

CD1.26 **Isis Innovation** is a technology development company owned by the University of Oxford. Listen to Tom Hockaday, its Managing Director, talking about the essential qualities of a successful business and complete the gaps in these two extracts.

I think that the absolute essence of a business, or a¹ business, is one that manages to² and³ something, whether that is a⁴ or a⁵, but manages to⁶ it for more than it⁷ to⁸ it.

... we are investing in the⁹ to take it through various stages of development, so that we can demonstrate it has¹⁰, so that we might be able to attract more rounds of¹¹ investment or finance from other sources.

CD1.27 Listen to the second part of the interview and summarise in a short paragraph what Tom says about Natural Motion – the type of company it is, what it does and the reasons for its success.

Avoid thinking that a negotiation is the same as a _____¹. You will get a bad reputation and you won't be able to stay _____² long-term.

Before the negotiation, make sure you prepare. Think about the following points:

1. What could the _____³ result of the negotiation be for you? It's unlikely you will get this, but you need to know what it is to get close to it.
2. When do you need to _____⁴ from the negotiations? Knowing what you can't accept is just as important as knowing what you can.
3. What are you prepared to give the other side to be able to secure your _____⁵?



Try being clear about your goals for the negotiation at the beginning to help build a trusting relationship. If you're both honest, you can more easily advance towards a _____⁶. Finally, learn about the other person and what they want and need. You'll both be more productive if you're trying to help each other rather than trying to _____⁷ each other.