

BUSINESS WORKSHOP 1 ➤ Innovative thinking

Product innovation **A** Match the words and phrases in bold (1–6) with the meanings (a–f).

- | | |
|--|--|
| 1 It's a great idea, but we need to look at it from a commercial standpoint . | a free from constraints, blockers or limitations |
| 2 We need to make the changes incrementally rather than all at once. | b mature environment, with known and stable products that producers, services, suppliers and customer need |
| 3 The US is an extremely well-defined market in terms of mobile technology. | c the degree of uncertainty and possibility of failure a person or company is willing to accept in order to meet its objectives |
| 4 It is also one of the most liberated trading environments in the world. | d in steps or stages |
| 5 Trade tariffs have had a profound impact on our ability to invest. | e considering the financial impact or benefit |
| 6 How much you are prepared to innovate depends on your appetite for risk . | f an extreme or deep effect |

Ideas for innovation **B** Complete the advice for innovating with the words and phrases in the box. More than one answer may be possible.

categorise competitive advantage consequences market share quick wins revenue and profit techniques
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- 1 You don't want to lose your _____ and risk getting by-passed by competitors.
- 2 Decide whether your priority is to increase _____ or grow _____.
- 3 Decide which is more important, _____ in the short term or long-term growth.
- 4 Help make things clear and organised: _____ your main options.
- 5 Think about the _____ of each option before you decide.
- 6 Identify the most suitable _____ to apply to the innovation type you think is best.

BUSINESS WORKSHOP 2 ➤ Achieving a circular economy

Sharing perspectives

A Match the words (1–8) with the definitions (a–h).

- | | |
|----------------|---|
| 1 irreversible | a possible and likely to work |
| 2 roadmap | b a place or building used for a particular activity or industry, or for providing a particular type of service |
| 3 feasible | c giving careful attention to what is happening, so that you will notice any danger |
| 4 sourcing | d unable to be changed back to a previous state |
| 5 vigilant | e money that is paid by a government or organisation to make something cheaper to buy, use or produce |
| 6 facility | f the activity of getting supplies, especially ones used to make other goods |
| 7 subsidy | g able or allowed to do something |
| 8 eligible | h a guide telling you about something, or telling you how to do something |

An infographic

B Complete the text. Use one word from the first box and one from the second box to fill each gap. There is one word in each box you do not need.

district food fossil household inconsistent
photovoltaic planned raise supply waste

appliances awareness banks chain fuels heating
labelling management obsolescence panels

A success story

The city we live in is working on a campaign to ¹ _____ so that we all think more carefully about the environment and the impact we have on it. The local government has been expanding the ² _____ system so that more homes can be covered. This will certainly reduce the use of ³ _____ in the city. They have also encouraged companies to produce ⁴ _____ which can be more easily repaired. Through a subsidy programme, consumers can extend the life of the devices they have at home. The government is also working on creating a better system of categorising goods as the ⁵ _____ regarding energy efficiency has been very confusing for customers. It is a good idea to know how much electricity appliances need, but the current system hasn't really done that. At least the companies seem to be interested in extending the product life cycle and less interested in ⁶ _____ than they used to be. The careful ⁷ _____ that is taking place in homes, offices and businesses has created less of a need for landfills as products and their components are being recycled. Restaurants, supermarkets and catering companies are also happy with the new regulations for ⁸ _____ so that they can help people who don't have enough to eat. One of the highlights of the campaign has been the use of ⁹ _____ to create electricity, and many people have taken advantage of this and have mounted them on their balconies, roofs, etc. I think our city has done a great deal to help the environment through the ideas of a circular economy.

BUSINESS WORKSHOP 3 Financial strategy

Dealing with fast growth and cashflow

A Match the words and phrases (1–8) with their meanings (a–h).

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|-----------------------|--|
| 1 forecast | a the money that a company has available for spending |
| 2 cashflow | b money that is provided for a particular purpose |
| 3 cash reserves | c people who give something, especially money, to help an organisation |
| 4 feasible option | d to supply the goods or services that a customer has asked for |
| 5 funding | e the number of people employed by an organisation |
| 6 donors | f a description of what is likely to happen in the future, e.g. sales figures |
| 7 to service an order | g an action or choice that is possible and is likely to work |
| 8 headcount | h the movement of money coming into a business as income, and going out as salaries, purchases, etc. |

B Complete the sentences with the words and phrases in the box.

combination of options commit to a long lease discount interest payable
pay in instalments projections protect their brand raise the money

- 1 The company's _____ for this year's revenue are on track.
- 2 You need to think about the _____ when considering the cost of getting a bank loan.
- 3 We could ask our customers to _____ over six months rather than in full after delivery of the order.
- 4 If the customer asks for a(n) _____ of more than 30 percent, we need something in return.
- 5 They might need to _____ in order to get their landlord to allow them to delay their rental payments.
- 6 They could try to _____ they need for investment through donations.
- 7 The company can't do anything that damages their reputation – they need to _____.
- 8 It's hard to find a single solution – perhaps a(n) _____ might work.

BUSINESS WORKSHOP 4 ➤ Disruption – planning ahead

Dealing with problems

A Match the words from the radio show (1–10) with the definitions (a–j).

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|---------------|---|
| 1 commute | a to remove things from a vehicle, etc. |
| 2 to detect | b happening in a way that is not planned |
| 3 statistical | c to notice or discover something, especially something that is not easy to see, hear, etc. |
| 4 to rehearse | d gases or other substances that are sent into the air |
| 5 trustworthy | e the journey to work every day |
| 6 to unload | f to practise something that will need to be done in the future |
| 7 consortium | g the problem of too much traffic in a place |
| 8 chaotic | h a group of companies or organisations who are working together to do something |
| 9 congestion | i relating to a set of numbers which represent facts or measurements |
| 10 emissions | j able to be depended on |

B Use one word or phrase from the first box and one word or phrase from the second to make word partnerships from the radio show. Then use them to complete the sentences (1–9) to form definitions of the word partnerships.

assisted code of drives free up fully human leave steering virtual

error fledged on parking picture practice someone out wheel time

- If a vehicle continues moving in the direction it has been going, we can say it _____.
- A(n) _____ is an image formed by cameras, sensors, etc.
- A set of written rules and guidelines for a particular purpose is a(n) _____.
- When a driver uses the sensors and cameras which a vehicle has been equipped with to put it into a particular place for a period of time this is called _____.
- Mistakes made by people are called _____.
- When something is completely developed we can say it is a(n) _____ version.
- The part of a car which enables the driver to determine the direction the car should move in is the _____.
- When we _____, we create a situation in which people can schedule activities in a different way.
- When we _____, we don't include them in something we are doing.

BUSINESS WORKSHOP 5 ➤ The art of persuasion

Listening to different views

A Complete the sentences with the words in the box. There is one word you do not need.

adaptability capable collaboration convey emphasise
integrity perseverance proceed pushback rapport values

- _____ describes a situation when you work together with another person or group to achieve something.
- When we _____ something, we say it in a strong way.
- Someone with _____ is determined to keep trying to achieve something in spite of difficulties.
- When we get _____ from someone, it means we have received a negative reaction or answer from them.
- If someone has _____ it means they are able to change in order to be successful in new and different situations.
- When we talk about a person's _____, we are talking about their ideas about what is right and wrong, or what is important to them personally.
- If we are told to _____, it means that we should continue to do something that has already been planned or started.
- When we _____ something it means we communicate or express it.
- When we establish _____ with someone, it means we have an understanding.
- A person with _____ has the quality of being honest and strong about what they believe to be right.

B Use one word or phrase from the first box and one word or phrase from the second box to complete each of the sentences.

active critical goal interpersonal promote
solid top top of training working under

audit in-house knowledge listening notch
pressure setting skills the list thinking

- When a company does not hire someone from outside for a vacant management position, they instead try to _____.
- It takes _____ to carry out an objective and rational analysis of a problem.
- He was very lucky to graduate from university and immediately get a job with a company considered to be _____ in its field.
- In order to find out what type of skills employees need, HR usually needs to do a(n) _____.
- It is vital when determining one's aims to make use of _____ skills.
- A person with _____ in a field is well-acquainted with the facts, theory, etc.
- Many employees find that _____ is very stressful and can lead to burnout.
- When we are able to communicate well with others, we generally make use of _____.
- We need to be sure we make use of _____ when we try to understand what other people mean in a conversation.
- We can indicate that something is important by saying it is at the _____.

BUSINESS WORKSHOP 6 ➤ Sustainable business travel

Initial response **A** Match each body-related idiom (1–7) with the correct definition (a–g).

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|--|--|
| 1 a knee-jerk reaction | a to express an idea without thinking in depth about it |
| 2 see eye to eye | b an over-hasty response to something |
| 3 pay lip service to something | c to say or do something in support of an idea, but in fact do very little |
| 4 (say something) off the top of my head | d to decide how to deal with a situation as it develops |
| 5 play it by ear | e to remain calm and determined in a challenging situation |
| 6 face up to (something) | f to address an issue with a sense of responsibility |
| 7 hold our nerve | g to agree |

B Complete the sentences with the correct form of the idioms in Exercise A.

- The programme is accusing us of _____ to environmentalism and not putting in place real and meaningful travel policies.
- Let's take a measured response and wait. I would love to publish a response to the television programme, but _____ is dangerous as we may say things we regret.
- I'm not sure of the percentage of electric cars the company is using. _____, I would imagine it's in the region of 10 percent.
- I think we need to discuss this next week. We clearly don't _____ about how best to handle this so let's think about it over the weekend and talk on Monday.
- I know the newspapers will take a long hard look at our travel policies, but I don't think we need to change anything. We need to _____ and believe that what we have done in the past will stand up to scrutiny.
- I wish companies would _____ their responsibility and create travel policies which reduce their carbon footprint.
- I don't think we should make a decision today. Let's _____ and see how things develop in the coming weeks.

C Match each adverb (1–6) with the phrase (a–f) that is closest in meaning.

- | | |
|---------------|-----------------------------|
| 1 undoubtedly | a I'm assuming that ... |
| 2 technically | b It's unfortunate that ... |
| 3 frankly | c According to theory, ... |
| 4 presumably | d It's very clear that ... |
| 5 strangely | e To be very open, ... |
| 6 sadly | f It's curious that ... |

D Complete the opinion statements with the adverbs in Exercise C.

- I'm not sure if we can insist on our staff using green transport to come to the office. _____, our legal department will be able to advise.
- _____, it's possible to implement this immediately. Practically, however, I think we'll struggle to put in place any changes before the end of the year because everyone is so busy.
- _____, some people will object if we implement homeworking. That's for sure. But I believe that people will come around over time and support the new policy.
- _____ speaking, I think this is a ridiculous idea.
- I'm not sure why our people object to staying in three-star budget hotels so much when on a business trip. _____, not one person complained when we changed the travel policy last year and insisted that people only use economy-class flights.
- We did everything we could to persuade him to stay with us. _____, he felt the company had failed to live up to its values and that he had to leave.

BUSINESS WORKSHOP 7 ➤ International team conflict

Dealing with international project conflict

A Complete the descriptions of different collaboration problems in international teams with the phrases in the box.

bad feeling buck-passing intimidated intransigent moaning
negative stereotyping personality clash reluctant to speak up

- 1 The two of them really don't like each other. One is extrovert, the other introvert – it's a real _____.
- 2 Some of the quieter team members are always _____ about those who talk a lot in meetings, saying that they're too dominant.
- 3 People are very quick to judge others as lazy or rude without knowing the person at all. This labelling, or _____, is really dangerous for team spirit.
- 4 Many of those whose first language is not English can feel insecure about their language skills, and feel _____ by others who seem to converse fluently in English in meetings.
- 5 The long working hours are creating a _____ in the team because people feel taken advantage of.
- 6 People are _____ if they don't understand something because they are afraid they will be seen as stupid.
- 7 Accountability for what happens is a real issue in the team. Everyone is _____ and saying it's somebody else's responsibility.
- 8 Neil refuses to attend sales events at weekends, even when it involves his own accounts. He is completely _____, and this is an issue for the team.

B Match the sentence halves.

- | | |
|--|---|
| 1 The key to avoiding conflict here is to invest in more language training | a this can increase a sense of ownership among team members and avoid conflict. |
| 2 It's important to clarify who is responsible for what, as | b and he will change his mind. So, I would wait and see. |
| 3 Setting a team rule that everyone participates equally in meetings | c otherwise it will lead to conflict. |
| 4 All it takes is one of his customers to move to another supplier | d can be an excellent way to maintain team cohesion. |
| 5 Lots of positive and appreciative feedback is highly recommended | e and let them get to know each other informally? |
| 6 Why not just take them out for dinner | f if you want to keep the team engaged during busy periods. |
| 7 I really think you ought to address this openly in the next team meeting | g to build employees' confidence and competence when they deal with overseas partners. |
| 8 I would strongly recommend challenging this kind of criticism of colleagues immediately, | h because this lack of transparency can eventually lead to frustration and conflict. |

C The completed sentences in Exercise B propose solutions to the issues in Exercise A. Match the completed sentences in Exercise B with the issues in Exercise A.

Exercise A Exercise B

- | | |
|---|-------|
| 1 | _____ |
| 2 | _____ |
| 3 | _____ |
| 4 | _____ |
| 5 | _____ |
| 6 | _____ |
| 7 | _____ |
| 8 | _____ |

BUSINESS WORKSHOP 8 ➤ Encouraging personal growth

A management meeting

A Choose the correct words in *italics* to complete the sentences.

- 1 When something done by your company **reflects on you**, it *influences others' opinions of you / makes people think you believe one way or another about the issue*.
- 2 If we say that we are not doing something **anytime soon**, we won't be making a change in the *near / distant* future.
- 3 If a person says '**that's a different story**', they often use it to *introduce a contrast to / give a reason for* what they just said.
- 4 People who want to **shape something** hope to *create / have an influence on* it.
- 5 When someone says '**that's all well and good**', they usually follow it with a *contrasting / similar* statement.
- 6 If someone **gets what you are saying**, they *understand / agree with* you.
- 7 When a person says that it is '**hard to tell**', it means that *it is difficult to express / they are not able at the time to judge* something.
- 8 When someone says '**I, for one, ...**', they use it to *try and convince others / emphasise their opinion*.

B Match the words with the meanings.

- | | |
|-----------------------|--|
| 1 diversity | a the range of activities or situations that you feel happy and confident in |
| 2 to bond | b intended to stop something from happening |
| 3 provider | c friendly agreement and understanding between people |
| 4 deficiency | d describing a state when a person's ideal self matches their behaviour |
| 5 comfort zone | e a lack of something necessary |
| 6 to refrain from | f including many different types of people or things |
| 7 rapport | g to not do something that you want to do |
| 8 mutually beneficial | h acceptable and helpful to both or all the people involved |
| 9 congruent | i to develop a special relationship with someone |
| 10 preventative | j a company or person that supplies a service |