

[Audio 2.01]

It's not often that I am invited to give a talk on the radio, so I am delighted to be here. So, I've been asked to talk about how I started my business and how my knitwear became the well-known, top-selling brand, Woolly. The logo is, of course, a sheep. Having said that, the business has expanded since it was named and the brand has grown to include tops made from cotton, merino wool, cashmere and silk, so they're for all seasons, not just winter.

I began to knit and design sweaters (jumpers) for myself, when I was about thirteen. I used to buy cheap balls of wool in the sales, and then made them into colourful jumpers. They were all original, and still are today. Friends wanted to buy them, so when I left school I went into the business of producing jumpers which were all original and handmade. I sold them in local boutiques and soon I had a good client base. I couldn't believe that my tops were so popular. The jumpers sold themselves because each one is original. I had to employ other people to help knit them and soon there were twenty working for me and we were selling them all over the country.

I decided that if my business was to expand further, I needed to learn business skills, so I enrolled on a course. After that I became more confident and decided to approach a well-known actress to become the face of my brand. She wore my tops in her TV series and so I had product placement, just like that. It's great publicity! Sales increased dramatically and I had to take on more staff. I was tempted to stop handknitting the jumpers, but realised that this wasn't a good idea as they would no longer be unique. People wanted one-off original handmade sweaters and that's what I gave them. Of course, this made the garments very expensive, but there was certainly a demand for them. Luxury items are always costly.

I was selling the garments in the States and the UK, but soon I was getting queries and requests for specific designs from customers in France, Germany, the Netherlands and Denmark. Here we had real customer engagement, which is not something I had considered before. Many clients have since written to say that they never buy any other tops but mine. That was very encouraging, and it was then I realised that brand loyalty is really very important. What surprised me was that clients would be happy to order tops well in advance, so that their orders would be ready as the season arrived.

At the moment, I'm trying to venture into Asian markets. I am taking a cautious approach because I need to have my catalogues translated into

languages such as Urdu, Hindi, Thai, Mandarin and Japanese. We're looking into a software package that will take care of it. I have to find reliable translators and interpreters for my marketing team, too. It would be easier to employ local people, really, but how do I source them?

I'm planning to retire in a few years' time so that's something to concentrate on. I have loyal staff who can run the business for me, and I hope to retire somewhere nice and cool where I can wear my woolly jumpers and knit just for fun!

[Audio 5.01]

Good morning. I'm reporting from Cambridge in the UK, where an exciting event is taking place. Amazon UK is attempting its first drone customer delivery. The first ever delivery is low-key. The only person around is the customer themselves.

[Audio 5.02]

Good morning. I'm reporting from Cambridge in the UK, where an exciting event is taking place. Amazon UK is attempting its first drone customer delivery. The first ever delivery is low-key. The only person around is the customer themselves. The drone delivery is happening in the countryside. The package has just been dropped off carefully and the drone has taken off again.

Let's think for a moment about how the drone got here. The customer ordered their goods online and selected Prime Air delivery service. If you live within 7 miles – or 11 kilometres – of an Amazon fulfilment centre and your order doesn't weigh too much, you may be eligible to have goods delivered to your front garden by drone.

The order was then processed by Amazon. The goods were then selected at the centre, packaged and transferred to the dispatch section where they are taken on by the drone. The customer provides the all-clear to land to Amazon.

The drone is then dispatched. Currently drones must fly under a height of 122 metres. That means that unless a drone was flying over an airport when a plane was taking off or landing, there wouldn't be threat of collision. That's reassuring, as there have been concerns about what impacts drones will have on air traffic control if they fly close to airports. The drone completes its delivery within the prescribed thirty-minute window, depositing the customer's order outside the home of the customer. The order is now complete, and the drone goes back to the fulfilment centre (or distribution centre to you and me).

In 2016, Amazon sold an incredible 600 items a second. Think about how many drones would've

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been needed to ship items. Multiple orders can be made by customers, of course, and as long as the weight limit is not exceeded, they can be dispatched via a single drone. Some might say that could cause a safety risk.

Well, the first drone to deliver a package to an Amazon customer carried a bag of popcorn and an Amazon Fire TV stick. Customers who subscribe to Amazon Prime Air can choose from numerous items to be delivered by drone, all part of the service. Of course, a drone can only carry packages that weigh up to 2.6 kilograms so you couldn't buy a desk and have it delivered by drone, at least for the moment. Who knows what the future might bring!

[Audio 6.1]

I = Interviewer L = Linda

I: I'd like to welcome Linda Gass to our programme today. You may have heard of her; she is one of our up-and-coming young entrepreneurs. Linda is the CEO of Ensign, a young company specialising in marine waste management. Her partner, Tina, who is an engineer, is the brains behind a new clean-up system for the world's seas. Welcome to the programme, Linda.

L: Thank you!

I: To begin with, Linda, perhaps you can tell us how this all started.

L: Sure, I'd be delighted to. I've always been fascinated by the sea and marine life and school biology lessons reinforced that, so I decided that I wanted to become a marine biologist.

I: And so you did!

L: Yes, but I took a year off to volunteer on a Greek island, protecting loggerhead turtles.

I: So was it this experience that made you want to clean up the water?

L: Yes, that's right. Tourism and fishing pollution create huge problems for marine life.

I: But you didn't do anything immediately?

L: No. I didn't have the knowledge that was needed to build a system that could rid the sea of plastic. Luckily, when I was in university, I met Tina and she had the engineering knowledge that I lacked. We hit it off as soon as we met and became great friends. We encouraged each other to do our practical projects for our courses. We both got first-class honours degrees and then moved in together to do our master's degrees.

I: And you did yours in Business Studies and Marketing, I believe.

L: That's right. That's helped a lot, especially when we needed funding to build the system that Tina designed.

I: And how did you raise the money?

L: Well, to begin with, we tried academic institutions, but they just weren't interested. So, Tina had been reading about crowdfunding and suggested we try it. In the beginning, I said that it wasn't a good idea. I wanted our work to be recognised by professors and other academics. I knew that we could help the world's seas and oceans, but they said that our idea wouldn't work.

I: And they were wrong!

L: Yes. We advertised for funds on social media sites and persuaded reputable journalists to write about our work. We set up Ensign and haven't looked back. We have a wonderful business angel, Ms Carlin, who has ploughed funds into our work and found us new backers, so now we're going from strength to strength with several new projects in the pipeline.

I: And how long have you been in this business?

L: Only two years in fact, although it seems more like ten because of all the experience we've had. I can't believe how lucky we've been. We're making a profit and enough money to pay ourselves good salaries.

I: Are you the only employees in Ensign?

L: Well, we were to start with, when we set up, but now we have a PA and an engineering assistant for Tina. We outsource other tasks. We don't employ someone to do our accounts, for example.

I: And you find that works?

L: So far but, of course, I think that soon we will need one on a full-time basis.

I: How about the marketing? Do you do that alone?

L: No. Tina and I both have a hand in that and so does Ms Carlin. She's full of innovative ideas.

I: Well, it was very interesting talking to you Linda and I look forward to hearing about your next project.

L: Thank you.

[Audio 8.1]

In today's training session, we're going to look at three different types of leader – how they work, their strengths and weaknesses, and the areas or business in which they are most successful.

The first type of leader, commonly known as the authoritarian or autocratic leader, believes in a hierarchical structure where decisions are passed down from senior management to the rest of the staff. They are performance-focused, that is they put the company's performance before other considerations such as staff morale or career development. They don't regard other people's feelings as important and do not show emotion. They tend to distance themselves from their staff

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and are usually seen only when giving presentations or on important social occasions. In some companies this kind of leader may be valued for being cool under pressure and able to make tough decisions and make them quickly. They are also valued for achieving targets and being highly profitable. This type of leadership tends to work best in areas such as production which involves manual or automated labour where there is less face-to-face contact. In more extreme cases, this type of leader may have a very low level of empathy and make decisions that damage the morale of the company and lead to long-term dissatisfaction even though short-term aims are achieved.

Next, we have the democratic leader. They enjoy open communication and sharing responsibility. They also enjoy risk-taking and thinking of new and perhaps radical solutions. They give their staff freedom to work in a way that best suits them but at the same time they will take responsibility and make the final decision. They are happy to mentor less experienced team members and believe that training and long-term career development is important. They have a high level of empathy and do show their emotions. When a project is successful, they are happy to share the credit with their team and recognise and reward the performance of talented team members. They are not as focused on profit-oriented performance as autocratic leaders and may not be as highly valued by a company because they may not meet their targets and deadlines as reliably. However, the quality of what they produce tends to be higher than that produced under autocratic leadership. They are generally more successful in flat company structures, working in creative areas such as product development and design.

At the other end of the scale, there are the leaders who delegate responsibility and pass on decision making to their team members, the delegative leader. They provide helpful guidance to team members if they request it and they will make sure that the team has all the resources that they need to do the job. This kind of leadership tends to work best when the team members are highly skilled, highly motivated and mature enough to take responsibility for their actions, for example technicians in a research laboratory. It tends to work less well when team members are less experienced and need the support of someone more experienced. In these cases, a delegative style may lead to poor motivation and lack of direction.

[Audio 8.2]

OK. Let's move on to the next part of this session. I would like you to imagine this situation at work. The manager of a medium-sized department in a large company receives a memo from headquarters saying their office has to downsize and reduce staff numbers from 30 to 25, which means firing five people. Now, thinking about the description of the three types of leader we looked at in the first session, what would each type of leader do? Let's listen and find out.

Speaker 1

I would ask everyone to attend a meeting and explain the situation. I'd ask everyone to express their opinion and to suggest some creative solutions. I would ask them whether they would consider the idea of job sharing – two people doing one job. I think an open and direct discussion should be encouraged and would take their ideas on board. I would weigh up the pros and cons after the meeting and then let them know my decision.

Speaker 2

I would send an email to everyone explaining the situation. I would ask the team to organise a meeting to discuss what they want to do and then let me know. I would then pass their request on to the Human Resources department. If Human Resources did not accept the team's suggestion, I would ask the team to meet again and come up with another proposal.

Speaker 3

I would check the performance records of the whole team and choose the five people I think are underperformers. I would pass the list on to the Human Resources department and ask them to send the five people a letter saying that their employment will be terminated at the end of the legally required period of one month.

1.1 Word stress

[Audio P.1.1]

- 1 audit, finance, payroll
- 2 glamorous, invoicing, quality
- 3 ensure, event, supply
- 4 financial, promotion, recruitment
- 5 environment, immediate, priorities

[Audio P.1.2]

employee image imagine interesting
manages manufacturing organisation
responsibilities satisfaction supervisor

1.3 Intonation and politeness

[Audio P.1.3]

- 1 Which countries have you worked in?
- 2 Did you have a good journey?
- 3 Are you going to the conference?
- 4 How's business at the moment?
- 5 Which hotel are you staying in?
- 6 What are your plans for tomorrow?
- 7 What time do you have to leave?
- 8 Have you got any questions?
- 9 Is there anything I can help you with?
- 10 Will you be at the meeting next week?

2.1 Stress in compound nouns

[Audio P.2.1]

- 1 bank account, customer loyalty, plane ticket
- 2 client management, email account, loyalty card
- 3 brand loyalty, business card, hotel booking
- 4 advertising brochure, customer satisfaction, marketing campaign
- 5 credit card, customer services, luxury industry
- 6 booking system, business plan, key customer
- 7 bank statement, business model, online shopping
- 8 debit card, jewellery company, mobile broadband

2.2 Connectors: intonation and pausing

[Audio P.2.2]

- 1 Originally, ...
- 2 Traditionally, ...
- 3 In recent times, ...
- 4 Now, ...
- 5 Nowadays, ...
- 6 In the future, ...
- 7 Twenty years ago, ...
- 8 Twenty years from now, ...

[Audio P.2.3]

- 1 Originally, the global luxury industry moved only from west to east.
- 2 Traditionally, long-established brands were the most popular.
- 3 In recent times, there have been global changes.
- 4 Now, more and more Asian brands are appearing in American shops.
- 5 Nowadays, France is the top destination for wealthy Chinese shoppers.
- 6 In the future, Asian brands may be as popular as Western ones.
- 7 Twenty years ago, nobody would have expected these developments.
- 8 Twenty years from now, the situation may have changed beyond recognition.

3.1 Stress in derived words

[Audio P.3.1]

- 1 Commitment is a so-called soft skill.
- 2 Job-seekers face a lot of competition.
- 3 What does the expression 'come across well' mean?
- 4 We're looking for a Key Account Manager.
- 5 How would you describe your personality?
- 6 Would you apply for a job if you didn't have the necessary qualifications?
- 7 Willingness to travel is a key requirement.
- 8 Have you ever applied for an internship?
- 9 I've written five job applications this week.
- 10 Her résumé is impressive.

3.2 Voice range and intonation in indirect questions

[Audio P.3.2]

- 1 Can you tell me something about your previous experience?
- 2 I'd like to know whether you'd be prepared to work overtime.
- 3 Could you tell me what your greatest passion is?
- 4 I'd be interested to know something about your computer skills.
- 5 Can you give me some more details about your previous job?
- 6 Could you say if you'd be willing to do some training?
- 7 I'd like to know when you'd be able to start?
- 8 Could you explain why you decided to leave your previous job?

4.3 /i:/, /ɪ/, /eɪ/ and /aɪ/

[Audio P.4.1]

- 1 feel
- 2 eight
- 3 try
- 4 delay
- 5 right
- 6 lead
- 7 late
- 8 list
- 9 wait
- 10 fill
- 11 green
- 12 limit
- 13 deal
- 14 raise
- 15 still
- 16 style
- 17 white
- 18 decide
- 19 straight
- 20 street

4.4 Intonation in 'OK'

[Audio P.4.2]

- 1 [showing that you understand and agree – fall–rise intonation] OK
- 2 [falling intonation at end – trying to get people's attention] OK
- 3 [showing that you understand what someone says but you don't necessarily agree – slow, long drawn-out fall–rise] OK
- 4 [rising intonation at the end – asking someone to agree with you] OK?

[Audio P.4.3]

- 1 [falling intonation at end – trying to get people's attention] OK, can I have everyone's attention, please?
- 2 [rising intonation at the end – asking someone to agree with you] I think it's time for a break. OK?
- 3 [showing that you understand and agree – fall–rise intonation] OK, that's fine by me.
- 4 [showing that you understand what someone says but you don't necessarily agree – slow, long drawn-out fall–rise] OK, I see what you mean, but I'm not sure I really agree.
- 5 [showing that you understand and agree – fall–rise intonation] OK, that's perfect.
- 6 [falling intonation at end – trying to get people's attention] OK, let's get down to business.
- 7 [showing that you understand what someone says but you don't necessarily agree – slow, long drawn-out fall–rise] OK, I'll need to think about that.
- 8 [rising intonation at the end – asking someone to agree with you] Let's meet at two o'clock, OK?

5.1 Pausing and stress in presentations

[Audio P.5.1]

With the orders packed, | they are ready to leave the warehouse | and begin the next stage in the process | – delivery to the customer. | Delivery can be undertaken by the postal service | or by courier companies. | Frequently, | customers are able to track the progress of their package online. | Consumers enjoy the convenience of having goods delivered to their homes. | Of course, | customers are not always at home to receive their package. | One solution is to use these: | they are called collection lockers. | Packages can be left inside |

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and the customer can pick them up at any time | by entering a PIN number. |

The logistics that e-commerce relies upon | are developing all the time. | In the future, | we may see some changes in the way our online shopping is delivered. |

This robot | has been designed to deliver packages. | Customers can arrange to collect their goods from the robot | via a mobile app. | Some companies | are also considering using drones to transport goods to customers.

5.2 Auxiliary verbs in passives

[Audio P.5.2]

- 1 Logistics can be defined as the business of transporting things to the place where they're needed.
- 2 The advertisement's been viewed 85 million times.
- 3 A self-driving lorry's already been designed.
- 4 Drivers'll be given new tasks.
- 5 The driver'll be able to get out of the truck and rest while it's unloaded and loaded.
- 6 Drivers aren't going to be made completely redundant.
- 7 This robot's been designed to deliver packages.
- 8 When the orders have been packed, they're delivered to the customer.

[Audio P.5.3]

- 1 The advertisement with the splits stunt was made to demonstrate the effectiveness of the steering system.
- 2 Self-driving systems for lorries and buses have been developed.
- 3 Drivers aren't going to be made completely redundant.
- 4 This robot's been designed to deliver packages.
- 5 Experiments are being conducted with drones.
- 6 When the orders have been packed, they're delivered to the customer.
- 7 Goods can be collected from the robot via a mobile app.
- 8 Logistics can be defined as the business of transporting things to the place where they're needed.

6.1 Consonant–vowel linking

[Audio P.6.1]

- 1 at the top_of the building
- 2 linked_in to the system
- 3 it lasts_a week_or two
- 4 this is the fourth_attempt
- 5 do you feel_OK?
- 6 more than seven_hours later
- 7 set_off_an_alarm
- 8 watch_all the programmes

[Audio P.6.2]

- 1 Under what circumstances would you start_a business?
- 2 What would be the right kind_of business for you?
- 3 What_are the three biggest_attractions and disadvantages_of running your_own business?
- 4 The amount_of business done_over_a period_of time_is called turnover.
- 5 Demand_is the need_or desire that people have for particular goods_and services.
- 6 What_are some_of the difficulties_of the fast growth_of a start-up like Fairphone?
- 7 A business angel_is someone who gives_a business money, often_in exchange for_a share of the company.
- 8 What types_of consumers might be interested_in buying your products_or services?
- 9 The company reduces_its impact on the environment by recycling minerals.
- 10 Which_of the business_ideas would you invest_in?

6.4 Intonation and discourse marking in presentations

[Audio P.6.3]

- 1 This morning, | I'd like to give you a quick update on the progress we've made so far.
- 2 If you look at this bar chart, | you can see how the markets compare.
- 3 These figures | give a clear indication of how sales have grown.
- 4 On this slide | you can see a summary of what I've told you so far.

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5 Next, | let's move on to customer age demographics.

6 What's especially interesting in this chart | is the left-hand column.

7 I'd like to finish | by showing you a forecast for the next six months.

8 If you have any questions, | I'll be very happy to answer them.

7.2 Phrasing and intonation in past sentences

[Audio P.7.1]

1 Things were going well in 2007, which is when Pawel moved to the States.

2 But he'd only been there a year when the economic crisis happened.

3 It was the first time he'd lived abroad, and he immediately noticed lots of small differences.

4 When he was talking to people, he realised that communication was much faster.

5 While he was walking to the office, he saw sidewalks that suddenly ended in the middle of nowhere.

6 He'd never seen anything like that before, so he was pretty surprised.

7 He hadn't worked for a global corporation before, and he found the style of communication rather different.

8 Because he hadn't been to the States before, he wasn't used to distances being measured in minutes.

7.3 Strong or weak?

[Audio P.7.2]

1 As for me

2 I think the process is important

3 but not as important as the result

4 If the group can't reach a decision

5 the person responsible has to make one

6 Deadlines can be moved around

7 but only if they really have to be

8 I think once decisions have been made

9 you should respect them

10 even if you don't agree with them

[Audio P.7.3]

1 As for me, I think the process is important, yes, but not as important as the result.

2 If the group can't reach a decision, the person responsible has to make one.

3 Deadlines can be moved around, but only if they really have to be.

4 I think once decisions have been made, you should respect them, even if you don't agree with them.

5 It's good to reach a consensus if you can, but it isn't always possible.

6 If you want to be perceived as competent, you should respect deadlines.

7 Decisiveness is even more important than consensus.

8 You should act as a group, even if there are disagreements in the group.

8.1 Glottal stops

[Audio P.8.1]

1 I can't understand. (t)

2 I've got to go. (glottal stop)

3 I've got an idea. (t)

4 What are you wearing? (glottal stop)

5 There's a lot going on. (glottal stop)

6 Sit on the floor. (t)

7 Wait for me. (glottal stop)

8 Let me help. (glottal stop)

[Audio P.8.2]

1 Just got a taste of what it's like to be in charge.

2 To what extent is it entertainment and to what extent is it educational?

3 A good manager knows when to delegate jobs.

4 The new manager is finding it hard to win his staff's respect.

5 Making tough decisions is an essential part of leadership.

6 Staff aren't going to trust you if you don't care what they think.

7 I'm not sure you're right this time.

8 In what ways can a manager set an example for the team?

8.2 Phrasing and intonation in relative clauses

[Audio P.8.3]

- 1 The meeting, which was scheduled to start at 10 o'clock, was delayed by half an hour.
- 2 The room where the meeting was due to be held hadn't been cleaned and prepared.
- 3 We need staff who can adapt to changing circumstances.
- 4 My friend and colleague, who works in the next office, is away on a training course.
- 5 One of the managers, who has worked here for over 30 years, is retiring next month.
- 6 Is it possible for people who have a fixed mindset to change how they think?
- 7 Abbie Smith, who works at Chicago Booth Business School, has looked at the benefits for companies that appoint 'frugal' executives.
- 8 Entrepreneurs, who are less afraid of risks than managers, are better at taking 'hot' decisions.
- 9 What are the five key elements which are required to develop neuroleadership skills?
- 10 A new book, which has the title *Neuroscience for Leadership*, points out the need for years of practice, reflection and feedback.