

Working with words

Complete 1–7 in the text with the words from the list.

scale criteria tool views appraisal
performance issue

I had my annual ¹_____ last week. Some people don't like them, but I think they're a good development ²_____. Anyway, it was fine. We began by discussing the assessment ³_____. Then my boss allowed me to express my ⁴_____ on the way things had gone since I joined the company. We rated my skills and abilities using a ⁵_____ of one to ten. There was only one ⁶_____ we really needed to address. One of the people in my department had criticized me for using a new supplier. I'm not sure about using colleagues' comments as part of ⁷_____ management. After all, what if they aren't fair!

Complete sentences 8–13 with the missing prepositions.

- 8 We ended _____ with an agreement to meet again in six months' time to see if things improve.
- 9 Mark comes _____ as being confident, but in fact he's quite unsure of himself.
- 10 It's time to move _____ from this and discuss the next criteria.
- 11 Could you hand _____ this form to all your staff?
- 12 Let's start by going _____ each of the points you've mentioned on the form.
- 13 I'm afraid you can't possibly carry _____ in the same way. Your criticism of the others is affecting the team.

Business communication

Complete sentences 14–20 with the pairs of words from the list.

areas + improve put + list identify + goal
positive + could must + happy consider + success
constraints + performance

- 14 What do you _____ was your biggest _____?
- 15 Are there any _____ you feel you need to _____ on?
- 16 Can we _____ that as a personal _____?
- 17 I _____ say, we're very _____ with all you've done on this project.
- 18 On a less _____ note, you _____ have thought more about how your actions affect others.
- 19 Let's _____ that on your _____ of goals.
- 20 Were there any _____ that affected your _____?

Language at work

Each sentence 21–25 contains one mistake. Rewrite the sentences correctly.

- 21 You should have do that course.

- 22 If Sandra had left, I probably would applied for her job.

- 23 If I'd known, I might do something about it.

- 24 If they'd listened to my instructions, there wouldn't been a problem now.

- 25 We'd have enough staff for next week's conference if we would have planned properly in the first place.

Choose the correct words in *italics* in 26–30.

- 26 I *could* / *should* have joined you for a drink if my train hadn't been delayed.
- 27 She *should* / *might* have complained about the way he did her appraisal. He *mustn't* speak to people like that.
- 28 If I'd followed my mother's advice, I *would have* / *would* become a doctor.
- 29 They still aren't here. They *ought to* / *might* have decided to work late.
- 30 You *ought to* / *hadn't* have waited to hear other offers before accepting the first one you received.

Result _____ / 30 marks

Unit 14 Speaking test

Role cards

Copy this page and cut out the role cards for the students. Students should do both role-plays. Then use the *Speaking test results* forms to evaluate each student's performance. You can then cut out the results and give them to the students.

Role-play 1

Student A

Conduct an appraisal with your partner, whose performance has been very good this year. There has been only one problem. Staff in his/her team have said they ask for help with the new database but receive none. You plan to suggest a course in Effective Communication Skills. Remember to:

- ask about his/her overall performance
- set goals
- give feedback on general performance
- give advice and suggest the training
- suggest the course is completed by the end of May

Student B

You are the appraisee. Overall, you are happy with your performance this year. However, you think some of your staff need to work harder. They often make mistakes with the database because they never read the instruction manual you gave them.

- Answer your partner's questions.
- Justify and explain any of your actions.

Role-play 2

Student A

You are the appraisee. Overall, you realize you have had problems at work. Your department has a new manager and you find it hard to work with him. You disagree with many of his decisions because you think they are bad for the company.

- Answer your partner's questions.
- Justify and explain any of your actions.

Student B

Conduct an appraisal with your partner, whose performance this year has been below average. One problem is the new manager, who says this member of staff has a 'negative attitude'. You plan to suggest a move to a new department and more responsibility in other areas. Remember to:

- ask about his/her overall performance
- set goals
- give feedback on general performance
- give advice and suggest changes
- suggest a meeting next week to discuss the changes

Unit 14 Speaking test results

Use these forms to evaluate the students.

Student A Can the student ...?	Didn't do this (0 points)	Yes, but with some mistakes (1 point)	Yes, did this very well (2 points)
ask about performance			
set goals			
give feedback on performance			
give advice			
agree actions			

Result _____ / 10 marks

Student B Can the student ...?	Didn't do this (0 points)	Yes, but with some mistakes (1 point)	Yes, did this very well (2 points)
ask about performance			
set goals			
give feedback on performance			
give advice			
agree actions			

Result _____ / 10 marks