
- 2 Would you describe Jim's attitude to the proposed change as ...?
a mainly positive b mainly negative c neutral
- 3 Which of the following techniques does Jim use to make the managers feel part of the change process?
a says they are all individually important to the success of the change process
b promises large bonuses if the process is successful
c asks them to work as a team and suggests ways of working together
d asks them to show commitment and leadership
e warns them not to oppose the change
f encourages consultation with their teams

What phrases are used to describe

Announce decisions _____

Focus on the benefits _____

Make the client feel involved _____

Listen to Part 2 and discuss

1. What concerns do the three account managers have?
2. How does Jim respond to the concerns?

Key expressions

Giving information from other sources / distancing

A decision was taken ...

It has been agreed that ...

It is proposed that ...

My understanding is ...

Apparently ...

As I understand it ...

Focusing on positive benefits

What this will allow us to do is ...

... is something we couldn't do before.

... it will be well worth ...

In the longer term, the benefits are clear.

Another great thing about this development is ...

Making people feel involved

You are crucial to ...

Each one of you has a key role to play in ...

I'd like to see all of you ... -ing

I would encourage all of you to ...

Expressing concerns

I understand the reasons for ..., but I'm slightly concerned about ...

I like the idea of ..., but I'm not very happy about ...

I have some reservations/ concerns about ...

Responding to concerns

That's a valid point, but ...

I really don't see this as a problem.

I understand where you're coming from ...

I understand your concerns, but I think we need to look at the positive side.

... let's give this a chance to work.

Asking for assurances

I wonder if you have any information about this?

Can you assure us / give us an assurance that ...?

What assurances can you give us that ...?

Are there any guarantees that ...?

5 ► 10.4 Listen to Part 2 again and complete these sentences.

Jessica ... it's something all of us are worried about. I understand the reasons for upgrading the system, that's clear, but ¹ _____ the timing and its effect on my team. Will we have enough time to prepare properly? And will there be an increase in workload? ² _____ about this?

Jim Well, ³ _____, but ⁴ _____ the positive side. We've been given a deadline of the 30th of September, which is still more than three months away. ⁵ _____, the switch over ...

Thomas ... You said you wanted us to work together, and I like the idea of regular meetings and sharing ideas, but ⁶ _____ having to schedule and coordinate the training for my team. I don't really feel I have the expertise to do this. ⁷ _____ we'll get the appropriate level of support?

Jim Of course. ⁸ _____, but again ⁹ _____ ¹⁰ _____ that you will receive all the instructions and materials ...

Thomas ... I guess that should be OK. But ¹¹ _____ the impact on customers. I mean, how do we ensure that we continue to provide a proper service? ¹² _____ that it will work?'

Anna That's a good point. And can we address the issue of costs and budgeting? I think the basic idea is good, but ¹³ _____ the cost implications. I mean, whose money are we talking about here? ¹⁴ _____ we won't be asked to contribute ...

Jim Well, ¹⁵ _____, of course. The core investment comes from central funding, obviously. ... I've been told that the costs need to be shared around. ¹⁶ _____ the intention is to make everyone's lives easier and better – including yours. Anyway, the decision has already been made. I know it's not great, but come on, ¹⁷ _____.