

Rainbow S.p.A.



Type	Production company
Founded	April 1995;
Founder	Iginio Straffi
Headquarters	Loreto, Marche, Italy (2010-present)
Key people	Iginio Straffi
Products	Television series, live-action and animated films
Owner	ViacomCBS Networks EMEA (30%) Iginio Straffi (70%)
Subsidiaries	Bardel Entertainment Colorado Film Tridimensional S.r.l. Rainbow CGI
Website	www.rbw.it/en/

Watch these two trailers for the Winx Saga: what are the differences between the two?

1) Winx Club Reboot - Official Trailer

<https://www.youtube.com/watch?v=RMGRybtVZx0>

2) Fate: The Winx Saga | Official Trailer | Netflix

<https://www.youtube.com/watch?v=dfXRud1Aliw>

THE PRESENT PERFECT

FORM

+ I **have** **just** arrived
You **have** **failed** the exam
It **has** **started** raining

We **have** **had** lunch
You **have** **worked** hard
They **have** **already** left

— I **haven't** **finished** **yet**
You **haven't** **been** to China
He **hasn't** **seen** 'Star Wars'

We **haven't** **slept**
You **still** **haven't** **phoned** her
They **haven't** **gone** far

? **Have** I **missed** anything ?
Have you **graduated** **yet** ?
Has it **stopped** snowing ?

Have we **arrived** **yet** ?
Have you **ever** **been** to Brazil ?
Have they **got** engaged ?

USE

We use the Present Perfect

(i) to talk about the present result of a past action.

(ii) to talk about an action or event which occurred in the immediate past.

(iii) to talk about an action or event which began in the past and has lasted until now.

(iv) to talk about actions or events occurring in an unfinished period of time.

QUICK REVIEW In a shop Work in pairs. Role-play a conversation between a sales assistant and a customer in a clothes shop. When you have finished, swap roles. Try to continue each conversation for two minutes.

Vocabulary Collocations (3)

- 1 a Match the verbs in A to the words/phrases in B. Check in **VOCABULARY 11.1** p149.

A	B
have	paid
book	a car accident
get	a holiday
give	your bank account
get	someone a call
check	a message
transfer	an operation
have	your job
lose	money to someone's account

- b Write four sentences about you or people you know. Use the collocations in 1a.

My sister booked a holiday last week.

- c Work in pairs. Take turns to tell each other your sentences. Ask follow-up questions if possible.

My sister booked a holiday last week.

Where's she going?

To the USA.

Oh, whereabouts?

Reading and Speaking

- 2 Look at the photo of Liz and read her messages A–C. Answer these questions.

- Why is Rob in hospital?
- What does George Webster want?
- Who lost her job?

A

To: Liz Williams

Hi Liz
I've **just** heard that Rob's in hospital. **1He's had a car accident.** He's **already** had an operation and he's doing well. I haven't heard all the details **yet**, but I'll give you a call when I have some more news.
Love Alicia

B

12.45
George Webster's **just** phoned. **2He did some work for us last month.** He wants to know when he's going to get paid. Have you transferred the money to his account **yet**? If not, can you call him?

C

Guess what?
3Carrie's lost her job! I've **just** talked to her and she's **already** started looking for another one. Give her a call.

HELP WITH GRAMMAR Present Perfect for giving news with *just*, *yet* and *already*

3 a Look at sentences 1–3 in bold in Liz's messages. Which verbs are in the Present Perfect? Which verb is in the Past Simple?

b Fill in the gaps in these rules with *Past Simple* or *Present Perfect*.

- We use the _____ for giving news about things that happened in the past and are connected to the present. We don't know or don't say when they happened.
- We use the _____ if we say when something happened.

c Look at messages A–C again. Underline all the examples of *just*, *yet* and *already*. Then fill in the gaps in the rules with these words.

- We use _____ to say something happened very recently.
- We use _____ to say something hasn't happened, but we think it will happen in the future.
- We use _____ to say something happened before now (often sooner than expected).

d Look at the examples of *just*, *yet* and *already* in messages A–C again. Then answer these questions.

- 1 Which of these words do we usually use in:
 - a positive sentences?
 - b negative sentences and questions?
- 2 Which words usually go:
 - a between the auxiliary and the past participle?
 - b at the end of the sentence or clause?

e Check in **GRAMMAR 11.1** p150.

4 CD3 25 PRONUNCIATION Listen and practise. Copy the stress.

*I've **just** heard that Rob's in **h**ospital.*

*He's **already** had an **o**peration.*

*I **haven't** heard all the **d**etails **y**et.*

5 a Put the words in brackets in the correct places in the sentences.

- 1 I haven't been to visit him. (yet)
- 2 She's started writing her CV. (just)
- 3 He's called the office three times. (already)
- 4 Has she phoned her husband? (yet)
- 5 I've talked to his parents. (already)
- 6 I've transferred the money. (just)

b Work in pairs. Compare sentences. Then match the sentences in **5a** with Liz's messages A–C.

6 a CD3 26 Listen to Liz talking to Carrie. Has Carrie got any good news? If so, what is it?

b Look at Carrie's 'to do' list. Then listen again and tick the things Carrie's already done.



To do

- check bank account
- email customers
- tell Brian the news
- phone Phil Taylor back
- look for a holiday online
- book a holiday!

c Work in pairs. Compare answers. What hasn't Carrie done yet?

d Look at Audio Script **CD3 26** p164. Listen again. Underline all the examples of *just*, *yet* and *already*.

HELP WITH LISTENING

Present Perfect or Past Simple

7 a CD3 27 Listen to these sentences. Notice the difference between the **Present Perfect** and the **Past Simple**.

- 1 I've **booked** a holiday. I **booked** a holiday.
- 2 He's **had** an operation. He **had** an operation.
- 3 I've **lost** my job. I **lost** my job.

b CD3 28 Listen to six pairs of sentences. Which do you hear **first**, the Present Perfect (PP) or the Past Simple (PS)?

1 PP

8 a Make sentences with these words. Use the Present Perfect.

- 1 I / lunch / have / just *I've just had lunch.*
- 2 yet / I / a holiday / not book
- 3 already / this year / I / on holiday / go
- 4 what to do / yet / I / not decide / next weekend
- 5 a new job / just / I / find
- 6 look at / already / I / for this lesson / the DVD-ROM

b Tick the sentences that are true for you.

c Work in pairs. Compare sentences.

Get ready ... Get it right!

9 Work in pairs. Student A p102. Student B p108.

STUDENT A

Fill in the gaps with *you* and the correct form of these verbs

Have	Go on	Eat	Drive	Meet	Study	See	Miss
------	-------	-----	-------	------	-------	-----	------

- 1) Have *you* ever *missed* a plane ?
 - 2) anything good on TV this week ?
 - 3) ever sushi ?
 - 4) How long your mobile phone ?
 - 5)you ever the Present Perfect before ?
 - 6) ever holiday to a very hot country ?
 - 7) ever a sports car ?
 - 8) ever someone from the USA ?
-

STUDENT B

Fill in the gaps with *you* and the correct form of these verbs

Know	Go on	Speak	Fly	Miss	Lose	See	Receive
------	-------	-------	-----	------	------	-----	---------

- 1) Have *you* ever *missed* a plane ?
- 2) a good film recently ?
- 3) to anyone in your family today ?
- 4) How long the other students in this class ?
- 5) ever a really bad holiday ?
- 6) ever anything important ?
- 7) ever to a very distant country ?
- 8) ever a really fantastic present ?

YOU TUBE TV

'SO I U03 DVDclip'

<https://www.youtube.com/watch?v=LyK15BdNDAA>

- 1) Who has YouTube built the 'Deep Focus' production studio for ?
- 2) How many subscribers has each Partner in YouTube's Partner Programme got ?
- 3) How have YouTube's Partners benefitted from being able to use these facilities ?
- 4) How has YouTube benefitted from providing its Partners with these facilities ?
- 5) How long has YouTube existed ?
- 6) Have creative artists made a lot of money out of putting their work on the Internet ?
- 7) Why / why not ?
- 8) Who has made most money from the digital media since the 1990's ?

GRAMMAR REFERENCE

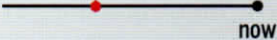
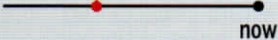
Present perfect and past simple

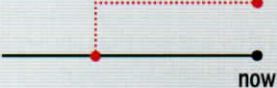
Form

Present perfect	Past simple
has/have + past participle <i>I have worked here for five years.</i>	verb + -ed <i>I worked here two years ago.</i>

Use

Use both the present perfect and the past simple to talk about the past in different situations.

Present perfect	Past simple
To talk about finished actions or events when the speaker does not say, ask or know when it happened. (The time <u>is</u> not specified.) <i>We've already done this.</i> <i>I haven't seen him, I'm afraid.</i> ??? 	To talk about finished actions or events when the speaker says, asks or knows when something happened. (The time <u>is</u> specified.) <i>I met him last Saturday.</i> <i>When did he leave?</i> last Saturday 

To talk about actions or events that took place in a time period that has not finished, e.g. <i>up to now, today, this year.</i> <i>We've manufactured this product for over three years.</i> <i>How long have you been here?</i> 	To talk about actions or events that took place in a finished time period. <i>She worked here for five years, from 1999 to 2004.</i> five years 
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We often use the adverbs <i>just</i>, <i>yet</i> and <i>already</i> with the present perfect. We use <i>just</i> to show an action happened in the very recent past. We use <i>yet</i> in negative sentences and questions to talk about something that hasn't happened but you expect will happen. We use <i>already</i> to emphasize an action happened sooner than expected or planned.	We usually use time words and phrases with the past simple, e.g. <i>yesterday, last week, last year, in 2011, three years ago, when I arrived.</i>
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1 Underline the correct words in *italics* to complete the sentences.

- I *booked* / *have booked* the hotel yesterday.
- Have* / *Did* you ever been to India?
- I live in London now, but I *have lived* / *lived* in Paris from 2010 to 2012.
- I *haven't seen* / *didn't see* him recently.
- Last year, I *have changed* / *changed* jobs.
- Have* / *Did* you go to the meeting last week?
- He *hasn't arrived* / *didn't arrive* yet.
- I *asked* / *I've asked* for this report three times already this week!

2 Complete the sentences with the past simple or present perfect form of the verbs in brackets.

- Anna has worked (work) here for ages. She still does the same job.
- The sales office closed (close) down over a month ago.
- The Managing Director organized (just / organize) a meeting with all line managers.
- He called (you / call) him back yet?
- What time she arrived (she / arrive)?
- I don't think we met (ever / meet) before, have we?
- We didn't take (not / take) the opportunity when we had the chance.
- Things haven't improved (not / improve) that much since he took over.
- He never spoke (you / ever / speak) to the CEO?
- You know a lot about this company. How long you've worked (you / work) here?

3 Complete the conversation with the words from the list.

already just yet

- A The presentation is in two minutes and I still haven't seen Caroline ¹ yet.
- B Actually, she's ² just arrived – I saw her car arrive a few minutes ago.
- A Great. And our speaker has ³ already set up in the conference room, so I think we're ready to start once Caroline comes up ...
- C Sorry I'm late. The traffic was terrible!

- 1 Look at this chart for a project. What kind of information does it give about the project? Does your company use similar charts for managing projects?

Office relocation

STAGE	DATE								
	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9
	11-17	18-24	25-31	1-7	8-14	15-21	22-28	29-5	6-12
1 Confirm equipment requirements									
2 Equipment costings									
3 Place order with office supplier									
4 Send plans to depts for review									
5 Collate feedback and finalize plans									
6 Packing and delivery									
7 Unpacking									
8 New equipment arrives									
9 Install									

- 2 ▶ 3.2 A company is relocating its office from an old building to some modern premises. Listen to a meeting between Judith (the project manager) and somebody on the team (Dawud). Use the chart in 1 to help you answer questions 1-3.

- What is the purpose of the meeting?
- Which stages on the chart are completed?
- Which week is it on the chart?

- 3 ▶ 3.2 Listen again. Underline the verbs in *italics* that you hear.

- I *agreed* / 've *agreed* the approximate equipment costings with finance.
- Did you *place* / Have you *placed* the order for the equipment yesterday?
- Did anyone *give* / Has anyone *given* their feedback?
- Everyone *replied* / has *replied* before the deadline.

- 4 Answer the questions in the *Language point*.

LANGUAGE POINT

Do your answers in 3 use the past simple or present perfect? Match each sentence in 3 with explanations a or b.

- We use the present perfect to talk or ask about an action in the past where the time is not specified: _____, _____
- We use the past simple to talk or ask about an action in the past where the time is specified: _____, _____

Look at three more sentences from the meeting with the present perfect tense. Complete explanations 1-3 with the adverbs in **bold**.

Some departments *haven't sent* their requirements **yet**.

I've **already** received everyone's feedback.

I've **just** emailed them another reminder.

- We use _____ to show the action happened in the very recent past.
- We use _____ in negative sentences and questions to talk about something that hasn't happened but you expect it will happen.
- We use _____ to emphasize the action happened sooner than expected.

Tip | The present perfect and past simple

In conversation, we often ask a question using the present perfect and then answer with extra information using the past simple:

Has everyone **sent** their feedback?

Yes, they **have**. And overall they **were** very positive.

- 5 ▶ 3.3 Look at the chart in 1 again and read a later phone conversation between Judith and Dawud. Write the verbs in brackets in the past simple or present perfect and choose the correct adverb in *italics*. Then listen and check your answers.

Dawud Hello?

Judith Hi, Dawud. Just calling to see how things are going. ¹ _____ the new equipment _____ (arrive) ² *just / yet*?

Dawud No, it hasn't, but I've ³ *just / yet* called the supplier and the truck ⁴ _____ (leave) the warehouse this morning. It'll be here around four o'clock.

Judith ⁵ _____ they _____ (deliver) everything else on schedule?

Dawud Yes, they did. We ⁶ _____ (unpack) most of the boxes ⁷ *already / just*.

» For more exercises, go to **Practice file 3** on page 111.

- 6 Work with a partner. Ask and answer questions about this schedule for an office relocation project. Use the past simple, present perfect and adverbs (*already, just, yet*) in your questions and answers.

Example: A Have you ordered the headed stationery?

B Yes, I have. I sent it yesterday. (OR) Yes, I've already sent it.

Task	Done?	Additional information
Order headed stationery	✓	Sent order yesterday
Order new furniture	✓	Furniture has arrived
Send new address cards to clients	✓	Sent this morning
Issue staff with new badges	✗	To do

- 7 Work with a partner. Talk about a project or task you are working on and say what you have or haven't done.

THE PAST CONTINUOUS

FORM

Infinitive = to work

+ I **was** working

You **were** working

He / she / it **was** working

We **were** working

You **were** working

They **were** working

— I **wasn't** working

You **weren't** working

He / she / it **wasn't** working

We **weren't** working

You **weren't** working

They **weren't** working

? **Was** I working ?

Were you working ?

Was he / she / it working ?

Were we working ?

Were you working ?

Were they working ?

SPELLING

Infinitive -ing form

Enjoy Enjoying

Study Studying

Infinitive -ing form

Makeu Making

Takeu Taking

Run Runuing

Sit Situing

Permit Permituing

Refer Referruing

Enter Enteruing

Limit Limituing

Lie Lying

Die Dying

USE

For actions and/or events occurring in the past which had duration, which were temporary, incomplete or interrupted e.g. "I **was** **studying** when the phone rang"

NB. Some verbs are NOT normally used in continuous forms.

'Speakout Intermediate BBC DVD PREVIEW Unit 6'

<https://www.youtube.com/watch?v=UoosO4zbsaE>

- 1) How did Howard feel at breakfast time ?
- 2) What was he going to do in five days' time ?
- 3) When did Howard collect the ring ?
- 4) How old was the ring ?
- 5) What did the jeweller do to it ?
- 6) What did Eve do with the ring ?
- 7) What happened next ?
- 8) How many women were trying to help Eve when Howard entered the room ?
- 9) What did Howard tell them to do ?
- 10) What happened at the end of the story ?

VOCABULARY

A wedding	To get stuck
A fiancée	To pick something up
A bridesmaid	To try something on
A vicar	To wonder
A ring	
A jeweller's	
A plumber	"I've got to dash"

The past continuous tense

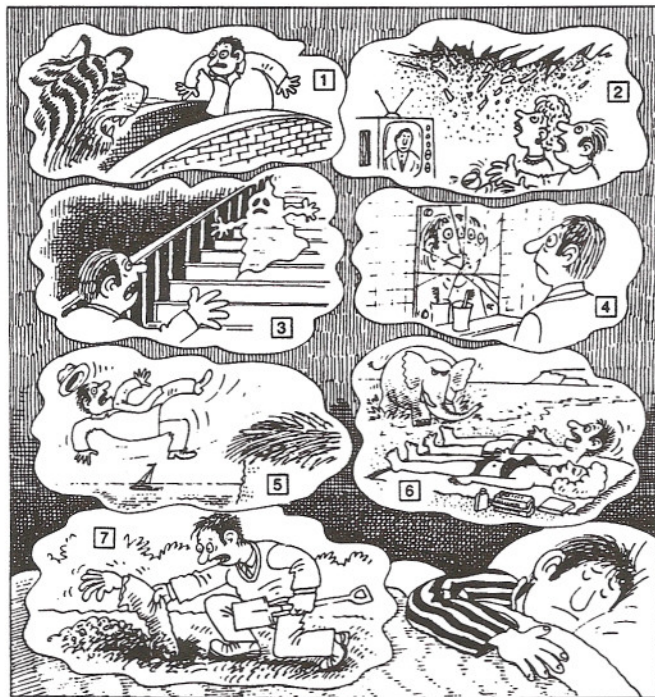
Mr Pratt has a lot of dreams. He's telling a psychiatrist about them. How does Mr Pratt describe his dreams? Look at the pictures and the psychiatrist's notes.

Examples



*I was driving a car when
a wheel came off.*

*The Queen walked in when
we were eating breakfast.*



*drives car - wheel comes off
eat breakfast - Queen comes in
walks across bridge - meets tiger
roof falls in - watch television
climbs stairs - sees ghost
looks into mirror - it breaks
wind blows him over cliff - walks along
path
lie on beach - elephant comes out of sea
digs garden - finds dead body*

Activity A

Last night Mr Pratt had these two dreams. How do you think he described them?



Activity B

Have you had any interesting or amusing dreams?
Can you describe them?

THE PAST PERFECT

FORM

+ I **had** forgotten
You **had** failed the exam
It **had** just started raining

We **had** met before
You **had** gone to bed
They **had** already left

— I **hadn't** finished
You **hadn't** been to work
He **hadn't** read the news

We **hadn't** slept
You **hadn't** made a reservation
They **hadn't** gone home yet

? **Had** I missed anything ?
Had you graduated yet ?
Had it stopped snowing ?

Had we eaten ?
Had you ever been to Brazil ?
Had they got divorced ?

USE

We use the Past Perfect

(i) when we are talking about the past and then, just for a moment, we want to refer to something that happened before then.

(ii) in type 3 conditional sentences

e.g. "If I **hadn't** made a reservation, we wouldn't have got a table."

Starting point

- 1 How do you assess your performance at work? What about activities outside of work such as sports, education, language classes, parenting?
- 2 How do you measure success in life? Which things on this list are important? What else would you add?
 - money and wealth
 - family
 - good health
 - job and career
 - love and relationships
 - qualifications
 - busy social life

Working with words | Personal qualities

- 1 What kinds of personal qualities do you think people who work in hospitals need, such as doctors or nurses?
- 2 Read part of a hospital newsletter about an employee recognition scheme and answer questions 1–2.
 - 1 How does Howard Lawrence feel about the success of the scheme?
 - 2 Who recommends or nominates employees for the award?

EMPLOYEE OF THE MONTH

at Elmgrove Park Hospital



The employee of the month scheme, which recognizes the work of individual staff, has been very successful. Howard Lawrence, Associate Director of the hospital trust, is not surprised by this. 'At Elmgrove Park Hospital our staff is well known for its **dedication**. Everyone who works here is highly **motivated** to ensure that each patient is relaxed and comfortable during their stay,' he says.

Nominations can be submitted either by members of staff or by patients. Since the scheme was launched two years ago, the winners have included:

James Briggs, ward assistant: James was nominated for showing exceptional commitment to all aspects of his work. More experienced staff commented on his **confidence** with patients for someone so new to the profession. In addition, his **flexibility** in dealing with challenging situations received special praise.

Nathan Wells, porter: Nathan was chosen not only for being so **hard-working, dependable and efficient** but also, more importantly, for his sunny personality and **enthusiasm**.

Ana Suarez, clinical nurse specialist: Ana is well known for her **patience** on the job, so Ana's colleagues nominated her for being **caring** and understanding, not just to clients, their partners and families but also to the staff in the department.

- 3 Do you have a similar scheme to recognize success in your company? How else is good work rewarded (e.g. bonus or commission)? Do you think employee award schemes are a good idea? Why/Why not?
- 4 Look at the ten words in **bold** in the text which describe personal qualities. Which five are adjectives and which five are nouns?

- 5 Here are some nominations for employee of the month. Match an adjective in **bold** from the newsletter in 2 to descriptions 1–5.

1 _____
'You never see him relaxing. He's always busy doing something.'

2 _____
'Paula really likes coming to work and she loves taking on new projects.'

3 _____
'I've never seen someone who can get so much done in so little time.'

4 _____
'He really looks after everyone – even with difficult customers, he'll listen for as long as it takes.'

5 _____
'Inga is always punctual and never off work.'

- 6 Think of a colleague where you work and nominate them for employee of the month. Tell your partner about them using adjectives from 5.

- 7 We often make noun forms of an adjective by adding these endings.

-ce -ion -iasm -ity

Match the five nouns in **bold** in the newsletter to the endings.

Example: patience

- 8 Complete this table of personal qualities with adjective forms and noun forms.

Adjective	Noun
patient	patience
dedicated	1 _____
2 _____	motivation
flexible	3 _____
confident	4 _____

Adjective	Noun
5 _____	efficiency
enthusiastic	6 _____
punctual	7 _____
8 _____	creativity
ambitious	9 _____

Tip | Adjective or noun?

We use the adjective form of personal qualities in everyday speech. We sometimes use the noun form in more formal situations such as at a job interview:

'I'm fairly **flexible**.'

'I think **flexibility** is one of my main strengths.'

- 9 Complete these sentences with the correct form of a word from 8. Then work with a partner and say if the statements are true (T) or false (F) for you or your company, using a different form of the word.

Example: It's not important for me to have flexible working hours.

- It's important for me to have some flexibility in my working hours.
- I'm not a very _____ person – I always want everything to be done 'now'.
- _____ is one of my strong points – I'm never late for anything.
- I have a great deal of _____ in how my company is run and in its success.
- My company offers good incentives to ensure ongoing enthusiasm and _____ amongst the staff.
- My company is _____ to its employees and puts their needs before those of the customer.

» For more exercises, go to **Practice file 15** on page 134.

- 10 Write down the job titles of three people you know. Write down qualities you think each person needs for their jobs. Then tell the class what you think. Does everyone agree with you?

- 11 Work with a partner. Talk about the qualities that are important for your job. How would you describe yourself? How do your qualities help in your job?

Example: Patience is important because I work in after-sales, and customers sometimes call to complain about ...

Language at work | Past continuous and past perfect



- 1 How often do you receive feedback on your performance from your line manager? Is the feedback informal or is it a formal performance review?
- 2 ▶ 15.1 Listen to Ahmed talking about his new job. Answer questions 1–3.
 - 1 Why did Ahmed want to change his job?
 - 2 Why were the first six months hard?
 - 3 Why does he think he made the right decision?
- 3 ▶ 15.1 Listen again and underline the verb forms in *italics* that you hear.
 - 1 I 'd had / was having a few problems with my previous company so I started to look for a new job.
 - 2 One of our competitors had opened / were opening a new office a few months earlier and they were recruiting more staff.
 - 3 The first six months were hard because I 'd lived / was living in a new city.
- 4 Match the verb forms in sentences 1–3 in 3 to the explanations in the Language point.

LANGUAGE POINT

We use the past perfect (*had* + past participle) to say that one event happened before another past event. ____

We use the past continuous (*was/were* + *-ing*) to:

- talk about something in progress at a particular time in the past ____
- give background information in the past ____

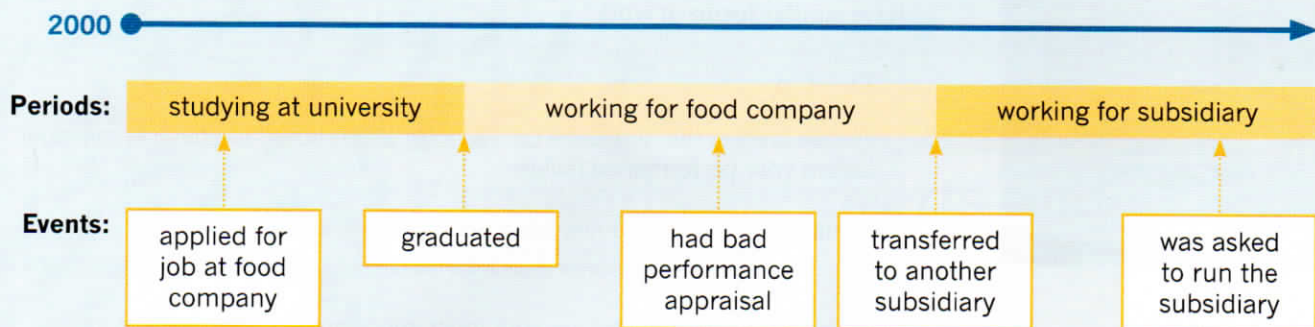
» For more information, go to **Grammar reference** on page 135.

- 5 ▶ 15.2 Listen to two more people, Helena and Matthias, describing some feedback they received. Listen and answer the questions.
 - 1 What feedback did they receive?
 - 2 What happened after their performance reviews?
- 6 ▶ 15.2 Complete these sentences from the listening with the past perfect or past continuous. Then listen and check your answers.
 - 1 I _____ (work) for a large food company which didn't employ many women.
 - 2 It was terrible to hear this, because I _____ (already / discuss) with him how difficult it was to be the only woman.
 - 3 Six months after that, I _____ (run) the factory!
 - 4 We _____ (talk) about the usual things, but during all of this, he answered the phone twice and even replied to an email.
 - 5 This annoyed me because I _____ (prepare) very thoroughly.
 - 6 Some weeks later I heard that he was fired, but I _____ (already / leave) by then.

» For more exercises, go to **Practice file 15** on page 135.

- 7 Work with a partner. Look at this timeline for Helena. Make sentences about her, using the past perfect and past continuous.

*Examples: She applied for the job while she was studying at university.
She'd applied for the job by the time she graduated.*



- 8 Make a timeline for yourself with periods of time and important events. It can be about your studies, career or life in general. Describe it to your partner.

Practically speaking | How to generalize or be specific

- 1 When was the last time you had a job interview? Do you remember any particular questions you were asked? In general, how did the interview go?
- 2 ▶ 15.3 Listen to part of a job interview and answer questions 1–3.
 - 1 What question does the interviewer ask?
 - 2 What particular details does the candidate remember about the team?
 - 3 In general, how does the candidate feel the project went?
- 3 Compare the words in **bold** in these two sentences from the job interview. Which sentence is generalizing? Which sentence is specifying?
 - 1 **In particular**, I remember that one of the team was very independent.
 - 2 **Overall**, I found that worked fairly well.
- 4 Which of these words have a similar meaning to the words in **bold** in 3?

Example: On the whole = Overall

*on the whole generally particularly all in all especially mainly mostly
in general specifically generally speaking*

- 5 Work with a partner. Make sentences 1–5 general or specific.

*Example: In general, I prefer to travel by train.
I generally prefer to travel by train.*

- 1 I prefer to travel by train.
- 2 My company does more and more business online these days.
- 3 We communicate in English at work.
- 4 My last holiday was relaxing.
- 5 I'm happy with my job at the moment.

- 6 Now imagine you are both in a job interview situation. Take turns to ask and answer these questions. In your answer, say how you feel in general and also give a specific example from your personal experience.
 - How do you feel about working on your own for long periods of time?
 - What would you say is one of your main strengths as an employee?
 - How confident are you about taking responsibility and being in charge of other people?

Tip | Position of -ly adverbs

Adverbs ending in -ly such as *generally, particularly, mainly, mostly, specifically* usually go after the subject and before the main verb:

*I **mainly** find I work better in teams.*



Business communication | Appraising performance and setting objectives

- 1 Chris Hately works in a factory producing shafts for cars. Chris is having his six-month performance review. Read what he has written on his form. Do you have similar forms at work?

Part A

Please answer the questions on this form and return it to your line manager before your performance review.

- 1 Have the last six months been good/bad/satisfactory? Why?
Good. I've really learnt a lot since I started here and everyone has been really helpful.
- 2 What do you consider are your most important achievements of the six months?
I completed my initial training in June and was given a permanent contract.
- 3 Which parts of the job interest you the most? And the least?
Solving problems with machinery.
- 4 How could your performance be improved in your current position?
Just continue what I'm doing – learning more.

Key expressions

Giving a formal appraisal

Overall ... / In general ...
I'm/We're very happy/pleased with your performance ...
You seem to be doing very well.
One of your key strengths is ...
Perhaps one thing to work on is ...
One thing I wanted to discuss was ...

Encouraging self-evaluation

How do you feel about ...?
How are you getting on with ...?
Have you thought about ...?
What do you think would help you to ...?
Is this an area you'd like to develop?

Evaluating your own performance

I'm really happy with ...
Something I need to work on is ...
I think ... is an area for improvement.

Setting objectives

So let's summarize what we've agreed.
One thing you're going to ...
You intend to ...
You need to think about ...

Agreeing objectives

How does that sound?
Is that OK with you?
Is there anything else you'd like to add?

- 2 ▶ **15.4** Listen to the first part of Chris's performance review and add any extra information to his answers in 1. Then compare the information with a partner.

- 3 ▶ **15.4** Match 1–7 to a–g. Then listen and check your answers.

- | | |
|-----------------------------------|------------------------------------|
| 1 In | a doing very well. |
| 2 We're very pleased | b on. |
| 3 You seem to be | c general ... |
| 4 One thing I wanted | d about working with other people? |
| 5 Is it an area | e you'd like to develop? |
| 6 How do you feel | f with your performance. |
| 7 That's something I need to work | g to discuss was ... |

- 4 ▶ **15.5** Listen to the final part of Chris's performance review and answer questions 1–3.

- 1 How does Chris's manager signal that it is the end of the meeting?
- 2 What have they agreed to do?
- 3 What two questions does Chris's manager ask to check agreement?

» For more exercises, go to **Practice file 15** on page 134.

- 5 Imagine you have a performance review. Turn to **page 141** and fill in the form.

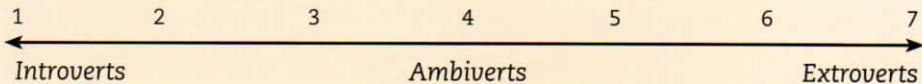
- 6 Take turns to appraise your partner using the form you have just completed. The person leading the meeting should:

- make general comments at the beginning
- give specific feedback
- discuss and ask questions about performance
- set and agree objectives at the end

- 7 Work with a partner. Take turns to talk about one of the areas below. Review your performance in the area you choose and say what improvements you could make. Decide with your partner on a plan of action.

- A hobby
- A sport you do
- Your progress in English

Extroverts, introverts and ambiverts



Can we guess a person's personality by their job description? For example, is a sales representative always an extrovert? After all, their job consists of networking with large groups of people and giving presentations. And do introverts work as accountants with a private office where they mainly deal with money? According to one study*, the answer is 'No, not necessarily'.

In the study, 300 call centre sales reps took a personality test. It measured their personality on a scale from 1 to 7 (1 = most introverted, 7 = most extroverted). Next, the

researcher studied their sales performance over three months and found that the 'introverts' earned less than the 'extroverts'. However, the 'extroverts' earned less than the group with scores on or between 3 and 5 on the personality test. This most successful group are called 'ambiverts'.

In fact, the good news is most people are ambiverts and most jobs need a combination of skills; from the social skills of the extrovert to the quiet hard work of the introvert.

**Study by Professor Adam Grant, University of Pennsylvania*

Discussion

- 1 For your type of job, do you think it helps to be an extrovert, introvert or ambivert? Why?
- 2 Do you trust the types of tests and questionnaires that we use to measure people's personality and behaviour? Why/Why not?
- 3 Have you had to take a personality test for your job? Do you think it was accurate? Why/Why not?

Task

- 1 Here is a sentence from a similar test to the one described in the article.
How would you score yourself for this sentence?
(1 = definitely not true for me, 7 = definitely true for me)

I always prefer working in teams and don't work so well on my own.

- 2 Work with a partner and design your own test. Discuss and write five more sentences (similar to the sentence in 1) to find out if someone is extrovert, introvert or ambivert.
- 3 Swap your five sentences with another group. Try taking each other's tests. Do you think the test scored you accurately?

15 | Practice file

Working with words

1 Match the adjectives in the list to comments 1–7.

*confident hard-working enthusiastic creative
punctual patient ambitious*

- 1 'I like his original ideas and new ways of approaching things.' creative
- 2 'She doesn't seem to have any doubts about her abilities.' _____
- 3 'She wants to be CEO of this company by the time she's twenty-five.' _____
- 4 'It's important, as a manager, to spend time listening to your employees and not expect them to always get things right the first time round.' _____
- 5 'He's always the first one in and the last one out, at work. You never see him resting.' _____
- 6 'Whatever the plan, she's always happy to try it out.' _____
- 7 'Workers in this country are never late for work. It's considered very bad.' _____

2 Complete the words in the sentences with the correct ending.

- 1 People such as doctors and nurses must be so dedicate d to their work.
- 2 Sorry to keep you waiting. Thank you for your patient _____.
- 3 We don't have much confiden _____ in this new product, because the initial sales figures have been very disappointing.
- 4 You need a lot of motivat _____ when you're self-employed.
- 5 We've been very impressed with your creativ _____ in coming up with solutions to problems.
- 6 They say that women are able to do more than one job at a time and are more flexib _____ than men.
- 7 He's young and has lots of enthusias _____, so we should probably spend time and money on training him.
- 8 My biggest ambitio _____ is to climb Mount Everest.

Business communication

1 Complete the conversation with suitable words or phrases.

- A In ¹ general, we're very
² _____ with your performance. You seem to be doing very well since you started. How do you
³ _____ about the last six months?
- B I'm really ⁴ _____ with my work and the staff seem to like me.
- A Yes, one of your key ⁵ _____ is motivating your team. You
⁶ _____ to be doing very well. However, one ⁷ _____ I wanted to discuss was a complaint we had from one employee.

2 Underline the correct words in *italics* to complete the conversation.

- A How are you getting ¹ on / off / out with these late orders?
- B I think we've dealt with most of them.
- A That's great. Have you thought ² *with* / about / for how we can avoid delays like this in the future?
- B Personally, I think communication between purchasing and the warehouse is an area
³ *at* / with / for improvement.
- A You might be right. I think we should have another meeting next week. Is that OK ⁴ *to* / from / with you?

3 Complete the conversation with the verbs from the list.

summarize intend add do sound

- A So let's ¹ summarize what we've agreed. One thing you're going to ² _____ is talk to your line manager about your idea for a new system. And you also ³ _____ to join the English classes at lunchtime. How does that ⁴ _____?
- B Fine.
- A Is there anything else you'd like to ⁵ _____?

GRAMMAR REFERENCE

Past perfect

Form

had + past participle

Use

- To say that one event happened before another completed past event.
*The meeting **had ended** when he arrived.*
- The past perfect often appears in sentences with conjunctions such as *when, by the time, because, so*. The other verb in the sentence is often in the past simple.
- Words often used with the present perfect are also often used with the past perfect, e.g. *for, since, yet, just, never, recently, already*.
*The email **had already been sent** when John noticed the mistake.*

Past continuous

Form

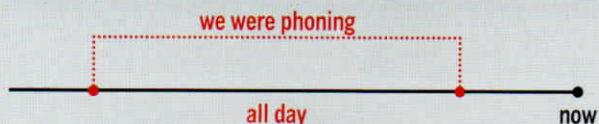
was/were + -ing form

Use

- To talk about something in progress at a particular time in the past. It often appears with the past simple in the same sentence.
*We **were talking** when he arrived.*
Note that the past action might happen whilst the continuous action is in progress (a), or it might interrupt and stop the continuous action (b).



- To give background information in the past.
*We **were phoning** customers all day.*



- Underline the correct words in *italics* to complete the information.

'Several years ago I ¹*have worked* / *was working* as the quality technician with a new company. Well, I ²*hadn't been* / *wasn't* there many weeks when, one day, while we ³*were all finishing* / *all finished* off – it was around 5.00 p.m. – the supervisor came by. He ⁴*was saying* / *said* he was going round the factory and asking everyone for feedback on a new idea of his to improve a process on the production floor. He ⁵*was asking* / *hadn't asked* me up to this point, so I said I'd have a look. But while I ⁶*was suggesting* / *had suggested* reversing a couple of steps in the process, he suddenly ⁷*stopped* / *had stopped* me and explained why my suggestions weren't possible and walked off. Anyway, six months later, I was reading my annual appraisal report from the same supervisor when I ⁸*was coming* / *came across* this line. "He is unable to accept other people's opinions." He obviously ⁹*wasn't liking* / *hadn't liked* the feedback on his idea six months before and he ¹⁰*has waited* / *had waited* all that time to criticize me!

- Complete the interview with the past perfect or the past continuous form of the verbs in brackets.

Journalist You opened your first clothes shop in 1998, Mary. So, did your interest in fashion begin there or
¹ had you been (be) interested before that?

Mary Yes, I suppose so. I ² _____ (have) a number of jobs in the Hong Kong fashion industry long before I opened my own shop. And that was all at the time when clothes with a Chinese look ³ _____ (quickly / become) very fashionable around the world. Although, even as a child, while I ⁴ _____ (grow) up in America, I knew that working in fashion was something I wanted to do.

Journalist So why didn't you stay in the USA, where there was already an established industry?

Mary Well, when my boyfriend, now my husband, was offered a job in Hong Kong, I ⁵ _____ (just / graduate), so I was free to go anywhere.

Journalist And was it while you ⁶ _____ (run) your own shop that Tiger Retro approached you?

Mary That's right. Actually, they ⁷ _____ (ask) me once before.

Journalist So why ⁸ _____ (you / not take) the job previously?

Mary At the time, my own business ⁹ _____ (do) really well and I wanted to see how far we could go with that ...

Unit 15 | Business communication, exercise 5

Imagine you have a performance review. Complete this form for your job.

Part A

Please answer the questions on this form and return to your line manager before your performance review.

- 1 Have the last six months been good/bad/satisfactory? Why?

- 2 What do you consider are your most important achievements of the six months?

- 3 Which parts of the job interest you the most? And the least?

- 4 How could your performance be improved in your current position?

‘TRIBE’

‘Speakout Intermediate Student's Book Video Unit 8’
<https://www.youtube.com/watch?v=7A8QRJxYhFY>

- 1) How does Bruce Parry try to understand the lives of tribal people?
- 2) Where is Anuta?
- 3) How far is it from the nearest land?
- 4) How did Bruce Parry get there?
- 5) How long did it take him to get there?
- 6) How did Bruce Parry communicate with the Anuta islanders?
- 7) How did he greet the Anuta islanders?
- 8) How did he greet the Chief?
- 9) What did the Chief allow him to do?
- 10) What happened during the ‘fish drive’?

VOCABULARY

A coral reef	A wall	Hands	Polynesian	To sail
A lagoon	A spear	Knees	Shallow	To drive
A pool	A hut	Nose	Underwater	To spear
A beach		Fish		