

Word power

- A**
- fixed-price
 - deliverables
 - measurable / achievable / relevant / time limited
 - timescale
 - milestones

- B**
- money spinners
 - leading players
 - back office
 - take on
 - in-house
 - pare back
 - touting
 - fees
 - keep up

- C**
- inaccurate
 - unavoidable
 - unreliable
 - irrelevant
 - unnecessary
 - incompetent
 - impossible
 - inconsistent

- D**
- irregular
 - illegible
 - unable
 - disrespectfully
 - inconclusive
 - immovable

- E**
- liabilities
 - independent
 - requirements
 - complexity
 - powerful
 - disagrees
 - exception
 - conscientious
 - proliferation

- unnecessarily
- separately
- constructive
- unfounded

Text and grammar

- A**
- hire / won't
 - is / may
 - were / did
 - allows / have
 - had found / would have turned
 - wouldn't / were
 - wouldn't have agreed / hadn't been
 - have / could hire
 - hadn't taken on / I'd be

B Sample answers

- If they had the necessary skills to do the work in-house, they wouldn't have to rely on an outside expert.
- If I had been better prepared, I would feel good about the negotiation.
- If he was (*were*) a good communicator, we could ask him to conduct the negotiation.
- If they had set a realistic timescale, the project would have been completed on time.
- I wish I had been able to negotiate better terms.
- If we had brought in a consultant, the crisis would have been defused more quickly.
- If he wasn't (*weren't*) an inefficient manager, his projects would be on budget.
- If I had realised my client was dissatisfied, I would have made a substantial concession.
- If we had been clear about what we wanted, we would be pleased with what we've got.

- C**
- on condition that
 - Should you be
 - unless we get
 - As long as
 - in case you

- D**
- according
 - their
 - or
 - spite
 - such
 - more
 - from
 - of
 - their
 - an
 - where

9 Strategy

Word power

- A**
- | | |
|------------|------------|
| 2 range | 7 accounts |
| 3 aim | 8 strong |
| 4 spending | 9 reach |
| 5 hold | 10 rate |
| 6 deal | |

- B**
- | | |
|-------------------------|--------|
| 2 with (<i>or in</i>) | 7 down |
| 3 of | 8 to |
| 4 with | 9 to |
| 5 for | 10 to |
| 6 to | |

Skills and pronunciation

- A**
- As per
 - and then
 - Let's
 - I'm afraid this
 - In addition
 - However
 - But of course
 - Looking forward

- B**
- Speaker 1: d
Speaker 2: c
Speaker 3: b
Speaker 4: f
Speaker 5: g

- C**
- Speaker 1: c
Speaker 2: d
Speaker 3: e
Speaker 4: g
Speaker 5: a

- D**
- I'd (*I would*) agree to their terms if I were you.
 - If I'd (*I had*) been better prepared, I'd've (*I would have*) felt more confident.
 - The project might've (*might have*) been successful if we'd (*we had*) set a more realistic timescale.
 - I don't think we'll (*we will*) be able to solve our problems unless we hire an independent consultant.
 - If he'd (*he had*) been a better communicator, I'm sure he'd've (*he would have*) been asked to conduct the negotiation.
 - If they're (*they are*) genuinely concerned about those difficulties, they'll (*they will*) bring in a consultant.

8.1

Speaker 1:
Of course there are occasions when you want advice from someone who can take a detached view, but that's certainly not always necessary. Halfway through the training one of our junior managers came up to me and told me how he would've loved to run such a workshop, and why had I not asked him. So I looked at his CV again, just to find out that yes, indeed, he seemed equally qualified, and at least as experienced as the expert we'd brought in. But it was too late. What happened was, he handed in his notice shortly afterwards. Demotivation, I suppose.

Speaker 2:

I still don't understand how it could have happened. I was certain absolutely everything had been discussed in great detail. It's only when I received the invoice that I realised the problem. You see, this particular consultant had worked for a couple of large corporations before, and it seems there are so

many things she just took for granted. She was used to having almost everything covered, business class travel, deluxe hotels and what have you. So that year my department overspent by over £1,000!

Speaker 3:

I agree it would be unreasonable to expect consultants to work for you exclusively. Sooner or later they are bound to be hired by one of your competitors, and I hasten to say that's not unprofessional. What we failed to do – and we've only got ourselves to blame for that – is spell out in writing that any information about the company gained during the consultancy mustn't be divulged under any circumstances. It turned out at the time another person from the same consultancy firm was working for our main competitor. So they repositioned their main brand in very much the same way as we did ours – but two months before we did.

Speaker 4:

Our employees are usually very cooperative, excellent team players all of them. Unfortunately things were quite hectic here at the time these two consultants started working for us. So most of our staff didn't have the faintest idea of who these two newcomers were, or why they wanted to have a private discussion with everyone, or requested access to certain files, etc, etc. Within less than a week, the tension was evident everywhere. Our employees felt threatened just because they didn't know what to expect.

Speaker 5:

Sustainability is not just an empty buzzword. Most businesses want to function effectively without outside experts. We had to bring in one consultant after another. Things were always fine during the projects, but once they were over, it was back to square one. We weren't any better off as we still couldn't do the work for ourselves. It was all terribly frustrating and demoralising. It may have been good business for the consultants, but for us it was unbearable. We felt as if we no longer had the power to run our business on our own.

8.2

- I'd agree to their terms if I were you.
- If I'd been better prepared, I'd've felt more confident.
- The project might've been successful if we'd set a more realistic timescale.
- I don't think we'll be able to solve our problems unless we hire an independent consultant.
- If he'd been a better communicator, I'm sure he'd've been asked to conduct the negotiation.
- If they're genuinely concerned about those difficulties, they'll bring in a consultant.

9.2

- They agreed to come to my office.
- Would May or June be all right?
- Let's try again in a day or two.

9.3

- A: The team members aren't particularly cooperative.
B: But they are creative.
- A: The team members aren't particularly creative.
B: But they are creative.

9.4

- A: Thanks for that book on strategic planning. Great stuff!
B: I thought you'd like it.
- A: That book isn't worth the paper it's printed on.
B: I thought you'd like it.
- A: The management can't be held responsible for this failure.
B: Well, I believe the management is responsible.
- A: Who would you say is to blame for this failure?
B: Well, I believe the management is responsible.
- A: Do they show any cynicism about the idea?
B: Yeah. I find them very cynical.
- A: So you're disappointed with our new team members?
B: Yeah. I find them very cynical.
- A: Does the new product appeal to teenagers?
B: I'm afraid it has no appeal to teenagers.
- A: Which segment doesn't find our new product appealing, then?
B: I'm afraid it has no appeal to teenagers.