

1.1.1

N = Narrator A1 = Alex A2 = Alessio A3 = Amira

N: In a global economy, many companies do business overseas. This means that workers often travel to see their colleagues or clients abroad.

There are many reasons why people travel for work.

A1: I go abroad to complete projects which are set by my company. Those projects can include setting up certain systems, laptops, docking stations, etc.

A2: I need to travel for work because sometimes the projects I do are based somewhere outside London, where I live, so I've been travelling to France, to Italy, to Spain, to Romania.

A3: I need to travel because we work with big brands and multinationals, and they want to understand different people in the different markets and countries, so we travel across the world.

N: An important part of business travel is organising transportation. When people travel internationally, they often fly, though in some cases taking the train is an option.

A1: I travel for work once or twice a month, on a regular basis. I tend to fly short haul and I use two different airlines.

N: Alex makes the most of his travel time and keeps busy during the flight.

A1: When I'm flying for business I tend to get my laptop out and do some work during the flight, and half an hour before my plane lands I remove my laptop, put it back in my bag, and get ready for the landing.

N: On business trips, you may need to stay overnight. It's important to book accommodation that is suitable for your trip and has everything you need, so you can keep working during your stay.

A2: The accommodation where I like to stay when I travel for work is ... is hotels, usually, but they need to be very close to the place where I need to go to work. What I expect at my location is wi-fi because I need to work most of the time when I'm back in my room. And, of course, parking, because usually I need to hire cars or a vehicle from the airport to the workplace.

N: When travelling for work, you may not know much about the local area and how to get around. Find out about transportation before you go. And when you get there, ask for help if you need it, or ask for directions.

A3: When I have to go from a business meeting to another meeting, I either use public transportation, because it's a really good way to mix with the locals, or I use a ridesharing app. I always worry about getting lost but it's part of the adventure. I carry an online map on my phone and, if I do get lost, I just ask people and they're really helpful.

N: Even if you've planned ahead, things can still go wrong. Your flight could be delayed or there might be a mistake with your hotel reservation. It's rare, however, to find a problem that cannot be solved.

A3: I remember once, I was at the airport lounge waiting for my flight, and I got really confused with timings; and then I get to the gate and it's written in huge red letters 'gate closed', and I start panicking. Thankfully, the staff were really helpful and they helped me through. And they rushed me to the plane through a back door, and I made my flight.

N: Like anybody who's done the same thing several times, regular business travellers have advice they can offer to others.

A2: My top travel tip when travelling for work is to be very efficient in organisation. Because this gives you time also to enjoy the place where you are going, after you've done your business.

1.3.1

J = Jasmine D = Driver G = Graham

J: Is it always this busy?

D: Not always. It depends. So, what are you doing in Dublin?

J: I am starting a new job on Monday. I'm a trainee at TGC. They're an HR consultancy firm. They advise companies on different aspects of their business - recruitment, company strategy, that kind of thing. They've invited all the new recruits to a welcome dinner. And it's happening ... right about now.

G: Jasmine just sent me a text - she's stuck in traffic but she'll be here soon. In the meantime, welcome to TGC. Cheers!

1.3.2

O = Orla A = Azra S = Shaun J = Jasmine

O: Where do you come from?

A: I'm from Turkey. But ... I've lived in Dublin for years.

O: Ah. You're basically a native now. What do you think about this restaurant?

A: It's ... a nice place.

S: Ah, the traveller is here!

J: Sorry I'm late. The traffic was a nightmare.

S: Friday night traffic. Always terrible. It can be like a car park out there sometimes. It can take me hours to get home.

J: Really? So you live outside the city?

S: Not as bad as Los Angeles, though. I was at a conference there last year. The traffic was so bad I arrived late and missed my presentation. The boss was not happy. But that's nothing compared to my flight from Dublin to Bangkok a few years back. Did I ever tell you that story? They lost all my luggage. I tell you, I'm never flying with that airline again.

1.3.3

T = Thiago J = Jasmine Al = Alex Az = Azra

T: Hi. I'm Thiago.

J: Jasmine. Nice to meet you.

T: You too. How long was your trip?

J: About an hour.

T: Shaun says you're American. Where are you from?

J: That's right. I'm from Boston. I went to university there. Do you know it?

T: No, I've never been, but I'd like to.

J: Thiago, that's a Brazilian name, isn't it?

T: It is. My father's from Brazil, but I'm Italian. So ... do you know Orla?

J: Yeah, I met her at the interview. She's really nice. Hey ... What do you know about working at TGC?

T: Not much.

Al: So, I heard you come from Turkey. Whereabouts?

Az: Well, I was born in Istanbul, but my parents moved to London when I was five. We go back quite often to see family. Do you know Turkey?

Al: A little. I went there on holiday about three years ago. Which do you prefer, London or Istanbul?

Az: Hmmm. That's difficult! I love them both.

Al: No more difficult questions, I promise. We're supposed to be relaxing.

Az: No problem.

1.3.4

Let me give you some advice when making small talk. Number one: choose your topic carefully and don't be too negative. Don't talk about personal finances, politics or religion, or more personal topics. Be prepared to listen and remember to show interest in the other person and their opinions. Showing interest is simple. If you're sitting down, move your body forward a little, use eye contact and of course smile as you speak. Watch the other person's body language and if they start to look bored, change the subject. Most importantly, don't dominate the conversation.

Follow the AAA model that Azra used earlier in the video. AAA is a simple formula. Answer the speaker's question, add new information and then ask him or her another question. The conversation will run smoothly if you follow this model. Try it and see.

2.1.1

P = Presenter V = Vaiva Kalnikaitė

P: When a new company launches, or an established company opens, a new branch, there's a decision to be made about where to locate the business.

It's an important decision to get right, and there are a number of factors which could influence it. These might include access to skilled staff, good transport links and reasonable rents for factory or office space.

Dr Vaiva Kalnikaitė launched her company, Dovetailed, in 2010. It's a technology design studio and innovation lab.

V: We tend to work on projects that have human interaction so often it will be projects where we design software or, for example, an app, or it could also be a physical object - for example, we designed a 3D printer for printing food.

P: When Vaiva set up her company, she decided to locate it in Cambridge - a city famous for its university.

V: I was an intern in Cambridge with Microsoft and I really liked Cambridge because it's a very international city, it's a very vibrant city; it's full of really interesting companies from very small start-ups to well-established companies, and that's a really good reason to set up a business in that kind of environment.

P: Dovetailed is now a member of several business networks, which has clear benefits for the company.

V: Being part of these networks, we have access to local investment groups and we've been successful in getting some funding for some of our products.

P: Many companies based in Cambridge are attracted by the chance to connect with the university.

V: We were really interested in working with the university, so we talked to various departments to see if we can collaborate on something.

P: Today Dovetailed is part of a business programme at Cambridge University's Judge Business School and receives advice and support from the school.

V: We also work with, for example, engineering department and we have summer interns who come and work at Dovetailed. It's been really helpful to have an association to Cambridge University because it's given us, as a brand, global recognition.

P: For Dovetailed, locating the company in Cambridge has helped to attract talented staff, who want to work in a lively town.

V: Cambridge is a really nice place to live in, people can cycle everywhere, walk everywhere. My journey to work is three minutes by bike. There's lots of social things happening, lots of interesting cafes opening and it's very close to London.

P: Dovetailed has clients in London, so good transport links are important.

V: It's very important for us to be able to travel to London very quickly. It takes about 50 minutes by train or we can drive to London on a motorway. Again, it takes just over an hour.

P: So how does Vaiva feel about her decision to locate Dovetailed in Cambridge?

V: I'm very happy to have chosen Cambridge as a location to set up my business. I think it's an amazing place to live and work, and it's given us a lot of opportunity to grow.

2.3.1

S = Shaun A = Alex

S: Here it is. Your first assignment. Ready?

A: Yes, I ...

S: Don't worry, you'll be fine. Alright. Here's the situation. We're meeting Nick from Zapna. They're a clothes manufacturing firm with a distribution centre in Poland. Their Assistant Manager is going on maternity leave and they need to find someone to cover. Now, Nick's a nice guy, but he talks too much and he can be unclear about what he wants. I can get impatient with him sometimes. Come on. Let's do this.

2.3.2

N = Nick S = Shaun A = Alex

N: So Marta's post will be vacant soon. And as her post is vacant, we need someone to fill it. We'll need someone for about a year, as that's how long she's away. She's on maternity leave. Did I tell you that? I should also add that we did talk about taking someone on for longer, maybe eighteen months, so they could ...

S: Cover the handover period. Yeah. Great. Understood.

N: That's right. But ... is a six-month handover really needed? It's expensive. And ...
A: Sorry to interrupt ... but I think a handover period is important. But how about two months instead of six?
N: That could work. Or three months, maybe. Shaun?
S: I agree with Alex. So, that's a fourteen-month contract. Can you just confirm that for us, Nick?
N: Yes, I suppose I ... fifteen months. Just to be on the safe side.
S: Great. Fifteen months. Now, about the benefits package you're offering ...
N: Well ... And as you know, I'm really busy at the moment. Also, I'm not a logistics expert, so I don't always know which technical questions to ask. The last time I interviewed ...
S: Let me just clarify once more. Alex is your dedicated HR Consultant. Anything you need, he can help you. No need to worry.
N: I really appreciate it. It's wonderful to have you with us, Alex. We've always had an excellent service from your firm. Are you enjoying your time there so far?
S: I'm dying for a coffee. Coffee break? Back here in fifteen minutes.
A: Great.
S: See? On and on. Drives me crazy.
A: I could ask the questions when we go back in.
S: Sure. Be my guest.

2.3.3

A = Alex N = Nick S = Shaun
A: So, Nick, what you're saying is you want someone with logistics experience?
N: Correct, but they also need a diploma in management.
A: Great. And can I just check, you're looking for someone with a good language level?
N: Exactly; fluent in English and Polish.
A: Does that mean you want to hire someone locally?
N: No, not necessarily, but they must be prepared to move.
A: And what would make this appeal to applicants?
N: Well, we're offering an excellent package.
S: Yes, you said that, but could you be more specific?
N: I mean there's a good bonus scheme and a subsidised staff canteen.
S: And there's an international airport not far from Poznań, right?
N: That's right, Poznań has its own airport.
S: And is there a relocation package?
N: What do you mean by a relocation package exactly?
S: Well, you know, help with moving costs ...
A: I think what Shaun means is, the best person may not live locally. Are you happy to cover the cost for the right candidate to move to Poznań?
N: Possibly. What I mean is, it's a sensitive topic. We need to keep costs down.
S: Yes, of course. We understand.
A: And you're looking to interview a maximum of six people. Is that right?
N: Six is perfect.
A: So, I think that covers everything. We'll get to work and send you a list of candidates as soon as possible.
N: Great, thanks, Shaun.
S: Nick.
N: Thanks, Alex.
A: Nick.
S: Good work, Alex. Well done.
A: Thanks.

2.3.4

In professional situations, we sometimes meet people, like Nick, who are unclear about what they want. Checking and asking for clarification is a good way to guide the other person so you can understand exactly what they want. But how do you do this in English? Saying 'What do you mean?' may not be enough to clarify the

information you need. Instead, ask 'What do you mean by ...?', or 'Could you be more specific?' Alex also rephrases questions to help Nick be more specific. And this works nicely. You can start by saying 'What I mean is ...'. Closed questions will then encourage the other person to confirm their needs. Closed questions will force the other person to answer 'Yes' or 'No', or give a simple direct answer. Finally, repeating the other person's words and adding the expression 'Is that right?' is useful to ask if you are still unsure. And if you are the speaker, notice the body language of the listener. Often, the listener's facial expression will tell you if he or she has understood. So, if necessary, offer to clarify. Use expressions like 'What I mean is ...' or 'Let me clarify'. Remember, conversation is two-way. It's not always your responsibility to understand!

3.1.1

CS = Colin Shenton M = Man W = Woman
P = Presenter I = Interviewer C = Customer
CS: We like to describe it as home.
M: You can help yourself to snacks along the way.
W: You really concentrate how much work you can fit in.
CS: Everything in Ziferblat is free, except for the time that you spend.
P: Ziferblat is a café and social space with an unusual business model. You check in and out at a hotel-style desk, stay as long as you want, use the wi-fi and eat and drink as much as you like. Your bill is calculated at 6p a minute, including VAT. The largest branch of this international retail chain is here in Manchester, in northern England.
CS: Ziferblat is a Russian word, it means 'clock face', uh it's the same in German, and it's simply because our pricing mechanism is completely unique. We charge six pence a minute. Start your stopwatch on your iPhone if you like, and work out to the penny what your bill's gonna be.
I: You must get some people who try to abuse the system, 'I've only got 20p in my pocket, I can dash in, wolf down coffee and cake and leave,' does that happen?
CS: It happens and it's absolutely fine. I'm not even sure I'd call it abuse, what we offer is no minimum, no minimum charge, so if somebody feels they want to come in and eat as much as humanly possible - that's absolutely fine.
I: You feel under time pressure because you know that each minute counts.
C: I don't personally worry too much about that, although I, I think it's mounted up a bit this morning.
W: You do think about it after a couple of hours here, but I think it's really good because you concentrate how much work you can fit in.
M: Such a nice creative atmosphere, and the wi-fi is really good, so for uploading things, that's perfect.
CS: I think our smallest spend was three minutes, which is 18p - somebody wanted to go to the loo. Our longest stay was 11 hours, which was a guy based on his laptop who's writing a book. We ask that people respect the space, but this has been a really positive experience in human nature.
P: The business makes a profit. This branch serves 12,000 customers each month.
I: You've got one of these in London, but you've got several in the north - in Manchester and Liverpool - and you're rolling out more. Why is it you're able to expand up here?
CS: One principle reason, which is rent. We could do it in London if we were charging 20 or 25 pence a minute, but that adds up pretty fast, £15 an hour starts to sound expensive.

3.3.1

A = Azra T = Thiago
T: Thiago. Is everything OK?
A: It's just this report I'm doing. For Shaun. It's such a lot of extra work. And I'm nearly a week late with it. If I don't finish the report soon, Shaun is going to kill me!

A: Why don't you ask him for an extension?
T: Shaun? Are you joking? Last time I missed a deadline, he nearly put me on the next flight home to Milan! It's Shaun. You haven't seen me ...
A: Shaun ...

3.3.2

S = Shaun T = Thiago
S: Ah, Thiago! There you are! Just the person I was looking for! Have you got a moment? Any progress with that report?
T: Er ... well ...
S: Right. Sounds like there's a problem.
T: I'm just really busy with two other projects, and ...
S: Thiago, it's no good making excuses. Time management is part of the job.
T: I know, I know.
S: You're holding everyone up. The report is a week late, and I need it for tomorrow's meeting with the directors. So, what's the delay?
T: Figures. I, er, still need some figures from Accounts, you ...
S: Why didn't you ask me to get the figures? Any time over the past seven days? Right, that's enough. I'm bringing in Jasmine.
T: Shaun, I just need a bit more time.
S: You've had time. I'm calling Jasmine now. And I want that report on my desk by 2 p.m. tomorrow. No excuses.
T: Jasmine's going to go crazy when she finds out that we have to do overtime tonight. I guess I'm Mr Popular around here ...
S: Was I hard on him? A little. But he has to learn. He can't keep missing deadlines. Anyway, Jasmine should be able to help him out.

3.3.3

T = Thiago S = Shaun
T: Shaun. Do you have a minute?
S: For you, Thiago? I've got two. Now. How are you doing with that report?
T: I'm still having some problems, I'm afraid.
S: Right. You realise I have a meeting with the directors tomorrow afternoon? I wanted it done by then.
T: I'm really sorry. I'm so busy with other projects at the moment. And Accounts didn't get back to me with the figures I need ...
S: OK. Let me deal with Accounts. And I'll see if I can get one of the other trainees to share some of your workload. Just for a few days. Does that help?
T: Yes, it helps a lot.
S: Now, what else can we do to get this report finished? What if I bring in Jasmine to help you out?
T: No, no, I can manage.
S: Look, we don't have much time. Let's speed things up. How about asking Jasmine to help you with some of the figures?
T: Yes. OK.
S: Good. I'll give you three more days. But no more. Don't let me down. Of course, this doesn't help me with the directors' meeting tomorrow.
T: Why don't I just write an executive summary of the main points? You can give them that.
S: Alright, yes. Good idea. I like Thiago's attitude. He definitely has potential. We just need to work out how to improve his time management. Easier said than done, maybe.
T: Result! I can't believe it. I got the extension I needed. Problem solved! Well, until the next one comes along ...

3.3.4

When you're trying to solve problems at work, you have two basic options - focus on the problem or focus on the solution. Now, focusing on the problem can be very effective when it's a simple technical problem. But workflow problems are usually people problems, and they're more complex. In Video A, Shaun made a big mistake. He dealt with a people problem as if it was a technical problem. He focused on what went wrong. He blamed Thiago for not completing the report, so it's no surprise there was an argument.

And when Shaun asked Thiago and Jasmine to do overtime, it was not the best solution. In Video B, Shaun was much better. He focused on the solution from the start. Instead of asking what went wrong, he asked questions that focused on help: 'What can we do to get this report finished?' and 'What if I bring in Jasmine to help you out?' As a result, we saw Shaun and Thiago working together to complete the report. Shaun also offered to help Thiago get the figures he needed from the Accounts department. And Thiago offered to write a short summary for Shaun to give to the Board of Directors. It was a win-win situation.

4.1.1

P = Presenter S = Sharni L1 = Lauren L2 = Laurie

P: The way we work is changing fast and one clear example of this is our work patterns. This includes the hours people work, the type of contract employees have, and even the number of different jobs they work in. The traditional work pattern was based on permanent employees doing full-time jobs and fixed working hours. The typical office worker in the UK and North America worked from Monday to Friday and had a working day of nine o'clock to five o'clock. Indeed, people talk about 'nine-to-five jobs' to describe traditional office work. However, that is changing. Today's global economy needs more flexible work patterns, not nine-to-five jobs. We talked to some people about their working lives.

S: I'm Sharni, and I'm an Accountant. I work full-time flexible hours, so that means some days I start early and finish early, and some days I start later and finish later. And I'll take breaks depending on what I need to deliver for the day. Some days I work in the office and some days I work at home. I have my office set up at home, so I have everything I need to work as if I was in the office. I like working flexible hours - it gives me the ability to manage my career but also be there for my children. This type of working isn't for everybody. Some people will work better with a fixed schedule and set hours. The advantages for my employer for me to be a flexitime worker means that I'm a much happier employee. I can still maintain all aspects of my personal life and still pursue my career.

P: Some people don't have permanent jobs with one employer but work for employment agencies that find them temporary jobs in different companies.

L1: My name is Lauren. I'm a temporary worker and that basically means that I work for an agency that sends me on different assignments in different companies. I started temping during university, and I am still temping whilst I'm looking for a permanent role. The contracts that I'm assigned on last from around a couple of days to a few months, and this can include a range of different roles, such as clerical as well as reception work. The advantages of being a temp worker are ... it gives you insight into loads of different industries and it allows me to see what kind of permanent roles I'll be interested in. There are some disadvantages to working as a temporary worker and these include lack of job security, and it makes it difficult for career progression. Being adaptable is a very important skill in the job market, and ... erm, temp work definitely allows me to build upon that skill.

P: Freelance work for more than one company at the same time is also more common today.

L2: My name's Laurie. I'm a gig worker. And ... gig working means when you do lots of different types of jobs to earn a living. I work in the television industry, and a typical week for me might involve ... I might write a script, I might direct a film or I might do some camera work. Depending on how many projects I have, I may work 20 hours one week and 40 hours another week. One advantage of being a gig worker is that it allows a lot of variety in my working life. Another advantage is that it allows me to do things, in my free time, that I wouldn't ordinarily be able to do if I had a full-time job. One of the disadvantages to gig working is that there's not that much income security, so you don't always know where your next pay cheque is coming from.

P: It's clear that today there are many more work

patterns than in the past. It's also clear that our working lives will continue to change in the future, and we will have to adapt to that.

4.3.1

O = Orla S = Shaun

O: Good meeting with Léana?

S: Great, thanks. She's already spoken to some of the other directors about my idea.

O: What do you call it again? Reverse coaching?

S: Yes. A lot of companies are doing it. I don't know if you've noticed ... but a few of the directors sometimes have problems with office technology. The thing is, we have all these people in junior positions working for us, who practically live their whole lives online. Social media, apps, you name it. So, the idea is they spend some time with the directors who need a bit of help using business apps, social media and so on. It's basically one-on-one coaching.

O: Perfect. What do they think?

S: Well, I'm meeting them later this afternoon. I guess we'll find out!

4.3.2

S = Shaun E = Ethan M = Michael ('Mike')

T = Thiago J = Jasmine

S: Ideally, you'd meet with the directors, say, once a week. What do you think? Sounds good? Great. So ...

E: Shaun? Erm, sorry to interrupt, but I thought we were here to discuss this.

S: We are. We're discussing how to do it right. So, Thiago. You're our tech guru. Do you want to work with Léana?

M: So ... we're doing this? You've already made the decision?

S: Well ... yes. Léana has approved it. Come on, it'll be fun! You get to work with the people running the company. It's great for your career!

T: Sorry, Shaun, but how do we find time for this? We're all really busy.

S: It's an hour a week. That's all.

J: Um, Shaun. We're not trained coaches. I'm not sure I'd be comfortable working with people like Léana and Graham.

E: Look, Shaun, let's not rush into anything. We don't have to take an immediate decision on this. Can we go away and think about it?

S: Think about what? These people pay your salaries. They need your help. It's that simple.

T: Will we get paid extra? I'm just asking ...

S: I'm disappointed, guys. Really disappointed. I have a great idea ... and this is how you react! Anyway, I've told Léana about it. It's going ahead. So, you can either like it or learn to like it. Right. Who's going to work with Graham?

4.3.3

S = Shaun T = Thiago J = Jasmine

M = Michael ('Mike') E = Ethan

S: Now, we already have the go-ahead from Léana. But I'd like to get your input before we finalise anything. So, what does everybody think? Thiago, you're our tech guru, what are your thoughts on this?

T: Will we have time for it?

S: OK, it's a fair point. We'll figure out a way to fit it into your schedules. Any other thoughts?

J: We're not trained coaches. Are we qualified to be doing this?

S: Hmm, I take your point. How about we arrange some kind of training for you? Just the basics. It shouldn't be too hard. Mike, you haven't said anything so far. I'd like to hear what you think.

M: Why don't we call it 'tech assistance' instead of coaching? It sounds more informal. More comfortable.

S: Mm, you may have a point. Jasmine, what do you think of Mike's idea?

J: I like it. 'Tech assistance' sounds fun.

S: It will be! Does anyone have anything else they'd like to add before we move on?

E: If we're going to be coaching the directors, maybe they could coach us, too? They could teach us a lot about the business.

J: That's a great idea. We're helping them, they're helping us.

S: OK. I'll mention it to Léana. Right, well, thanks for your input, everybody. Now we just have to decide which directors you're working with. Graham, anybody?

4.3.4

In business, it's important to make good decisions. But when those decisions affect other people, it's really important to make sure you involve them before going ahead.

In Video A, Shaun discovered that having a great idea is not enough. You need to persuade your team that it's a great idea, too. Often, the best way to do this is to ask for their input and let them see for themselves how good your idea really is.

Of course, involving others in your decisions can take a little longer. You took time to develop your idea. So your team needs time to think about it, too. And sometimes people don't have much input to give. But by showing them you value what they say, as Shaun did in Video B, you may find they can make your idea even better! In fact, we saw that Michael and Ethan were able to do this. More importantly, your idea will become the team's idea. And because it's now the team's idea, everyone on the team will want to make it work.

5.1.1

I'm here in Mumbai where queues like this outside banks have become a common sight. And that's the story across the country. Last week, the Indian government announced that 500- and 1,000-rupee notes would be completely abolished. So I want to find out how far I can get without a single penny in my wallet.

A lot of people who have suffered from this cash crunch are small businesses who have to buy their goods up front.

Now, businesses like this stall, something that you find on every street corner in a city like Mumbai. Paan is a stuffed betel leaf chewed by millions of Indians.

Thank you.

Great. So, he accepts credit cards, so I don't have to give cash. I've got away with it here. Mobile wallets, where you can load money onto an app, have been around for years and have been gaining in popularity, too. But since the currency announcement has come in, some payment gateways have been seeing a rise of up to 400 percent in customers.

OK, that's great. So he's accepting money via mobile wallets, but vegetables are an everyday item normally paid in cash. So are customers ready to go cashless?

By taking this step, the government is hoping to get more people and businesses into the financial system. And this will also help increase tax revenues. Cash? So there you have it. I managed to do most of the things without cash. But then I need cash for something that millions of Indians do every day - getting around town. And without everyone willing to turn to technology even in these difficult times, the Indian government's hopes of becoming a hundred percent cashless economy could still be far off.

5.3.1

S = Shaun O = Orla

S: Orla. On your way to the project meeting?

O: Yes.

S: It's the first time this team's worked together, isn't it? No pressure ...

O: Well, we're really just working out team roles today. The client pitch is not for another six weeks. The question is, do I just *tell* them what I'd like them to do or let them figure it out themselves? Part of me wants to let *them* decide. Part of me just wants to tell them ...

S: Well, there are some strong personalities in that team, so I wouldn't give them too much freedom. I'd just *tell* them if I were you.

O: I'll let you know how it goes ...

5.3.2

O = Orla J = Jasmine A1 = Azra A2 = Alex T = Thiago S = Shaun

O: That's the project covered. Now, team roles. Alex, I'd like you to be pitch leader. You've got the most project management experience. Now, Azra, I thought lead presenter for you this time. We've talked about you wanting to develop your presentation skills. Jasmine, I'm going to ask you to be the learning designer.

J: Oh, erm ...

O: Problem?

J: Well, no, it's just quite a lot of responsibility.

O: You're a Learning and Development Specialist, and you're a responsible person. You'll be fine. Finally, Thiago. Tech support. You're so good with technology.

A1: Actually, Orla, I'm really not comfortable presenting. Especially in front of a new client.

A2: I agree. Azra should be the pitch leader on this one, and I can take care of the presentation. And maybe Thiago could help me out. He needs something bigger than tech support.

T: Yeah, why do I always get tech support?

A1: And ... well ... maybe Jasmine also feels like I do. About her role.

J: I am worried. It's a big responsibility.

A2: Perhaps Thiago can help me present and do the slides.

T: Wait a minute. I'm doing the presentation and the slides?

O: Everyone! Please! Your first time together as a team and you're arguing about everything! Let's just think about this.

S: Sounded lively in there.

O: I don't think this is going to be easy.

5.3.3

O = Orla A1 = Azra A2 = Alex T = Thiago

O: OK, you all know each other quite well. So let's decide the team roles among ourselves. Is that OK with everyone? Alex. Azra. I was thinking you could head up the project together as pitch leader and lead presenter. How would you feel about that?

A1: Me as pitch leader?

O: If you don't mind.

A1: Actually, Orla, sorry, but I'd rather not be the lead presenter if that's OK with you. I'm really not comfortable with that role.

O: But ... don't you want to develop your presentation skills?

A1: I do! But one step at a time. I'm quite good at communicating one on one - but presenting to a new client? I'm not sure I'm the best person.

A2: Perhaps Azra and I could swap roles.

O: Well, I did want you as pitch leader, Alex, but if you're both happy to exchange roles, then that's fine with me. Right, Jasmine, I'd like you to be the learning designer. Relax! You have the expertise, and I'll be here to help you out if you need it. Just look at it as a challenge. Now, Thiago, you're our tech expert, so how would you like to do the PowerPoint for us again?

T: I don't mind. But I'd prefer not to do that again if I have a choice.

A2: Actually, Orla, I think Thiago might do a good job as co-presenter with me. Didn't you win a public speaking competition at university or something?

T: I won two of them.

O: Nice idea, Alex, but who's going to do the PowerPoint? No offence, but it's not really your strong point, is it?

A2: Maybe Thiago and I could work together on both? Thiago's a lot better with technology than I am, but I can help him with some of the other stuff.

O: OK. Great. I think we've got the team roles covered. So, just to summarise ...

5.3.4

It's a key question when building a team: do you simply tell people what you want them to do, or do you let them decide? After all, they know what they're best at, and what skills they still need to develop. In Video A, we saw Orla taking the first approach. And immediately we saw a negative reaction from

the team. When Orla gave Alex and Thiago roles she knew they were good at, she didn't consider if they might like to develop new skills. And with Azra and Jasmine, Orla went too far in the other direction. She gave them challenges they didn't feel prepared for.

But both of these problems were solved in Video B. This is because they negotiated their own team roles. Jasmine kept the role Orla suggested, but the others changed or shared roles. In this way, there was room for them to improve their skill set without challenging them too much.

When you're building a team, you want people to do things they're good at, and also excited about. You can trust each team member to know what these things are. And if you show that you trust them to be involved in the decisions about their roles, it gives them confidence, and builds their trust in you. This is the ideal scenario.

6.1.1

P = Presenter R = Roy White B = Brent Jennings T = Team member Dr R = Dr Rick de Decker

P: Whether we play team sports in our free time, work on joint projects or are part of a team at work, most of us have to cooperate with others on a regular basis. But there is one context in which teamwork is especially important ... and that's when danger is involved. At more than 1,000 metres high, Table Mountain towers over Cape Town in South Africa. Easy access from the city makes it very popular with tourists and hikers. But with over eighty rescues a year, it is more dangerous than people realise.

R: Table Mountain is not a simple mountain, it's not an easy mountain.

P: This is why the Table Mountain Rescue team is always ready. If someone has an accident on the mountain, it's the team's job to get them down. This hiker was on his way down from the mountain with a friend when he fell and hurt his leg. He can't walk, so the rescue team has to get him to safety. With the sun going down, the team has to work in the dark. They need to be very careful and very patient or they will put everyone at risk.

B: The main problem is that you don't ever get two people carrying a stretcher. You'll have maybe nine, ten people carrying a stretcher at any one point; and that whole group has got to make its way down safely.

P: By working together, the team has reached the bottom safely. The members of the Table Mountain rescue team have faced many difficult situations together, but it takes more than practice and experience to work well as a team.

B: You can't just expect rescue experience alone to give you what you need in a rescue team.

P: Lots of personal skills are necessary for a good team worker. But being a good communicator - knowing what to say, when to say it, and how to say it clearly - is one of the most important. And connected to that, of course, is the ability to listen to others.

T: Woah, woah, woah, slowly guys!

P: You also need to be reliable, so the rest of the team can trust you.

Dr R: If you get that level of trust with somebody who is on the ledge above you, then you've got a really good team going. But that takes some doing, it takes quite a lot of training to get to that level.

P: Even in experienced teams, people may disagree, so good team members need to know how to deal with arguments, stay calm and help everyone reach agreement - in other words, they need to be good at conflict management. If team members show each other respect, a solution can usually be found. When the work is finished, the team can relax, talk about what went well and get ready for the next rescue.

6.3.1

T = Thiago J = Jasmine

T: Coffee? Hell-o!

J: What? Oh, thanks. Sorry, I'm just thinking about this Miami thing.

T: You're going to Miami?

J: Hopefully, yeah. I put in a proposal for a talk at the Global HR Leadership Conference. Orla said I should give it a try. And ... I don't believe it. That's an email from them. The conference organisers. Ah ... this could be so great for my résumé. 'No'. They said 'no'.

6.3.2

T = Thiago J = Jasmine A = Azra

T: I'm sorry, Jasmine. That's too bad. But ... look on the bright side.

J: What bright side?

T: Erm ...

J: Exactly.

T: Come on, it's no big deal. It's just a conference, after all.

J: Thiago, it's the biggest HR conference in the world! And I should be speaking at it. Now I've got to tell Orla they rejected me.

T: Orla will understand. Come on. Cheer up! Look ... some of us are going for a drink after work. Why don't you come along?

J: You know what? I don't really feel like hitting the pub right now.

T: Harry's Bar. At six. You know ... if you change your mind. And, hey, Orla thinks you're great. We all do. Don't worry so much.

A: Jasmine! Thiago told me your news. You must be so disappointed!

J: Well. Life goes on.

A: Oh, poor you! I know exactly how you feel! Listen, if you need someone to talk to about it, just let me know, OK?

J: Thanks, Azra.

6.3.3

A = Alex J = Jasmine

A: Miami?

J: Thiago. He told you.

A: No secrets in this place. I'm sorry it didn't work out for you. I hope you're not too disappointed.

J: Thanks. Maybe Thiago was right. It's no big deal.

A: It sounds like you put a lot of work into it.

J: Yeah, well ...

A: And I know how important it was to you. So I can understand how you feel. Did the organisers tell you why they didn't accept you? They can be very selective.

J: They said I had an interesting topic, but it didn't really fit this year's theme.

A: So. You had the right topic. You just picked the wrong year. It happens.

J: Looks like it. I didn't really think about the conference theme. Stupid of me.

A: You can always try again. You'll know next time. If it makes you feel any better, I had to apply to engineering school three times before I finally got in. My advice? Put it behind you and move on.

J: I guess I just wanted to impress Orla.

A: Orla likes you. Everyone does. But you haven't been here long. Don't try to run before you can walk. The question to ask yourself is: What can I learn from this?

J: Yeah, I see that now.

A: Look at it this way: you missed out on a trip to Miami, but now you'll be free to help me with the Ferguson pitch.

J: The Ferguson pitch?

A: Yeah. Shaun thinks you're ready to start presenting to clients face to face. So you'll be my co-presenter to start with. What do you think? More fun than talking to a roomful of strangers in Miami?

6.3.4

Business life can have its disappointments as well as its successes. When the presentation doesn't go well, or we don't get the promotion, what do we do? Well, we might turn to the colleague we trust the most for support and advice.

In Video A, Thiago's response to Jasmine's bad news was to avoid it. Then, he tried to change the subject by inviting her out for a drink with the group. He didn't seem to care very much. Azra did the opposite. She showed too much

emotion, and it was annoying for Jasmine.

In Video B, Alex got the balance right. He said he understood how Jasmine felt, but he didn't pretend to know exactly what she was feeling. He looked for positive things while accepting her disappointment. Most importantly, he was able to empathise – which means to share the experience of another person – and this can make the other person feel better.

7.1.1

P = Presenter S = Simon Lyons

P: Any company offering goods for sale is under constant pressure to improve existing products and to bring new products to market. But any product, whether it's a mobile phone, a new medicine or a washing machine, must go through a period of research and development – R&D – to make improvements to the design, ensure that it's safe, and that consumers will want to buy it. Simon Lyons runs a small design company, Version 22, in Loughborough, a town north of London. In 2016, the company launched a clever product called Nimble.

S: Nimble is a one-finger safety cutter. You put it on your finger tip; it's got a tiny blade at the tip, and you can use it to cut open boxes and parcels that come through the post, food packaging, product packaging.

P: Simon first had the idea when he was studying at university and entered a competition.

S: The brief was to look at these videos of elderly and disabled people describing problems they had at home, and to pick one of those problems and to design a solution. The one problem that kept coming up the most was people with arthritis in their hands, really struggling to open food packaging in the kitchen.

P: After he had the idea, Simon began the research and development process.

S: Starting the R&D process is quite simple – just a pen and paper. So, really rough sketches, coming up with as many different ideas as possible. I then try and make a very, very low-cost prototype. This was the first ever prototype I made of Nimble, which was made out of a finger of a kitchen glove cut off, some plastic from an A4 folder, and the tip of a knife blade.

P: Simon's design won the competition. The prize money allowed him to produce more advanced prototypes.

S: I started doing 3D-printed prototypes of lots of different designs before I got to a final design that I was happy with. One of the main design challenges I had with Nimble was designing it so it could be worn and used by as many people as possible, so having it as a one-size-fits-all design.

P: And how did Simon decide on the colour?

S: Yellow's a brilliant colour for people with visual impairments; and as Nimble's especially useful for people who are blind or partially sighted, yellow was the obvious choice there.

P: Once Simon was confident with the design, Nimble was ready for user-testing.

S: It was important to user-test Nimble to get as many perspectives on the product's usefulness, design and function as possible. I found users to test Nimble by attending a few trade shows, and this way I got about 150 people signed up. I sent out early prototypes of the product to these people, and they used them for about a month and gave me their feedback. Thankfully, the feedback we got from our testers was positive, which meant that we didn't have to make many changes to the design at all.

P: With the R&D stage successfully completed, Nimble was ready to be launched.

S: Nimble's been commercially available for about one and a half years, and it's been selling really well. We've shipped around 30,000 units to about 80 countries around the world so far.

P: So, what's the next product from Version 22?

S: So, the next product we've got coming out is something quite different. It's called Mobu, and it's a tiny little cable clip which will stop your earphones tangling in your pocket, and it works together with another product to keep your cables organised around your desk and around the house.

7.3.1

T = Thiago A = Azra

T: Whose training session are you in? I'm with Shaun.

A: Orla. I'm looking forward to hearing about this new expenses system.

T: Me, too. The current one is so complicated. And I hate having to keep my receipts when I'm travelling. It should be an app – something easy to use.

A: Exactly. Anyway, enjoy the training.

T: I just hope it's not too boring.

7.3.2

S = Shaun T = Thiago C = Caroline

S: What would your ideal expenses system look like?

T: An app?

S: You're in luck. Say hello to *Expenses 220*.

A new app – really easy to use. No more Excel spreadsheets. No more paper receipts. Let me take you through the process. So, to create an expense report, you enter the expense item and date, choose the currency and enter the amount, take a photo of any receipts ...

T: Are you following any of this?

S: Additional comments in the comment box, and then save it. So, you can go back to your claim as many times as you like ... all you need to do is use the drop-down menu ...

C: Sorry, Shaun. None of this is clear to me.

T: Yeah, I didn't follow everything either.

S: Come on, guys, it's not that difficult! OK ... one more time. Use the drop-down menu to make changes – but make sure your settings are put to the relevant currency. Got it? Of course you have. Now, moving on to ...

7.3.3

O = Orla A = Azra T = Thiago

O: OK, so you start by selecting 'Create an expense report'. Do you see that? Then, enter the expense item – like this: 'hotel bill'. After that, enter the date. Don't enter it manually, just select the 'calendar'; because it's the easiest thing to do. Any questions so far? The next step is to choose the type of expense – select this from the menu. You must do this because Accounts need the information for reporting reasons. So, in this case you're going to choose 'Business meal with client'. Right. Once you've done that, choose your currency, and enter the amount. The default setting is euros, so be careful if you need another currency. Then, save your claim and you're almost finished. The last step is to take a photo of your receipt and it'll be saved automatically with your electronic claim. When you have completed all the steps, press 'Submit', and you're done! Any questions?

A: When should we send in our claims?

O: By the end of the month. Oh, and also, the app will remember your data, and that will really save you time! Does everybody understand? Now, it's not perfect and there might be teething problems, but I think ...

A: How did it go?

T: Don't ask. You?

A: Great. So I'm guessing you need a lesson from me on how this thing works?

T: I'll buy you a cappuccino! With chocolate!

A: It's a deal.

7.3.4

To explain a procedure clearly, follow these four steps.

- Step 1: Speak clearly and make sure you sound interested, even if you're not, or you've already explained the same procedure a hundred times.
- Step 2: Divide the stages of the procedure into small parts or pieces of information. It's a lot easier for someone to understand small pieces of information than the whole procedure all at once.
- Step 3: Use words like 'first', 'second' and 'next' to order your explanation, just like Orla did. These will help the listener remember the different steps.
- Step 4: Use examples where necessary and always

invite the other person to ask questions, to check they have understood or need more detail. There you go – a very simple and effective procedure.

8.1.1

P = Presenter M = Matías Alcalde

J = Juan Pablo Alvarez

P: Punta de Lobos in Chile is one of the best places to surf in South America. In the summer months, 5,000 visitors arrive every day at this popular surf and tourist destination. In recent years, developers have made plans for large construction projects along the cliffs. However, many in the community were not happy about this. The Punta de Lobos Foundation is an organisation created by local people to fight these plans. We spoke to Matías Alcalde, the Foundation's director about why they are against the building projects.

M: Uh, a lot of private projects, uh, real-estate projects – big ones – were wanted to be developed here, like where we're standing here, there will be uh, houses hanging on the cliffs, uh, four buildings, seven stories high like a surf resort, or not even a surf resort, but huge density of construction and people coming in here. We have a real threatening situation for such a special place like ... like this one.

P: The Punta de Lobos Foundation works with other conservation groups, such as Save the Waves. Together, they want to stop private construction on the coast and to keep the cliffs open to the public. They also want to solve other problems caused by the large number of visitors.

M: It was a mess here, if you put a thousand or fifteen hundred cars here, uh, you ... you can take an hour, hour and a half to just go a mile out back to the highway. And the second thing is that there were no bathrooms here.

P: The foundation is looking for solutions to these problems. They've already improved the traffic situation and installed eco-bathrooms for visitors. They've also put a fence along the cliff to protect it from visitors' feet. Some local businesses see conservation as important, too. This small hotel is by the beach at Punta de Lobos. Designed to have as little impact as possible on the area, it was built with local and recycled materials. I spoke to Juan Pablo Alvarez, the hotel manager.

J: It's only in the archi-, architecture, we don't want it to be uh, like a big hotel five-star resort, we have 12 rooms, we could have, like, 40, 50, but we wanted to offer something different, something special. This is a very sensitive and special place and spot for us, so we wanted to ... to protect it.

P: Matías Alcalde sees Punta de Lobos as an important conservation project for the rest of Chile. It is not only about protecting one favourite surfing location in the country.

M: We're very eager that Punta de Lobos is successful, because it's the example in order to scale this project throughout Chile, uh, there's a need on conservation in Chile, we are a developing country, we're just getting started and we can learn from so many mistakes that, through Punta de Lobos, we can set the example for future developments along the coast.

8.3.1

S = Shaun T = Thiago D = Della

S: You're holding everyone up. The report is a week late, and I need it for tomorrow's meeting with the directors. So. What's the delay?

T: Figures. I, er, still need some figures from Accounts, you ...

S: Why didn't you ask me to get the figures? Any time over the past seven days? Right, that's enough. I'm bringing in Jasmine.

T: I'm sorry, Jasmine. That's too bad. But ... look on the bright side. Della.

D: Yes?

T: You sent me a load of emails.

D: The reminder about your expenses claim, yes. I think I only sent two. The first, and a follow-up.

T: No, you sent at least three.
D: Ah. Yes. Three. Well, I was worried.
T: Well, it's quite stressful receiving all these emails. If I didn't respond, there's a reason.
D: Well, I'm sorry you feel that way, Thiago. This is our normal procedure. So ...

8.3.2

O = Orla T = Thiago

O: Come in! Nervous? Don't worry. Let me explain the process. We'll start with the positive feedback, then we'll move on to some areas for improvement. Is that OK with you? So ... you've been with us for six months. How do you feel it's gone so far?
T: I think I'm doing well. I don't think there have been any problems, but I'd be interested to hear what you think.
O: Well, in general, we're pleased with your progress.
T: OK. I'm glad to hear that.
O: You're enthusiastic and you work hard. You're great with technology – that's always a benefit. You're warm and in general you have good interpersonal skills. We saw how you tried to help Jasmine after the Miami conference issue – you were very supportive.
T: That's good to know, thanks.
O: And, of course, you have an excellent sense of humour. However, I have to point out some areas for development. It's important to give what we call 'corrective' feedback. To support you in your professional development.
T: Everyone can improve, right?
O: Exactly.

8.3.3

O = Orla T = Thiago

O: So, there are a couple of areas for improvement ... like your time-management skills. Shaun mentioned that you were late finishing a report for him. And you've missed other deadlines. How do you feel about this aspect of your work?
T: I guess I am sometimes late.
O: You've been late a few times with your expenses claims, too. We think you could improve your admin skills more generally.
T: Yeah, OK, admin's not my strong point.
O: Well, OK, but the reason we're concerned is that it creates problems for other people. The company could miss a deadline with a client. So we really need you to respect all your deadlines from now on. And please remember to submit your expenses claims on time. Now we have the new app, there are no excuses.
T: Sure. Will do.
O: Now ... about your relations with some of the older members of staff ... Della in particular.
T: I get on well with Della.
O: Well, she thinks you're sometimes a little disrespectful.
T: Really? Are you sure she means me?
O: I think it's your tone of voice. So, it's not what you say, it's how you say it. You can sound a bit impolite, even aggressive at times. What do you think? Would that be a fair assessment?
T: Well, I try to respect everyone ...
O: We're worried because the way you communicate could have a negative impact on the team and also on relations with our clients.
T: I never meant to upset anyone.

O: I can see that. But I would like you to pay more attention to this in the future.
T: Yes, yes, of course.
O: And we really love your enthusiasm. So, more of that, please. Do you have any questions about the feedback?
T: No, I don't think so. I appreciate your comments, thanks.
O: OK. So, in summary, we have agreed your goals.

8.3.4

In our professional lives, we all have to receive corrective feedback from time to time and some of us might also have to give corrective feedback. So here's some advice.
 First of all, how to give corrective feedback. Here, you can follow a simple model. Prepare the person before giving the feedback and then ask for their agreement. Say something like, 'We need to discuss some areas for improvement. Is that OK with you?' As you give the feedback, give clarification or examples where possible. Then end by inviting the person to assess their own performance. Phrases such as 'Would that be a fair assessment?' encourage the person to remain positive about the feedback.
 Secondly, receiving corrective feedback. One of the most difficult things is to stay positive and diplomatic if someone is giving you feedback. 'Your feedback is very useful, thanks.' is a good expression to use. Or when you want to apologise for negative behaviour, say, 'Yes, I accept that is sometimes a problem for me.'
 Finally, I would always suggest you thank the person for their feedback. That way you end on a positive note.