

1 Complete 1–11 in this briefing with phrases from the list.

*the benefits are clear as I understand
another great thing about this change is
you and your teams are crucial to
has a key role to play in it has been agreed that
I would encourage all of you to
it will be well worth the inconvenience
apparently, the decision was taken
what this will allow us to do is my understanding*

'As you may have heard, ¹ _____
from 1st January, the activities of all the European
offices will now be independently managed from
Brussels rather than reporting directly to New York.
² _____ at yesterday's meeting
of the new senior management team, and obviously
it affects all of us. ³ _____ it,
although the initiative came from head office, it has
been welcomed by all the regional offices.

Now, firstly, ⁴ _____ to offer a
faster and more tailored service to all our European
customers. ⁵ _____ that we will
have complete independence, and the freedom to
develop our own ways of operating that are right for
our market.

Now, there is likely to be some restructuring on a local
level, but ⁶ _____ is that there
will be no job losses. Even if a few people do have
to relocate, ⁷ _____ to have so
much more control over our destiny. And long term,
⁸ _____: more freedom, more
opportunities, more rewards.

Obviously ⁹ _____ the success of
this strategy. It's up to you to seize the opportunity
and to make it work. As I see it, each one of you
¹⁰ _____ ensuring that the
transition is as smooth as possible. It is proposed that
we hold an initial planning meeting next week, so
¹¹ _____ consult with your teams
and come up with some initial ideas for this.'

Name 3 phrases you may use for distancing

1. _____
2. _____
3. _____

Focusing on positive benefits

1. _____
2. _____
3. _____

Making people feel involved

1. _____
2. _____
3. _____

Expressing concerns

1. _____
2. _____
3. _____

Giving assurances

1. _____
2. _____
3. _____

the minutes and expressions from the host

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

That's a valid point, but ... My understanding is ...

Let's give this a chance to work.

I have some concerns/reservations about ...

Are there any guarantees that ...?

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

I understand where you're coming from.

Reduction in departmental training budgets

SH has some reservations about the proposed changes. He agrees there's a need to be more cost-effective, and make departments more accountable. However, he's worried that the essential training needs of individuals and small teams will not be met due to increased competition for a limited budget.

CJ recognizes SH's concern, but it will now be the responsibility of individual departments to decide how the money is spent – not the HR Department. At the moment, departments have to spend a certain proportion on job-specific training, IT skills and language training, but in future, they will be free to choose their own priorities.

SH: This is something I wanted to bring up.

