

VOCABULARY

10 Managing people

Complete this text with *in, to, with, about* and *for*.

I work in a small company, so I report directly¹ the owner of the business. I respect her a lot. I think she deals² her employees firmly but fairly. When we need to talk³ a work issue, she's available, and she really listens⁴ us. She really believes⁵ her employees and has invested a lot⁶ our professional development. That makes us feel loyal to her. But it doesn't mean we always agree⁷ her. We recently argued⁸ the best way to supply a customer's order. But even when we were arguing, she communicated⁹ us clearly about why her way was the best – and she was right, in the end. But when she does make a mistake, she apologises¹⁰ it and we move on.

REPORTED SPEECH

Choose the best word(s) to complete each sentence.

- 1 'I want to start the meeting at 10 o'clock.'
She says *she wants / she's wanted* to start at 10 o'clock.
- 2 'Our new offices are fantastic.'
He said that their new offices *have been / were* fantastic.
- 3 'The back-up software is working very well.'
She said the back-up software *will be / was* working very well.
- 4 'My new job has been a lot of fun.'
She told her boss that her new job *had been / was* a lot of fun.
- 5 'The company's shares have been performing badly.'
The newspaper said that the company's shares *had been / were* performing badly.
- 6 'We need to invest in a new intranet server.'
She said *we needed / we'd need* to invest in a new intranet server.

SKILLS

Match each sentence (1–8) to an appropriate response (a–h).

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|--|--|
| 1 Would you like to join us for dinner? | a) Do you know Henry Haynes? He's very good. |
| 2 What do you like to do in your spare time? | b) I play tennis a lot. |
| 3 Where are you going for your holiday this year? | c) I'll be in touch soon. |
| 4 Can you tell me about any interesting places to visit? | d) It's very kind of you, but another time perhaps. |
| 5 Can you recommend a good technical writer? | e) It was my pleasure. |
| 6 Can I mention your name? | f) You should try Croatia. It's fantastic. |
| 7 Thanks very much for your hospitality. | g) I'm going to Paris. |
| 8 Goodbye. All the best. | h) Sure. Tell him I met you at the Motor Trade Show. |

11 Conflict

VOCABULARY

Choose the best word in each case to complete the text.

Gaining confidence

When I first started this job a year ago, I felt very *calmness* / *calm* / *nervous*¹ giving presentations. In the past six months, I have learned to be *calmness* / *calm* / *nervous*² while presenting, even in front of large groups. My main worry a year ago was that audiences would think I was *credibility* / *credible* / *not credible*³ because of my inexperience and also that audience members might turn my presentation into an argument. I really appreciate the *patience* / *patient* / *impatient*⁴ of my manager, who helped me to understand first of all that most audiences are *sympathy* / *sympathetic* / *unsympathetic*⁵, and also that giving a very serious, *formality* / *formal* / *informal*⁶ presentation scares most people. It isn't a sign of *weakness* / *weak* / *strong*⁷, it's just a natural response to a challenging situation. As a result of the training I've received, the positive feedback on my presentations has been *consistency* / *consistent* / *inconsistent*⁸.

CONDITIONALS

Complete each of these sentences with the correct form of the verbs in brackets.

- 1 If you (*offer*) us more flexible terms, we'll consider placing a bigger order.
- 2 If you sorted out the reliability problem, we (*start*) ordering again.
- 3 If you (*deliver*) on time, we'll pay on time.
- 4 If you paid today, we (*give*) you an extra discount.
- 5 If he (*speak*) more slowly, he'd be easier to understand.
- 6 If you sign the contract today, we (*start*) work tomorrow.
- 7 If you (*order*) 2,000 or more, we'd give you a discount.
- 8 If you give me a better price, I (*place*) the order today.

SKILLS

Complete the conversation below with the phrases in the box.

I believe I know I'd like I've always met I've got
Let's have let's look Why don't

- A:¹ I should be paid more.
 B:² we come back to that later?
 A: We need to talk about it now.³ an excellent sales record.
 B: Well,⁴, but ...
 A: And⁵ my sales targets.
 B: Yes, but⁶ at this another way. The fact is, the business is in trouble.
 A: What do you mean 'in trouble'?
 B: Cashflow. I'd like to pay you more, Tom, but the money isn't there. We've got serious financial problems.
 A:⁷ to make a suggestion. Why don't you tell me exactly what's going on? I had no idea the business was in trouble!
 B:⁸ a break and come back. I'll tell you everything.