Choose the correct words in *italics* in 1–4.

1   She promised to be heavily involved in the project, but she doesn't put in much effort. She doesn't show much *empathy / commitment / conviction*.

2   He can never make his mind up, and can't ever provide a definite answer. He's not *self-aware / adaptable / decisive*.

3   She seems to prefer working independently – she's not very good at working with the rest of the team. She's not *adaptable / collaborative / passionate*.

4   One minute he's shouting at someone, and the next he's locked himself in his room! He just has no idea of how this affects other people. He's not *self-aware / passionate / collaborative*.

A company director is talking about their work. Choose the correct words in *italics* in 5–8.

Well, first, I'd say it's crucial to build a culture ⁵*with / of* trust, because without this no one will be fully committed to the project. Basically, it's up to me to gently exert influence ⁶*through / over* my staff and in so doing, to encourage them to achieve their own goals. I also have to avoid the temptation ⁷*to / of* do the jobs myself – effective delegating is really important! In terms of feedback and progress, I always try to be consistent ⁸*for / in* my expectations.

Rewrite the phrases in *italics* in 9–15 using the words in brackets. The meaning should stay the same.

9   *This means we'll be able to* reach a far wider customer base – something we couldn't do before. (what / allow)
_____

10 *As far as I'm aware*, the work force is going be cut by 20%. (as / understand) _____

11 *It'd be a good idea* to get your staff involved from the beginning. (encourage / all / you)
_____

12 *What concerns me is* whether we should include new staff. (reservations)
_____

13 *Is there any guarantee that* there won't be any job losses? (us / assurance) _____

14 *What you say makes sense*, but I don't actually believe it'll cause any problems. (that / valid)
_____

15 *You've all got* a key role to play in this project. (each one)
_____

Use the words in *italics* to complete sentences 16–22 with passive phrases.

16 *We / just / inform* _____
by senior management that no one can leave on Fridays before 5.00 p.m.

17 Have you heard? John *finally / persuade*
_____ to join the team as IT assistant!

18 *a decision / take* _____
last week to do a print run of 5,000 brochures.

19 *It / going to / suggest*
_____ to the Marketing Department that we don't advertise in newspapers in the future.

20 *It / propose* _____ at the meeting that Luc should cover for Fabian while he's on holiday.

21 Now that Marianna has resigned, the project *will / coordinate* _____ by Suzy until Annabelle takes over next month.

22 *It / decide* _____ on Tuesday that everyone should give five euros towards flowers for Sally.

Correct the two mistakes in each sentence 23–26. (2 points per sentence)

23 When Emma's away, I'll be expect to cover her work. I have to tell that I'm really not happy about that.
_____

24 It was announced that the new project was been approved – personal speaking, I'd love to be involved.
_____

25 It's been told that your report was sub-standard – to tell you truth, I think you need to focus more on your writing skills.
_____

26 I've been suggested that we allow for two part-time contracts, but to be honest to you, I think we'd be better off creating a job-share position.
_____

Result _____ / 30 marks

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

-- cut along this line --

Student A

You are the Training Manager at an international company. Due to rising travel costs, Head Office have decided to replace face-to-face courses with distance training courses. Brief your staff on the following management decisions:
- all training courses will now be distance courses (except interviewing skills)
- training will be conducted online and via email

During the briefing, remember to:
- maintain a personal distance
- focus on the benefits (assignments and feedback can be uploaded easily; group forums for each course)
- make people feel involved
- respond to any concerns (extra study time will be allocated to participants)

Student B

Your Training Manager will tell you about a new training system. Listen carefully, then express your concerns, and ask for assurances on the following:
- will courses be run in our own time or in work time?

Role-play 2

-- cut along this line --

Student A

Your colleague will tell you about plans for a festival. Listen carefully, then express your concerns, and ask for assurances on the following:
- some staff here aren't graduates; are any of our jobs in jeopardy?

Student B

You work for a civil rights organization. In the summer you will have a stand at a youth festival to publicize what you do. Management have suggested recruiting university graduates to help. Brief your staff on the following management decisions:
- interviews will take place early June
- students will work in staff teams

During the briefing, remember to:
- maintain a personal distance
- focus on the benefits (students, not staff, will put together and distribute information packs; it will help us find potential future employees)
- make people feel involved
- respond to any concerns (students are being recruited on one-off short-term contracts).

Unit 10 Speaking test results

Use these forms to evaluate the students.

-- cut along this line --

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)
brief staff on decisions			
focus on positive benefits			
make people feel involved			
respond to concerns			
ask for assurances			

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)
brief staff on decisions			
focus on positive benefits			
make people feel involved			
respond to concerns			
ask for assurances			

Result _____ / 10 marks