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**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,<sup>1</sup> \_\_\_\_\_ from 1st January, the activities of all the European offices will now be independently managed from Brussels rather than reporting directly to New York.

<sup>2</sup> \_\_\_\_\_ at yesterday's meeting of the new senior management team, and obviously it affects all of us. <sup>3</sup> \_\_\_\_\_ it, although the initiative came from head office, it has been welcomed by all the regional offices.

Now, firstly, <sup>4</sup> \_\_\_\_\_ to offer a faster and more tailored service to all our European customers. <sup>5</sup> \_\_\_\_\_ 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 <sup>6</sup> \_\_\_\_\_ is that there will be no job losses. Even if a few people do have to relocate, <sup>7</sup> \_\_\_\_\_ to have so much more control over our destiny. And long term, <sup>8</sup> \_\_\_\_\_: more freedom, more opportunities, more rewards.

Obviously<sup>9</sup> \_\_\_\_\_ 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<sup>10</sup> \_\_\_\_\_ ensuring that the transition is as smooth as possible. It is proposed that we hold an initial planning meeting next week, so<sup>11</sup> \_\_\_\_\_ 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. \_\_\_\_\_

*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.

