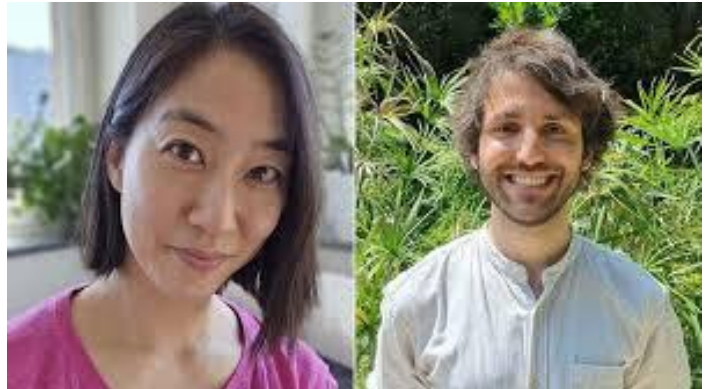


<https://www.youtube.com/watch?v=c0TJxafZR94>

Clair Obscur: How a Passion Project Became 2025's Most Talked-About Game



In 2020, at the height of the Covid pandemic, Guillaume Broche was like millions of others around the world: "Bored in their job and wanting to do something different."

Working for French gaming giant Ubisoft at the time, he had an idea for his own project - a role-playing game that would become Clair Obscur: Expedition 33 - which, five years later, has become a sensation. It sold one million copies in just three days, topped Spotify viral charts with its soundtrack, and even won praise from French President Emmanuel Macron. But one of the most remarkable things about it is the story of how it was made - a tale of random Reddit messages, "massive luck" and an unusual approach to game development.

Expedition 33 is set in Lumiere, a fictional world overshadowed by a huge monolith bearing a glowing numeral on its face. Each year an entity known as The Paintress emerges and lowers the number by one, causing everyone of that age to vanish, and the game follows a group on a quest to destroy the mysterious being.

It's an intriguing set-up for an epic tale, but the game's aesthetic, inspired by 19th-Century France, and its turn-based battles also set it apart. But the conventional wisdom when Guillaume began was that players didn't want something like that. So, five years ago, he started to recruit people for his passion project, putting out messages on Reddit and online forums to potential colleagues.



One of those who responded was Jennifer Svedberg-Yen, who was under lockdown in Australia at the time. "I saw a post on Reddit by Guillaume asking for voice actors to record something for free for a demo," she says. "I was like: 'I've never done that, it sounds kinda cool', so I sent him an audition."



Jennifer was originally cast as a major character in an early version of the game, but eventually switched roles to become the team's lead writer. Guillaume eventually left Ubisoft and formed Sandfall Interactive to work on Clair Obscur full-time from its base in Montpellier, France.

After securing funding from publisher Kepler Interactive, the core team grew to about 30 people. Many of them were found in a similarly unorthodox manner to Jennifer. Composer Lorient Testard - who had never worked on a video game before - was discovered via posts on music-sharing website Soundcloud.

Guillaume attributes his success rate to Covid - people looking for a creative outlet - and also "massive luck". "It's always the same story," he says. "I have a list of 15 people to contact and I'm like: 'Okay I'm probably going to get maybe no one at all. And every time the first one is like: 'Yeah, let's do it'."

But Guillaume does admit that he targeted people who seemed to be "in line with the direction" he wanted to take the project. "Lorient, when we discussed the game for the first time, we had exactly the same references," he says. "We loved the same thing. We watched the same things. The discussion was so fluid."

Expedition 33 has also been widely praised for its production values - rivalling those of games worked on by hundreds, even thousands of staff. Guillaume attributes some of this to recent advances in tools used to make games, which allowed the team to work more efficiently. Having the backing of Kepler allowed the studio to attract actors including Daredevil's Charlie Cox, Lord of the Rings star Andy Serkis, and video game actors Jennifer English and Ben Starr.

And while Sandfall did call on extra input from support studios, musicians and other specialists, Jennifer and Guillaume say the core team ended up "wearing a lot of different hats".

"And so we all pitch in and do different parts, things that may be outside of our traditional role," says Jennifer, who was also in charge of translating the game into different languages. "We have, I think, an amazing team mostly of junior people but they are so incredibly invested in the project and talented," says Guillaume. "Somehow it worked, which still makes no sense to me."



COMPREHENSION QUESTIONS

- 1) What is 'Clair Obscur: Expedition 33'?
- 2) When did it go on sale to the public?
- 3) How long did it take to develop?
- 4) What did French President Emmanuel Macron say about it?
- 5) What is 'Lumiere'?
- 6) Who is 'The Paintress'?
- 7) How did Guillaume Broche find his collaborators?
- 8) What was Jennifer Svedberg-Yen's job, initially?
- 9) What is Jennifer Svedberg-Yen's job now?
- 10) What is Lorien Testard's role in Sandfall Interactive?

DISCUSSION

- a) Do you enjoy playing videogames? Why / Why not?
- b) Which videogames do you like most? Why?
- c) Would you like to play 'Clair Obscur: Expedition 33'? Why / Why not?
- d) What do you think of Guillaume Broche, Lorien Testard and Jennifer Svedberg-Yen's approach to developing their careers?
- e) What do you think of Sandfall Interactive's approach to teamwork?

NICHE TOURISM

1) Go to this website and watch the Virgin Galactic video-clip on Space Tourism

<https://www.virgingalactic.com/>

2) Explore the Virgin Galactic website. Would you like to take a trip into space?

Why/why not?

3) Talking about the Future

a) The Present Continuous with a future meaning

- + *I am flying to New York on Friday*
- *She isn't coming with us to the cinema tonight*
- ? *Are you taking the Eurostar to Rome tomorrow ?*

USE: We use the present continuous with a future meaning,

- i) To talk about arrangements in the future (but you must say **WHEN**).
- ii) In phrases such as, 'I am looking forward to...', 'I am thinking of...', 'I am planning to...'

b) The Simple Present with a future meaning

- + *Our train leaves at 7.02 tomorrow morning.*
- *The President doesn't arrive in Milan until Thursday.*
- ? *Is there a performance on Sunday evening as well ?*

USE: We use the simple present with a future meaning,

- i) To talk about timetables and events scheduled for the future.
- ii) In phrases such as, 'I hope to...', 'I expect to...', 'I plan to...', 'I am about to...'
- iii) In first conditional sentences, e.g. '*If it rains tomorrow, I won't go to Rome*'.
- iv) With certain time phrases, such as:

<i>I will telephone you</i>	when	<i>I get home.</i>	<i>I won't tell her</i>	until	<i>she is ready.</i>
	before				<i>she is sitting comfortably.</i>
	after				<i>she has eaten lunch.</i>
	as soon as				

c) 'To Be' + 'Going To' + Infinitive without 'to'

- + *Look ! it's going to rain !*
- *I'm not going to tell you.*
- ? *Are they going to get married ?*

USE: We use 'to be' + 'going to' + infinitive without 'to',

- i) For plans and intentions for the future.
- ii) When we can see the future in the present.

d) Will / Won't

- + *I will send you the contract next week.*
- *She won't pass the exam.*
- ? *Will Brazil win the World Cup, do you think ?*

USE: Will / Won't are used for,

- i) Predictions based on what we know, not what we can see.
- ii) Instant decisions.
- iii) Promises.
- iv) Offers / refusals.
- v) Commands.
- vi) In first conditional sentences, e.g. *'If it snows tomorrow, I'll go skiing'.*

e) Shall / Shan't

- + *I shall pick you up at 20.30 tonight.*
- *We shan't be able to visit you on Sunday after all.*
- ? *Shall we go to Venice for Christmas ?*

USE: Shall / Shan't are used for,

- i) Suggestions.
- ii) Invitations.
- iii) Promises.
- iv) The formal future (e.g. in formal letters)
(but only with 'I' or 'We' and only in British or Australian English. 'Shall' has legal connotations in the USA).

4) WRITING:

Think about the potential for niche tourism in your region. Make some predictions about how local tourism will develop in the next few years.

DESCRIBING COMPANIES, GOODS & SERVICES



Look at this website:

<https://www.eataly.co.uk/>

Where is Eataly based?

What products and services does Eataly provide?

3B TALKING ABOUT YOUR COMPANY

1 Work with a partner. Think of a company in your region or country. How much do you know about it? Make a list of facts about the company.

2 Read these descriptions of some companies. Complete their names.

- This company **provides** many different Internet services including news, online shopping, and email. Most of its **sales** come from advertising on its website. Its head office is in Sunnyvale, California. **Y** _____
- This company **produces** tyres for cars and other vehicles. It is **based** in France, but it has more than 125,000 **employees** all over the world. It is also well known for its red and green travel guides. **M** _____
- This northern European company operates in the retail market. It **specializes** in low-price products, including furniture, bathrooms, and kitchens. **I** _____
- It's a **subsidiary** of the European Aeronautic Defence and Space Company (EADS). The company makes planes for the commercial aircraft market, where its main **competitor** is Boeing. **A** _____
- This company makes many different electrical and electronic products, such as TVs, computers, and mobile phones. It is South Korea's largest company and exporter. **S** _____

3 Complete these sentences with a form of the words in **bold** in 2.

- Some companies make or _____ goods.
- Other companies _____ or offer services.
- If you _____ in a particular product or service, it's your main activity.
- If you work for a company, you are an _____.
- If your head office is in a particular city, your company is _____ there.
- If you work in a _____, your company is part of a bigger group.
- If you sell a lot of products, your _____ are very good.
- If another company operates in the same market as you, it is your _____.

4 Work with a partner. Make sentences using the words in the table.

Gazprom	produces / makes ...
Pirelli	specializes in ...
AOL	operates in ...
Mitsubishi	provides / offers ...
Volkswagen	sells ...
UNICEF	's competitors are ...

5 **A▶3.1** An employee is talking about her company. Listen and complete the information in the table.



Name of company	Besam
Products	¹ A _____ ² d _____ mechanisms: locks and ³ s _____ systems
Group	Assa Abloy
Nationality	⁴ S _____
Number of employees	⁵ _____,000
Sales	€ ⁶ _____ billion
Number of subsidiaries	⁷ _____ in 40 countries
Other information	Main ⁸ c _____ are the Eastern Company, Ingersoll Rand, and Master Lock

6 Work with a partner. Talk about Besam, using some or all of these phrases and the information in 5.

It's a(n) ... company
 It's a subsidiary of ...
 Its head office is ...
 It makes / produces ...
 It provides / offers ...
 It has ... employees
 It operates in ...
 It is based in ...
 It specializes in ...
 Its main competitors are ...
 It has sales of ...

7 Work with a partner. Take turns describing a well-known company using the phrases in 6. Don't tell your partner which company you are describing. Your partner must guess.

3E TALKING ABOUT PRODUCTS

1 What new products can you buy at the moment? Think about the following areas.

- electronic gadgets
- food and drink
- health and beauty

2 Write the names of your favourite brands for the products or services below. Then discuss the reasons you prefer them.

- shoes _____
- mobile phone _____
- coffee _____
- airline _____

3 Do you often try new products or do you usually keep to one brand?

4 Look at texts 1–4, which describe four new products. Match the texts to pictures a–d.



1 A **well-designed** piece of office furniture. Comes with **user-friendly** assembly instructions.

2 A simple and **functional** item. Frequent travellers like it as it is **compact** and can fit easily into a washbag or overnight bag.

3 Travel in style with this brand new **stylish** and **attractive**, yet **practical**, item.

4 If you haven't already made the switch, do it now, if only because it's more **economical**.

5 Match 1–8 below to definitions a–h.

- | | |
|-----------------|-----------------------------------|
| 1 practical | a costs less to run |
| 2 economical | b easy to use |
| 3 attractive | c fashionable and good to look at |
| 4 functional | d useful |
| 5 stylish | e small |
| 6 user-friendly | f useful with little decoration |
| 7 well-designed | g beautiful |
| 8 compact | h planned and made well |

6 Complete these sentences with words in **bold** from the texts in 4.

- Our carpooling system is much cheaper for the staff. It's more _____.
- Our new car is much easier to park. It's very _____ for driving in the city centre.
- The new reception area looks more modern. It's quite _____.
- They took a long time planning the new model. It's very _____.
- The new office furniture is exactly what we needed. It's very _____.
- The operating system on my computer is easy to use. It's very _____.
- Jack's new PDA fits in his pocket. It's quite _____.
- I really like our new uniforms. They're really _____.

7 Work with a partner. Take turns to describe different products you have or use, for example, your mobile phone, car, coat, bag, or PC.

Example:

My car wasn't cheap, but it is very economical because it doesn't use much petrol.

8 Work in a small group. Imagine your company is launching a new product. Decide what the product is, then prepare a short presentation about it. Present the product to your class, using the ideas below to help you.

- product or service brand
- product or service development
- description of the product or service

3F TALKING ABOUT SERVICES

1 Work with a partner. Discuss these questions.

- 1 What services do you use regularly? Make a list.
- 2 What do you like about them?
- 3 What makes services good or bad?

2 Read these website reviews.

- 1 Which of the extracts is about a website for
 - a bank?
 - a newspaper?
 - an online travel agency?
- 2 Would you be interested in these services? Why? / Why not?

a

Instead of continuously visiting websites to see if there are new articles and updates, you can have them delivered directly to you. Its user-friendly service gives you access to all the most up-to-date and accurate news and information on the web.

b

This service is free and gives you immediate access to your accounts when it's convenient for you. The system also protects your personal financial information and ensures that you stay secure.

c

This system is really time-saving and efficient, because consumers can combine multiple flights, hotel bookings, car rentals, and local activities all from just one website. Users can customize their bookings to fit their needs and there are many discounts and special prices, so it's really cost-effective.

3 **A▶3.4** Listen to three speakers. Which website in **2** would they be interested in?

4 Underline the adjectives in the reviews in **2** that would attract the three speakers.

5 Work with a partner. Which of the adjectives you underlined in the texts in **2** might describe these services? Do you use services like these?



6 **A▶3.5** Listen to four people talking about a service from **5**.

- 1 Which service is each person talking about?
- 2 How does the service make their life easier or what does it allow them to do?

7 Work with a partner. Make sentences using the words in this table.

Example:

Search engines allow people to find relevant websites.

Search engines	help	me	infinitive (with to)
Telecommunication	allow	you	
Financial advisers	make it	companies	
Call centres	easier for	organizations	
Consultants	let	people	verb (without to)
Legal services		the world	

8 Work with a partner. Look back to the list you made for **1**. Can you add any more services to it? They might be financial, travel, legal, or medical. Tell your partner about the benefits of these services.

Example:

My financial adviser helps me to plan my future. Booking tickets online is really efficient and more cost-effective than using a travel agent.

COMPANY PROFILES

What is a Company Profile?

Your company profile is a professional introduction. It aims to inform people (primarily prospective buyers and stakeholders) about your products, services, and current status.

What should be included in a Company Profile Presentation?

Your company's profile is like a résumé, outlining its greatest achievements, goals, and potential. It should include all the data prospective clients and customers need to know.

<https://www.impactbnd.com/blog/examples-of-company-profile-pages>

See how real companies devise effective websites by clicking on the various links (Zappos, Google, Starbucks etc.).

How to Write a Company Profile

1. The Title Slide

The first slide of your company profile presentation should contain all the basic company information. To determine what these elements are, just ask yourself what you would want to know about a potential client. Things like: Company name, Address, Phone Number, Website, Email etc.

2.The Overview

The next slide should outline the company's goals and objectives. First, describe the big picture. Then describe the actionable steps in front of you. What are the things you've decided to achieve in the coming year?

Be Chronological. Tell a story. An effective company profile presentation is usually sequential. When people look at your company overview, they expect the information to be set out in chronological order.

3. Products and Services

Next, you should introduce your Products and/or Services. Describe a few problems that the audience can relate to. Make sure you introduce every single feature of your product and/or service from the perspective of the consumer. First, talk about a

problem, then introduce the feature of your products and services that solves that problem.

Be interactive. Your vision and mission are important but the best way to make them come true is to give your audience a voice and listen to what they have to say.

Time your speech so that there's room for questions afterwards but ask the most important questions yourself during the presentation to see if someone in the audience can answer them.

So, before you offer the solution to a problem, ask your audience to tell you how they would solve it. You can even introduce key features as questions. This gives your audience a chance to think of possible solutions before you give them yours.

4. Introduce the Team

If you want your company to seem trustworthy, it must be unified. So, talk about your team members and how they're a part of your vision. Mention how they fit into the bigger picture, and how they helped you to see it in the first place.

You can either dedicate a whole slide to listing your team members or briefly show your team in a group picture on a slide while you talk about it. This fosters a sense of collaboration.

5. The Ending Slide

The last slide of your company profile presentation should always be a Call to Action (CTA).

Be specific. Tell the audience everything you need from them. For example, the type of investment you need and the return they can expect.

A Call to Action is now standard practice for the ending of business presentations. Be honest about what you want the audience to do. Persuade them to take those actions by daring them to do so. Promise them they will see the results for themselves.

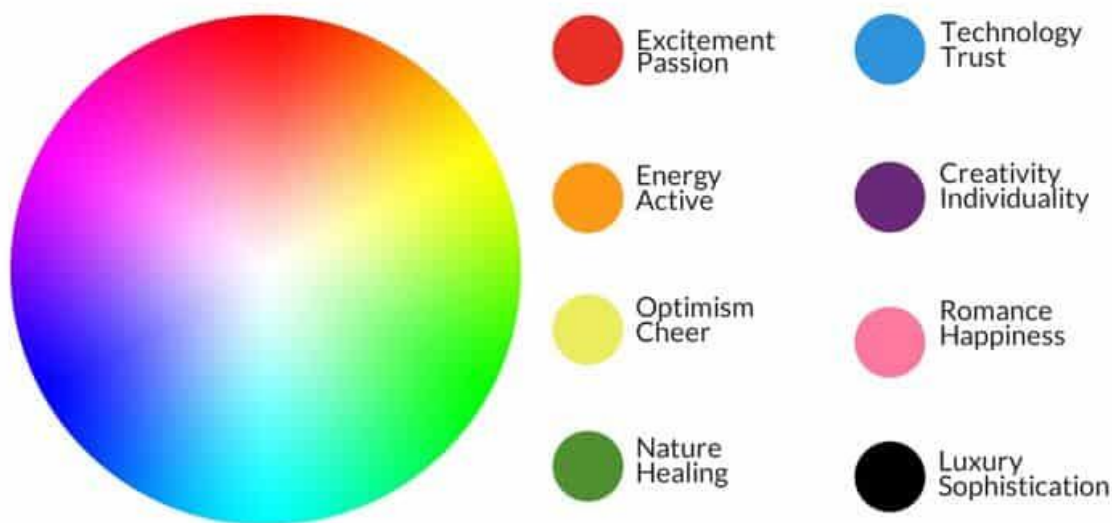
PRESENTATION

Find the Right Templates

When it comes to choosing the right company overview templates, you can't go wrong with a standard format. Since your presentation is going to be chronological, every template is going to have the same elements in the same order.

Picking the right template for your Company Profile Presentation entails capturing the branding. Do not use too many colours. If you want to be unique, your brand should stand out. So, pick a few shades that people start associating with your brand.

Use the psychology of colour to determine the best shades for your brand, and pay attention to what the others are doing.



Now You're Ready to Present Your Company

As you can see, Company Profile Presentations are not difficult. Make sure you know what you're selling, and be honest about it. Talk about all the problems that exist before you start mentioning the features you're solving them with. Stick to those problems long enough in order for them to start resonating with the audience. Then, introduce your solutions, step-by-step, with questions and stories. Use the power of colour psychology to choose the right look for your company overview template and branding. Don't forget to include the rest of your team. And don't forget to be specific and honest in your call to action. Tell the audience what you really need – they'll appreciate the honesty. After that, kindly invite or dare them to take the action, and become part of your company's journey.

CONDITIONAL SENTENCES: TYPES 1 & 2

FORM: Type 1

If + **Present** , **Will / Shall** + **Infinitive without 'to'**

USE: Type 1 describes the real, probable or likely consequence of a present and/or future action.

If you **leave** before ten o'clock, you **will catch** the eleven o'clock train.
Se esci prima delle dieci, prenderai il treno delle undici.

If you **don't hurry**, you **will miss** it.
Se non ti sbrighi, lo perderai.

The vase **will break** **if** you **drop** it.
Il vaso si romperà se la lasci cadere.

I **will get** some more milk **if** there **isn't** enough.
Prenderò dell'altro latte se non basta.

Si usa il primo tipo quando ci si riferisce a situazioni future che chi parla ritiene probabili. "If you leave before ten o'clock" significa che è abbastanza probabile che tu esca prima delle dieci.

FORM: Type 2

If + **Simple Past** , **Would** + **Infinitive** without 'to'

USE: Type 2 describes the hypothetical consequences of a present and/or future action which is either unreal or contrary to the known facts.

If we **saved** £5000, we **would have** enough money for a holiday.
Se risparmiassimo £5000, sarebbero sufficiente per una vacanza.

Si usa il secondo tipo quando si riferisce a situazioni che chi parla ritiene possibile ma non probabile. "If we saved £5000" significa che è possibile che noi risparmiiamo questa somma, ma non è molto probabile.

If I **were** rich, I **would travel** around the world.
Se fossi ricco, farei il giro del mondo.

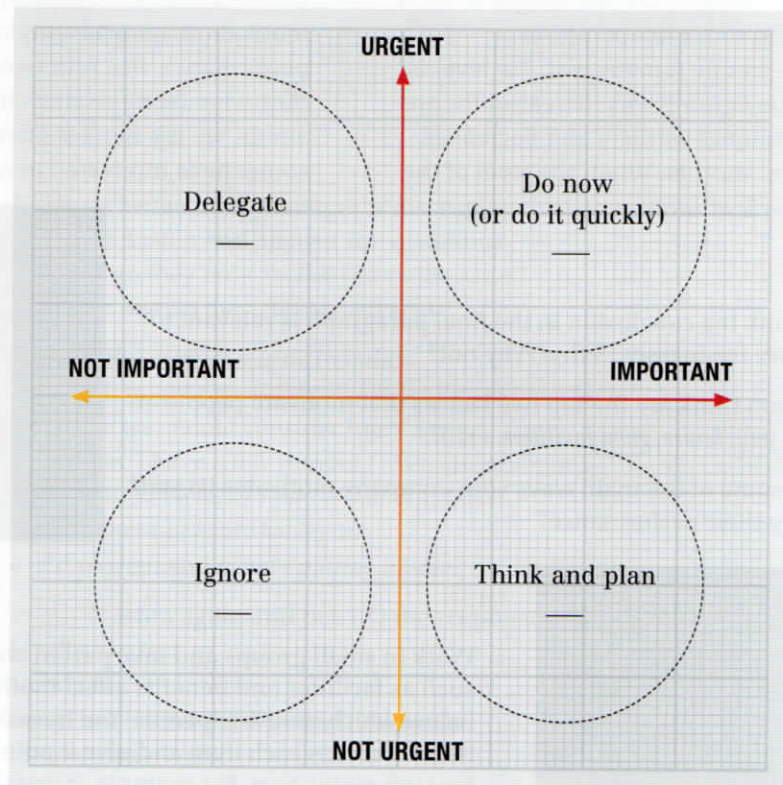
Si usa il secondo tipo quando ci si riferisce a situazioni irreali nel presente. "If I were rich" significa che non sono ricco.

Starting point

- 1 Read how four people make decisions. Who are you most like?
 - 1 'I trust my instincts. If I think too much about something I often get it wrong.'
 - 2 'Sometimes I rush into decisions too quickly and I often regret what I have done.'
 - 3 'I make a list of advantages and disadvantages of each option before I decide.'
 - 4 'I ask people I trust what they think before I make up my mind. I find it hard to make decisions on my own.'
- 2 What was the best decision you ever made? What was the worst? (Either at work or in your personal life.)

Working with words | Decision-making

- 1 When you have a long list of individual tasks at work (or at home), how do you decide which to do first? Tell your partner.
- 2 ► **11.1** Look at 'The Priority Matrix' below and listen to a trainer explaining the four parts of the matrix. Number each part (1–4) in the order you hear them talk about.



- 3 Work with a partner. Look at four tasks a–d. Where would you put them in the Priority Matrix? Give reasons for your answers.
 - a The launch of a major new product in 12 months' time.
 - b Arranging a leaving party for an employee who has been with the company for over 20 years.
 - c Your key customer has left a voicemail with a complaint about a large order. He sounds very angry.
 - d You receive an invitation to visit the new showrooms of an office furniture company.
- 4 Make a list of four or five jobs that you currently have to do. Decide where to put them on the Priority Matrix.
- 5 Tell your partner about your decisions in 4. How helpful was the Priority Matrix in your decision-making?

- 6 ► 11.1 Replace the words in **bold** in sentences 1–8 with the verbs from the list. Then listen again and check.
- make up your mind invite avoid evaluate ignore prioritize reach delegate*
- The hardest part is to **decide** which job to do first. *make up your mind*
 - Immediately deal with** any job which is urgent and important. Do it straightaway. _____
 - Spend some time thinking before you **arrive at** a final decision. _____
 - It might be useful to **ask for** suggestions from colleagues. _____
 - Compare and consider** their opinions before making a final plan. _____
 - These are the types of jobs you can often **give** to others. _____
 - Stay away from** dealing with those kinds of jobs for a while. _____
 - If you **don't think about** them, they might disappear altogether. _____
- 7 Read about decision-making at a company called Suma. Complete the article with six of the answers from 6. Change the form of the verb if necessary.



Suma

Suma is a healthfood wholesaler with a truly **democratic** system of management. At its regular General Meetings, the company ¹ _____ any major decisions through a system of **consultation** and **consensus** in which every employee is ² _____ to speak out and no one's view or opinion is ever ³ _____.

While Suma has a management committee to implement the decisions made at the General Meetings, the company is able to ⁴ _____ the traditional **confrontation** between managers and workers in **hierarchical** structures. This is partly because all the employees are paid the same wage and have an equal stake in the success of the company.

At a day-to-day level, self-managing teams of employees make a list of tasks and then ⁵ _____ them in order of importance. Suma also uses a system of multi-skilling so employees learn more than one role within the **cooperative**. This means that different jobs can be ⁶ _____ more widely and every **member** has the chance to learn more about the company.

- 8 Match the words in **bold** in the article about Suma to definitions 1–7.
- a discussion where different opinions are heard _____
 - an argument or open conflict _____
 - a system where decision-making always starts at the top _____
 - when everyone has an equal vote _____
 - an employee in a cooperative _____
 - general agreement between a group of people _____
 - a company which is owned by all the employees and profits are shared _____

» For more exercises, got to **Practice file 11** on page 126.

- 9 Work in two groups.
- Group A:** Make a list of the advantages of decision-making with a cooperative like Suma and the disadvantages in more hierarchical company structures.
- Group B:** Make a list of the disadvantages of decision-making with a cooperative like Suma and the advantages in more hierarchical company structures.
- 10 Now each group presents its lists of advantages and disadvantages. Then the whole class can discuss the different views. Try to reach a consensus about the best approach to decision-making.

Language at work | First and second conditionals

- 1 If you need to make an important decision at work or in your personal life, do you talk to other people first? Which people usually give you good advice?
- 2 Read this email from Ilse, a business owner, to Jeff, a consultant, and answer the questions.
 - What decision does Ilse have to make?
 - What are her options?
 - What advice do you think Jeff will give her?



Dear Jeff,

I'm writing to you to ask for your expert advice. We've got the opportunity to relocate our computer games shop to a new out-of-town shopping centre. If we move, we'll probably have a larger base of potential (and wealthy) customers.

However, there is a downside. If we don't keep our shop in town, we may lose our current customers who are local students without cars. I don't think they'll travel all the way to the new premises. Obviously, if we had more money, we'd keep the shop in town and open up at the shopping centre too, but that's not a realistic option.

We'd greatly appreciate it if you could advise us on this matter.

Many thanks and best wishes,

Ilse



- 3 Match sentences a–c from the email to the two types of conditionals in the *Language point*. Use the words in **bold** to help you.

LANGUAGE POINT

- a If we **move**, we'll probably **have** a larger base of potential customers.
- b If we **don't keep** our shop in town, we **may lose** our current customers.
- c If we **had** more money, we'd **keep** the shop in town.

1 First conditional: *if* + present simple, *will/may/might/can* + infinitive
We use the first conditional to talk about possible future situations.

2 Second conditional: *if* + past simple, *would/could* + infinitive
We use the second conditional to talk about an imaginary or unreal situation that is improbable or impossible.

Tip | if not and unless

if + not = unless:

If we **don't keep** this shop, we'll lose most of our current customers.

Unless we **keep** this shop, we'll lose most of our current customers.

4 Underline the correct words in *italics*.

- 1 If you asked the bank for a loan to keep both shops, they probably *won't* / *wouldn't* give you it.
- 2 I might be able to put you in touch with an investor if you're / *were* interested.
- 3 If you *want* / *wanted* to meet me tonight, I can give you some detailed feedback on your idea.
- 4 I'd even lend you the extra money if I *have* / *had* it.
- 5 *If* / *Unless* your customers have cars, they won't be able to travel to your shop.
- 6 *Will* / *Would* you need to move if your online business takes off?
- 7 What *will* / *would* you do if there wasn't a new shopping centre?

» For more exercises, go to **Practice file 11** on page 127.

5 Complete sentences 1–8 with your own words and ideas.

Example: If you ignore unimportant jobs which aren't urgent, they normally disappear.

- 1 If you ignore unimportant jobs which aren't urgent, they ...
 - 2 If you don't trust your instincts sometimes, then ...
 - 3 One day, I might start my own business if ...
 - 4 Unless a business consults its employees from time to time, it ...
 - 5 If managers didn't delegate, they ...
 - 6 If managers can't make quick decisions, then they ...
 - 7 No group of workers can achieve a consensus if ...
 - 8 If my company offered me early retirement, I ...
- 6 Work with a partner. Take turns to read your full sentences in 5. As you listen, compare your ideas and check your partner used the correct verb form.
- 7 Work with a partner or in small groups. What will/would you do if ...?
- your company is/was relocated to another part of the country or abroad
 - your company is/was taken over by its main competitor
 - your partner gets/got a new job a long way from home/abroad
 - your boss's job becomes/became vacant

Practically speaking | How to use *if*

1 ► 11.2 Listen to the four conversations. Answer the questions.

Conversation 1: What is difficult? Does the other person agree?

Conversation 2: What is their deadline to pay? What don't they have?

Conversation 3: What is starting? Where is Walter's appointment?

Conversation 4: How much is the increase in the cost?

2 ► 11.2 Match sentences a–d to the conversations in 1. Then listen again and check.

- a **What if** we gave them after-sales support for free? _____
- b **If I were you**, I'd take it. _____
- c **If you don't mind**, I'd like to leave a bit early today. _____
- d **If only** we had more time. _____

3 Look at the words in **bold** in 2. Which *if*-expression is for ...?

giving advice suggesting wishing making a request

4 Work with a partner. Take turns to:

- give your partner advice about his/her job
- suggest a place for the whole class to go to this evening
- wish for something to improve in your working life
- request an extra day off this week

GRAMMAR REFERENCE

First conditional

Form

if + present simple (= condition), will/can/may/might + infinitive (= result)

If we change our supplier, we'll reduce costs.

Use

To talk about likely or possible future situations and their likely results.

If they close the factory down, we'll have to look for another job.

(It is possible that the factory might close down in the future.)

Second conditional

Form

if + past simple (= condition), would/could + infinitive (= result)

If we changed our supplier, we would reduce costs.

Use

- 1 To talk about events that are unlikely to happen.

If you wasted less time chatting on the phone, you would get more work done.

(But I think you will continue to waste time.)

- 2 To talk about impossible (or highly unlikely) situations.

If I were taller, people would take me more seriously.
(But I'll always be short.)

If I ran the company, I would make a lot of changes.
(But I am just an 18-year-old office clerk.)

- 3 To talk about an imaginary situation.

If we took over their company, we'd have access to the South American market.

- 4 To be more polite, or achieve more 'social distance'.

What would you say if I asked you to be CEO?

- 5 We can use the second conditional structure *If I was ...* or *If I were ...* to give advice. We often use *were* instead of *was* to sound more formal.

If I was/were the manager, I would improve working conditions.

unless, when, as soon as

- 1 We can use *unless* to mean *if not* or *except*.

They won't let you into the restaurant unless you're wearing a tie.

- 2 Use *when* / *as soon as* instead of *if*, to show you are sure that something will happen.

Liz will call me when the client arrives.

(You are sure the client will arrive.)

Liz will call me if the client arrives.

(Maybe the client will arrive, but you are not sure.)

- 1 Complete the sentences with the most appropriate form of the verbs in brackets.

1 I know it won't ever happen, but what would we do (we / do) if our restaurant suddenly became (become) famous?

2 Unless you _____ (have) good financial planning, your expansion plans _____ (end) in disaster.

3 Every new recruit starts with the same opportunities. If you _____ (work) hard, you _____ (be) promoted.

4 If I _____ (know) the answer to that question, I _____ (be) a very rich person!

5 If you _____ (have) three wishes for your career, what _____ (they / be)?

6 Unless your work _____ (improve), you _____ (have to) start looking for another job.

7 I'm not saying it's going to happen, but how _____ (you / feel) if we _____ (ask) you to work in our Lagos office?

8 Just imagine what you _____ (do) if the firm suddenly _____ (go) bankrupt.

9 If you _____ (can) change just one thing about your working environment, what _____ (you / change)?

10 When they _____ (arrive), we _____ (be able to) start the meeting.

- 2 Underline the correct words in *italics* to complete the sentences.

1 We will start working on the project *as soon as* / *unless* the budget is agreed.

2 *If* / *When* we know more about our competitor's plans, we will make our final decision.

3 *If* / *Unless* you make the decision, I *will have* / *had* to make it for you.

4 *When* / *Unless* we improve the design, it *will look* / *looks* too old-fashioned.

5 She *will have to* / *has to* accept being unpopular *unless* / *if* she becomes the boss.

11 Working life

1 Read the text. What is Sandra's job now? Does she enjoy it?

Someone asked me recently if I thought it was important to have ¹**a career** that is well-paid. Personally, I think ²**job satisfaction** is more important than a high ³**income**. I started out doing jobs like cleaning and waitressing, but I'd always wanted to write so I did an evening course, and now I'm a ⁴**freelance** journalist. My work ⁵**involves** lots of research and I have to work long hours, but I love what I do. There are good and bad things about working freelance. I hardly ever ⁶**get a pay rise**, I don't get paid if I take ⁷**a day off**, and I didn't get ⁸**maternity leave** when I had my two children. On the other hand, I can't really ⁹**get fired** for missing a deadline or ¹⁰**be made redundant** and I'll never need to ¹¹**resign**. Unfortunately, I'll probably never be able to ¹²**retire** when I'm old either!



2 Match words/phrases 1–12 in bold in the text to definitions a)–l). Write the infinitive form of the verbs.

- when you lose your job because your employer no longer needs you
be made redundant
- the feeling of pleasure you get when you know that your work is worth doing
- doing pieces of work for several different organisations, rather than working for one organisation
- stop working (usually when you're 60–65)
- when you're told to leave your job (usually for doing something wrong or badly)
- a period of paid holiday for a woman after she's had a baby
- get paid more for doing a job than you did before
- tell an employer that you want to leave a job
- the amount of money you earn from working
- include as part of the job
- the job, or the series of jobs, that you do during your working life, especially if you continue to get better jobs and earn more money
- a day's holiday

3 a) Fill in the gaps with words/phrases from 1.

- Do you think job *satisfaction* is more important than a high _____?
- When did you last take _____ during the week?
- What age can people _____ in your country?
- Do you know anyone who has been made _____?
- Do you think it's better to work for an employer or work _____? Why?
- What does/did your father do? What does/did his work _____?
- Do you think it's important to have a _____? Why?/Why not?
- How much _____ do women get in your country?
- If you decided to _____, what would you say to your boss before you left?
- Can you think of four reasons why people get _____ from their jobs?
- Do you think everyone should get a _____ every year? Why?/Why not?

b) Answer the questions for you.

JOB INTERVIEWS

DISCUSSION:

- 1) How should you prepare for a job interview?
- 2) What sort of questions do they ask candidates at a job interview?
- 3) How should you behave at a job interview?

Man at Work

'John Peter Sloan - Speak Now! For Work 2/20' https://www.youtube.com/watch?v=EvSYd9zydEg	3'.48"-10'.50" only
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- 1) What sort of job is Andrea Lanza applying for?
- 2) What experience does he have?
- 3) Why did he leave his last job ?
- 4) How did Andrea find out about the job vacancy?
- 5) What questions does Andrea have?
- 6) What is the salary that Andrea asks for?

Q&A

TITLE: Mr ("Mister"),Mrs ("Misses'),Miss ("Miss"),Ms ("Mzzz"),Dr ("Doctor"),Prof. ("Professor")

FIRST NAME: "What is your name?" – "How do you spell that?"

SURNAME: "What is your surname?" – "How do you spell that?"

ADDRESS: "What is your address?" – "How do you spell that?"

EMAIL ADDRESS: "What is your email address?" – "How do you spell that?"

PHONE: "What is your phone number?"

NATIONALITY: "What is your nationality?"

DATE OF BIRTH: "What is your date of birth?"

AGE: "How old are you?"

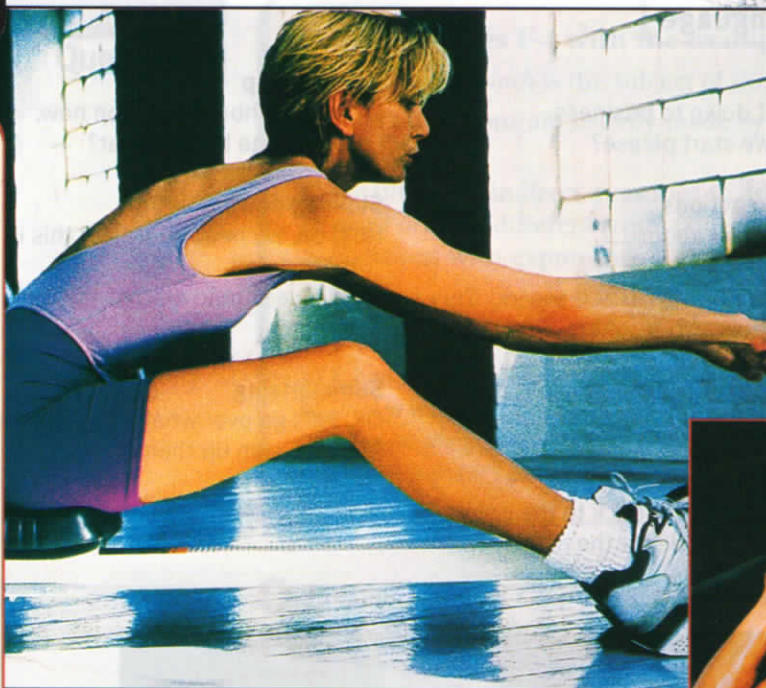
MARITAL STATUS: "Are you married?"

LANGUAGES SPOKEN: "What languages do you speak?"

PREFERRED JOB: "What kind of job would you like?"

"What sort of job are you looking for?"

Slim Gyms

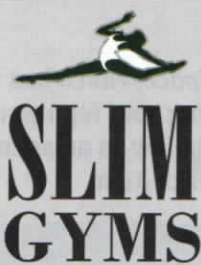


Background

SLIM GYMS owns and operates six health and fitness clubs in Manhattan, New York. The clubs aim to appeal to people of all ages and income groups.

All the clubs have a large gymnasium, with the latest equipment, an aerobics studio, a solarium, a swimming pool, sun decks, a cafe, bar and clubroom. There are always several fitness instructors on hand to advise people and provide them with personalised fitness programmes. A wide range of aerobic and relaxation classes run throughout the day and during the evening. The clubs try to create a friendly atmosphere, organising numerous social activities to bring members together. Three of the clubs are located in areas where large numbers of Spanish, Chinese and Italians live.

Slim Gyms recently advertised for a General Manager.



General Manager

Required for our chain of Health and Leisure Clubs

- Salary negotiable
- Excellent benefits package

Apply to:

88 Harvey Place 11-C
New York
NY 10003-1324

THE JOB

- Developing a customer-oriented culture in the organisation in the clubs
- Increasing the revenue and profits of the six clubs in Manhattan
- Exploiting new business opportunities
- Liaising with and motivating our team of managers and their staff
- Contributing to marketing plans and strategies

THE PERSON

- Dynamic, enthusiastic, flexible
- A strong interest in health and fitness
- A good track record in previous jobs
- The ability to work with people from different cultural backgrounds
- Outstanding communication skills
- A flair for new ideas and sound organisational skills

Task

You are directors of Slim Gyms. Study the file cards on the four short-listed candidates on the opposite page. Hold a meeting to discuss the strengths and weaknesses of each person. Try to agree on who seems to be the best candidate for the job.

Then listen to the interview extracts with each of the candidates and come to a final decision on who should get the job: ¶ 5.4 Isabella Rosetti, ¶ 5.5 Michael Bolen, ¶ 5.6 Bob Wills, ¶ 5.7 Stephanie Grant.

Writing

Design a promotional leaflet to increase membership of the six Slim Gyms clubs. It will be sent to various sports goods stores in New York. It will also be included in specialist health and fitness magazines.

Name: Isabella Rosetti
Age: 35

Marital Status: Single:

Education: Princeton University – Master's degree in Business Administration (MBA)

Experience: Advertising agency for the last eight years. Important position liaising with clients and managing a team of 10 people. Previously worked as Sales Manager in a department store (Chinatown area).

Outstanding achievement: Got a contract with a major advertiser.

Skills: Fluent Italian, judo expert, paints.

Personality/appearance: Well dressed and self-confident. Says she is usually successful when she wants to be. Thinks women are better managers than men: 'They listen more and use their intuition to solve problems.'

Comments: Positive reference, but employer suggested she sometimes took days off work with no good reason. Several good ideas for increasing revenue, e.g. by setting up beauty centres in our clubs. Didn't mention the cost of doing this! Above average score on our aptitude test.

Handwriting sample:

I am currently working for...



Name: Michael Bolen **Age:** 36

Marital Status: Married, with three children

Education: Columbia University – Master's degree in Business Administration (MBA)

Experience: Four years with international sports goods manufacturer – Marketing Director. Previous experience with a variety of firms (sales, administration). Wants to work for a smaller organisation.

Outstanding achievement: Successful product launch in previous job.

Skills: Numerate and good with computers. Only a few words of Spanish.

Personality/appearance: Forceful, determined, with strong views. Likes to 'keep his distance' from people until he knows them well. According to the letter of reference, 'Some women find him too assertive and cold.'

Comments: Unhappy in present position. He has often changed jobs. Aptitude test – average score.

Handwriting sample:

I am looking for a new challenge...



Name: Bob Wills **Age:** 40

Marital Status: Single

Education: Park High School

Experience: Twenty years in US army – Physical Fitness Instructor. Travelled all over the world. Left army three years ago. Has taken courses in marketing, management and computing. Over the last two years has run a fitness centre in Lower Manhattan very successfully.

Outstanding achievement: Two decorations for bravery.

Skills: Speaks Spanish fluently (his girlfriend is Puerto Rican). Is a successful disc jockey in a downtown club.

Personality/appearance: Correctly dressed in a dark suit, but has tattoos. Sociable, with a lot of friends. Enjoys parties and dancing.

Comments: Believes you should always stick to the rules. Values honesty and reliability. Can be quick-tempered if people are not doing their best. Very enthusiastic with many good ideas. High score on aptitude test.

Handwriting sample:

I am writing to apply for the post of...



Name: Stephanie Grant
Age: 30

Marital Status: married, no children

Education: New York University – BSc in Business Administration

Experience: Former swimming champion. Competed at Olympic Games. For last six years, highly successful presenter (children and sports programmes).

Outstanding achievement: Voted Top Sports Personality on a cable TV channel four years ago.

Skills: Exceptional sportswoman.

Personality/appearance: Beautiful, clever and successful. Good sense of humour. On television, handles people well. Presents an image of a caring, sympathetic person.

Comments: 'She'll do anything to get what she wants,' wrote one journalist. At 24, she gave up competitive swimming, following rumours of drug-taking. Aptitude test – above average.

Handwriting sample:

I would love the opportunity to contribute to your...

