

[Audio 1.01]**S = Sue M = Martin A = Angela****S:** Is that coffee?**M:** Yes, it is. You want some?**S:** Yes, thanks.**M:** Here you go.**S:** Thank you. Let me introduce myself. I'm Sue, from the London office.**M:** Martin Kabatnik, from Germany. This is Angela.**A:** Hello.**S:** And where are you from, Angela?**A:** Portugal.**S:** Are you based in the Lisbon office?**A:** No, Porto.**S:** So do you both work in local finance teams?**A:** Yes. Er, for one year.**M:** Yes, finance. One year.**S:** Oh really? Me, too – I joined the company last year. So how have you found it so far?**M:** Hah – well it's certainly been a learning curve. In such a big company there are so many different systems and every team seems to have its own way of doing things, you know?**S:** Yeah, I know what you mean! But I have to say in general people have been pretty supportive and patient while I've been getting up to speed.**M:** Yes, same for me, actually.**S:** So I guess we'll all be together in the finance part of the meeting this afternoon. Should be interesting, I think.**M:** Yes, I think so.**S:** OK, I think we're going to start soon. I'll talk to you later. I just want to meet a few of the others quickly. It's important to say hello. See you later.**[Audio 1.02]****T = Team lead S = Sue A = Angela M = Martin****T:** So, er to start ... could you all say a few words about yourself as a short personal presentation to the team? Er, who wants to begin?**S:** Sure, I'm happy to start. I'm Sue Jacobs, and based in the London office. I've worked in this industry for ten years now. I was with a competitor for many years and then I joined Hansens at the beginning of last year. My background is in finance. My current job is Head of Financial Controlling in the UK and I report to Mike Keats, who's the Head of Group Finance. I've worked a lot on international projects which is why I am here – full time on the project. I'm really delighted to be part of this team and think we can achieve a lot in this project. It's important to create a common platform for finance across Europe. Happy to be here.**T:** Thanks, Sue. Er, Angela.**A:** OK. Angela from Porto. Er, been in the company a short time. I am only 50 percent on the project with my colleague who is not here. And also finance, yes.**T:** OK. Er, Martin?**M:** Er, Kabatnik. Martin Kabatnik. I'm Head of Finance in Germany, and will work on the project 20 percent. I studied finance in Berlin so worked in finance all my life. I agree. I think this is an important project for the company.**T:** OK, so can we now hear a little from ...**[Audio 1.03]****S = Sue A = Angela M = Martin****S:** OK, Angela, lovely to meet you today. Really looking forward to working with you.**A:** The same for me. It was a pleasure to meet you.**S:** Yes, and I really liked what you said about your approach to projects in Portugal. Can you send me the slides you used in the afternoon?**A:** Sure. I have your card.**S:** Great. And Martin, also very nice to meet you.**M:** Nice to meet you.**S:** If you need any help with tickets for the theatre in London, just let me know. I can help.**M:** I will be in touch. I promise.**S:** OK, bye. See you next month. And I'll bring some tea for you from London. Only the best.**M:** Ah, don't forget!**[Audio 2.01]****T = Teresa M = Mike****T:** Welcome to Brazil, Mike. I hope you are settling in comfortably.**M:** Thanks. It's great being here. I'm still waking up very early but I guess that's just the time difference.**T:** Yes, I have the same problem when I travel. Has everyone been helpful so far?**M:** Yes, they have and I appreciate it. This is my first trip here so everything is new.**T:** I know the feeling! So, tell me what I can do to help you.**M:** OK. Well, as I think you know, I've been asked to start work on a global strategy for training and development across the whole company. It's a big initiative and I want it to be based on best practices that are already in place. Every country has a different approach at the moment so I'm visiting our biggest sites to find out more about the different approaches and if there's anything that ought to be done that we are not doing at the

moment. I'm starting here in Brazil and then I'll be heading to Asia on Wednesday.

T: OK, well the way we do things here works well for us – I'm very happy to talk about it.

M: Great. So um, let me check, are you the HR Director for all of Brazil or just for this plant?

T: Um, I'm actually in charge of all the HR Departments throughout the country. We feel it's important to have one strategy for both long-term and short-term goals regarding training and development.

M: Thanks. That clarifies that for me. I'm really interested in your input on both training and development and what you consider to be the main differences between them.

T: Um well, training for us means looking at areas specific to a job. It's a functional approach, meaning it's used in one job or department. These training sessions are used to make sure that employees have the skills they need to do their job. These types of courses are job- or task-oriented with short-term goals.

M: Can you give me an example?

T: Um sure. If we hire a newly-graduated engineer to work with suppliers, we may have to give him or her some specialised training on autoCAD drawing programs. The supplier might ask how a part could be improved, so the engineer has to be taught how to use these 3D computer programs or be brought up-to-date on the latest version.

M: Of course, that makes sense. But what about deciding whether a large group should be trained or just a few people? How is that done?

T: Training a small group versus a larger group is a strategic decision every company has to make. This would be considered carefully as it depends on the available budget. We might want to train a large group, but the budget doesn't provide for this, so smaller groups may be less costly. We, of course, look carefully at who exactly needs the skill in question for their role.

M: Mm that's clear. And what other factors have to be taken into account?

T: Well, there are often materials that need to be handed out so they have to be prepared in advance. It also has to be decided where the training should be held and who the trainer should be. We have to consider if it's better to do this in-house with one of our own employees or rent a space outside and bring in an expert from the field. It may also be possible to do a form of blended learning, some of it online and some of it with a trainer, or a mentor. There are lots of possibilities now.

M: So, in general, you're in favour of this type of job-oriented training on skills?

T: Absolutely. I would say that specific skill training is always seen as worthwhile. Whether it's skill training for a new program or new equipment I believe it's valuable. It's also important for the organisation that the training be successful. I guess I would say that skill training is pretty cost effective.

M: And general development of staff?

T: OK, now that's another story. When we look at development in business theory and skills that can be used across departments, it may only be beneficial if the trainee has the proper mindset for growth. It mustn't be decided without thinking carefully about a number of aspects first. Development is an important part of company strategy and long-term goals.

M: I'm not sure I follow you.

T: Um, let me give you an example. If we take an experienced manager and give them training on how to provide motivation for their staff, that may not be worthwhile because this person almost certainly has the skills to do their job already. Training for a young and inexperienced manager, however, might be very helpful as development deals with preparing employees for future challenges and fits well into our long-term goals of developing talent. It's also a cross-functional approach meaning that we might develop someone who is currently in one department with the idea that the person might be moved to another department if we needed to replace a manager for any reason.

M: So, what you're saying is that development is really helping employees gain general business skills or concepts they can use elsewhere in the company and for their future careers. Did I understand that correctly?

T: Exactly right. And we still have the option of using the same methods of delivery as we have for training, namely in-house courses and blended learning, mentoring or finding an external trainer. The difference would only be in content.

M: And how do you decide then who gets training and who gets developed?

T: Um, that depends on who needs to be developed and how this will help the company. In the end, we need to make sure that the subject matter is relevant to their level of experience and knowledge.

M: OK...Thanks so much, Teresa. That's clarified quite a few things for me and I've made a note of everything you said. If I have any follow-up questions after I get back, I'll get in touch.

[Audio 2.03]

I've worked a lot with teams in my professional life, and, you know, there are a lot of problems caused

by different approaches to teamwork. In the end, I think there are two very different team cultures; one is more focused on the individual, each person having a clear and specific role and place in the team – this is team culture A. People like this because it's, well, clear roles – people know what they have to do and what the other does, and then they communicate like this – they have clear personal objectives, they make clear recommendations to the team based on their expertise – simple. And, there's a leader role, who can confirm any final decision. For team culture B, this isn't actually a team. What this culture values is interaction and collaboration – working together to offer and share ideas, to have a lot of discussions and take creative decisions. In these teams, roles overlap with each other; there are no clear borders for roles; lots of discussion. And you see no separate leader role. Yes, of course, there is a leader, but shared leadership is more important to have a culture where everyone is responsible for the final decision. Which is better? Well, that is a whole other question. All I will say is that people often have very strong beliefs about this, which can make it difficult for people from these different cultures to work together.

[Audio 2.04]**T = Takeshi S = Sam St = Steve**

T: OK, let's get started. So, just to confirm, we have Sam and Paula here in the room, and Steve joining from the USA. As you know, what we are looking to do here today is to decide how to digitalise the training and learning we do in the company, moving away from traditional classroom training, which still dominates the way we do learning here. This means finding ways to bring in new technologies, to become more flexible, and more efficient and effective in the way we do learning. Now, you all had the task of preparing a few ideas based on your country needs. Just to ensure everyone can say something, can we quickly go around the table, and hear everyone one by one, and then discuss?

All: Fine.

S: Takeshi, can we talk about budget as I really think this has a massive impact on what we can and can't do?

T: Sam, er I agree budget is really important, but I want to come to that a little later. I really want to focus on hearing the country presentations and getting a clear picture of the needs we have in the countries first; then we can think about the budget constraints.

S: OK.

T: Great. And just to say, we have Steve dialling in today but as we discuss things, it's important for everyone to speak up, give your ideas and get involved. I really want us to share the facilitation so everybody – step in, clarify, summarise – this is a team meeting.

St: OK, no problem.

T: Great, well, let's begin with you then, Steve. Can you kick us off with ...

[Audio 2.05]**T = Takeshi S = Sam St = Steve P = Paula**

T: Thanks for that, Paula. So, er we've now heard from everyone on their country needs. Where does that leave us in terms of next steps? Anyone got any thoughts on this?

S: Listening to what people have been saying, it seems that there's a consensus to reduce spending on soft skills training. That technical training is the main demand from the company.

T: What do you mean by that? Which soft skills?

S: I guess it's the usual things like presentation skills, negotiation skills, time management, and all that. Probably some of the leadership training, too, we could push to e-learning and save money.

St: Steve here. If I can just come in on that.

I actually really disagree, particularly on the leadership side of things and e-learning. Of course, people always look at technical training as the priority, but I think it's our job to defend soft skills and leadership. And I really don't think it's the training to digitalise. It needs a classroom situation so people can reflect and experience things together. If we do change, we need to be very careful. Sorry, I don't want to be negative, but I really feel strongly about that.

T: No, thanks, Steve. Um, feel free to say what you really think because it'll help us to be creative. Um, how do others feel about this? Paula, you have some experience of developing e-learning leadership training from your last company. What do you think?

P: Actually, we had an effective blended solution with a mix of e-learning and classroom training. But in that case we were able to implement it carefully over several years, to create a learning culture where that worked. We don't have that here. People expect classroom training, and don't want e-learning.

T: OK, so that's important. So, just to recap everything. Sam, you feel we have an opportunity to move to more e-learning. Steve, you are sceptical. Paula, you have seen this work in your previous company, but it needs to be done carefully. So, listening to you all, I think we actually agree that there are good options for change here, but there

are still a lot of details to work out and we need to be careful how we do things. Perhaps the next step would be to look carefully at some of the risks of using e-learning in soft skills and ...

[Audio 2.06]**S = Sam T = Takeshi St = Steve**

S: So, what we're doing in my area is to hold in-depth discussions with heads of all departments to gauge their response to e-learning. As I said, this is really important because it helps us to ...

T: Sam, can I stop you there? Buy-in from department heads is definitely important, but I'm afraid time is pressing and we need to come to a decision on next steps so we can move forward. I realise that we still have different views on some points. So, Sam and Steve, my proposal would be that you two work together on this for the next few weeks and come up with a plan on how we move forward. I think with more thinking, we can take a final decision. Sam? How does that sound to you?

S: I agree.

St: Fine with me.

T: Great. Sorry, but I need to rush to my next call. Thanks very much for this. I think we have made really good progress. I'll email round some possible timings for the next meeting very soon. And also, thanks to all of you for being so proactive and sharing the facilitation. As I said at the beginning, it makes a big difference if everyone steps in and clarifies, summarises and so on. And it really helped me and the discussion a lot this time. Good stuff.

All: Great. / Fine. / Thanks. Speak to you soon.

[Audio 3.01]**P = Pat S = Sam**

P: Hello, Pat speaking.

S: Hi Pat, it's Sam calling. I'm just looking at what I need to prepare for the test next week and I was wondering if you could help me with a couple of things because you know more about this area.

P: Sure, no problem.

S: I'm having a little difficulty understanding the concept of overall strategy and would like to understand it better. This is all new to me.

P: Oh, OK. How can I help?

S: Well, there are a couple of things I'd like to clarify regarding specific figures in a financial forecast. When I better understand them, I'm sure I'll be able to get the bigger picture too. I've emailed you the file that I'm trying to make sense of.

P: OK, well I'm happy to help. And perhaps I can send you a couple of printouts that I have with a list of words and expressions used in finance.

S: OK. Great. Thanks. Can I talk you through the points I'm unsure of?

P: Sure. I've just downloaded the attachment you sent me.

[Audio 3.02]**P = Pat S = Sam**

P: Right, I've got it open. Where should we start?

S: Well, can you look at the section on the top right? Specifically the total projected sales figures for each product line and each quarter.

P: Right.

S: I'm looking at column J. Are those figures gross or net?

P: They're gross. They're the total revenue you expect to get from each product.

S: OK, thanks. And tell me, what exactly do the figures in column L refer to? What's EBIT?

P: They're the margins on each product line.

S: Sorry, I don't follow. What are margins?

P: Margins show us how profitable the various product lines are. We calculate that by subtracting the operating costs from the revenue to get the operating profit. The operating profit is our margin.

S: I see.

P: We often use the term EBIT when thinking about the operating profit. It stands for earnings before interest and taxes.

S: Thanks, I've heard that before when people are talking about finance, sales and profits. Also, I don't know if my notes from the lecture are right. I wrote down that the figures in row 48 are averages. Is that correct?

P: Yes, you're right. They're averages of all of the products in each category, A, B and C.

S: Hmm. Can you go over that again for me?

P: Sure. So, for example, we add up the projected revenue from the six products in category A and then divide that number by six. That gives us the average revenue for each product in that category.

S: So you mean that you get the averages to see how profitable, on average, that overall category is?

P: Yes, that's it.

S: And if I remember correctly, I think we use the combined totals in each category to see where we should concentrate our sales effort? Is that right?

P: Exactly.

[Audio 3.03]**S = Sam P = Pat**

S: Thanks for your help, Pat. It's been really useful to speak to you. I often find it difficult to keep up with all the terminology, there's so much of it.

P: Would you like me to share with you a glossary of standard terms for you to use as a reference? I'll send you the link.

S: Yes, that would be great, but can I not find it in one of the books I am reading?

P: No, this is my own live glossary that I have been developing since I was in your year.

S: Really? What do you mean by live?

P: Oh, when I say live, I mean that it's cloud based. I share it with my study group so that they can update it too. Of course, we now know what words like margins mean but we haven't deleted them from the glossary. Everything you are learning about now is still in there.

S: Oh, thank you Pat. That's really kind of you.

[Audio 4.01]**L = Lina J = Jimena MB = Multi-Babel**

L: The Multi-Babel app translates your conversations in real-time. The Multi-Babel app is great if you want to network at conferences with people who don't speak your language, if you need to have business conversations, or if you want to socialise with people of different nationalities.

Forget about spending hours on learning grammar. If you wear these wireless earphones, which are connected to the app, you'll be able to understand instantly with simultaneous translation using voice recognition.

If you click here, you'll see all the language options. At the moment we have English, Spanish, Portuguese, Italian, French and Cantonese Chinese but later this year we'll also be offering Arabic, Hindi, Japanese, Korean, German, Polish and Russian.

Unless you use it through the earphones, everyone else will be able to hear your conversation! But, if you use the mute function, you can hear the translation through your earphones not the speaker. There is also another neat feature if you make a mistake – here, you can pause it and it won't translate the words that you said in the last three seconds. It's extremely useful if you accidentally say the wrong figure, or when you get a new client's name wrong. Cool, isn't it? You're probably wondering, 'All this is great, but how much will it cost me?' The Multi-Babel app with earphones retails at only 250 euros. But we're offering a special promotion this week for all participants at the trade show: you can purchase

three apps with headsets for the price of two. Earphones are available in a range of colours: black, white, blue, purple and red.

This app is really best used for one-to-one conversations. It isn't suitable for meetings with lots of people. However, I would recommend it for networking, daily conversations and smaller meetings. When you've tried it, you won't be able to live without it! And you'll want to get one for all your family and friends. I'm sure they won't be disappointed. The technology is changing so fast, we'll be able to offer you more languages and faster translations next year with the help of more advanced voice recognition, sensor technology and improved artificial intelligence. Let me just add that the whole process is done remotely in the cloud so it doesn't slow down your device, but you do need to be online.

Who would like to try it? Any volunteers? Yes, you, madam. Can you um put on these earphones? That's right. What's your name?

J: Jimena.

L: What nationality are you, Jimena?

J: Mmm, española.

L: Right, let's choose Spanish–English then.

I'll turn the mute function off so that everyone can hear. I promise you, you'll be amazed! Start talking when you hear the beep, OK?

J: Qué tengo que hacer?

MB: What do I have to do?

J: Qué maravilloso!

MB: How marvellous!

J: Quiero tres!

MB: I want three of them!

[Audio 4.02]**E = Eamon C = Chris**

E: So, what's new with our smartphones? At Dawnbreakers, we've developed a phone that's way smarter than any phone anywhere, combining the latest artificial intelligence, voice recognition technology and the ultimate digital personal assistant. But more of that later.

Since our last smartphone model, I'm pleased to tell you that we've upgraded pretty much everything: we've improved connectivity, we've upgraded the camera, and increased the pixel count. If you've seen the new screen, you'll notice it goes to the very edge of the phone. And of course if it didn't have high definition screen resolution, we wouldn't see video images so clearly. What else? We're currently developing the remote control function for interconnected home devices. This means you'll be able to operate all your home devices from your lights to the air conditioning, using your phone. And next year we'll be supporting more virtual reality

content with 'wearables'. So, if I were wearing goggles now, I could see the images in virtual reality. We're also going to be adding an improved 'priority' function. At the moment, unless I prioritise events carefully, the assistant over-rides my work schedule with my social engagements! My boss might not be very pleased if he found out about that!

We're already making smartphones more like robots. Let me show you a demonstration of how. My new personal assistant can help me with booking appointments and managing my schedule. Some of you will remember our demonstration last year with a prototype of the digital personal assistant. Since then, I'm very pleased to announce, we've improved battery life for voice recognition to work more effectively. ... Ladies and gentlemen, I'd like to present my assistant, ... Chris! Say hello to everyone.

C: Hi everyone, I'm Chris, Eamon's digital personal assistant.

E: Chris, you can help me with a number of tasks, can't you?

C: That's correct, Eamon.

E: Just give us three examples please.

C: I can search for stuff on the internet. If you like, I can control your home devices remotely, and I can remind you of important meetings or birthdays.

E: So, when's the next birthday I need to remember Chris?

C: Oh, that's easy, it's yours! Next week, on the 8th of March.

E: Mmm, I'd like to celebrate that. What about an Italian restaurant in Dublin? For Wednesday the 8th of March at 7 p.m.

C: OK, that's the 8th of March at 7 p.m. For how many people, Eamon?

E: A table for six.

C: Searching ... for ... you ... now... I've just found ... five options within 30 minutes from you. Let me know which one you prefer and I'll book a table.

E: Great thanks. I'll let you know when I've finished the presentation.

C: Sure. At 12 ... 15.

E: You can take a break now, thanks.

C: Thanks. I will!

[Audio Ext4.01]

- 1 You'll be able to understand instantly with simultaneous translation using voice recognition.
- 2 You can pause it and it won't translate the words that you said in the last three seconds.
- 3 You can purchase three apps with headsets for the price of two.

4 Earphones are available in a range of colours.

5 The whole process is done remotely in the cloud.

6 We've developed a phone that's way smarter than any phone anywhere.

7 You'll be able to operate all your home devices from your lights to the air conditioning, using your phone.

8 Next year we'll be supporting more virtual reality content with 'wearables'.

9 If you like I can control your home devices remotely.

10 Let me know which one you prefer and I'll book a table.

[Audio 4.04]

M = Mandy I = Isabella

M: Hi Isabella. You wanted to see me? What's up?

I: Hi, Mandy. Well, I'm not happy about this new policy of not being able to access our work emails after 8 p.m.

M: Uh huh.

I: We're a digital agency with clients all over the world. It's simply not reasonable to expect me to do my job and then limit me like this. I have to be able to access my emails in the evenings.

M: OK, hold on a moment, Isabella. You have to understand that the company policy is for everyone. This new system has been put in place for the benefit of the employees. There's an unhealthy culture of people still working electronically long after they have left the office and sometimes into the night.

I: Yes, but for some of us it's necessary, especially when our customers are on different continents. The servers are now holding incoming and outgoing emails after 8 p.m. until the following morning. You need to unlock my emails in the evenings.

M: Yes, but can't you just send your outgoing mails before you leave the office around 6 p.m., and then reply the next morning to any that come in during the night?

I: I can, but I need to leave earlier than 6 p.m. every day, and it also means I lose a day when communicating with some of our clients.

M: OK.

I: And it also means my inbox is already filling up by 8 a.m. each morning.

M: I see.

I: I need you to get the IT team to lift that blockage on my account. This change has to happen if you still want me to manage our customers.

M: Well, hold on a moment. Let's think about how to manage this and find a way that works for

you while still ensuring you have a healthy work–life balance.

I: Well, you know I have small kids and it's important for me to have dinner with them and put them to bed every day. That's why I leave at 5 p.m. I don't mind if I then have to work from home for a few hours in the evenings.

M: OK, I understand that. But ... I can't completely lift the blockage for you. You don't need to be emailing through the night, right?

I: No, I don't, but I do need some flexibility and to be able to access my emails after 8 p.m.

M: How about if we lift the blockage until 10 p.m. Would that work?

I: Yes, I suppose I can agree to that, but it still limits me a bit. Oh, and I need access to our virtual meeting software from home in the evenings too, but I'm happy to also limit that to 10 p.m. if I have to.

[Audio 4.05]

B = Barbara D = Daniel

B: Hi, Daniel. You wanted to see me? What's up?

D: Hi, Barbara. Well, I'm not happy about this new policy of not being able to access our work emails after 8 p.m.

B: I see. Let me make sure I fully understand your perspective. Firstly, tell me about how this situation affects you.

D: Well, I have many clients in other continents and we often need to communicate in the evenings. Why was it introduced in the first place?

B: Well, you know this new system has been put in place for the benefit of the employees. There is an unhealthy culture of people still working electronically long after they have left the office and sometimes into the night. It's a priority for us that our team has a good work-life balance. It's not specifically about the email block.

D: OK, I understand that, but I don't work into the night, and I'm happy with the level of flexibility I usually have in my job. I have a good work-life balance.

B: OK, well, what are your priorities?

D: Well, you know I have small kids and it's important for me to have dinner with them and put them to bed every day. That's a key priority for me. That's why I leave at 5 p.m. every day. I don't mind if I then have to work from home for another hour or so in the evenings.

B: How would you feel about having an extension on email accessibility in the evening but only for another hour or two? What do you think of that?

D: Well, the kids are in bed by 8 p.m., so it would be good to just have another hour or two in the evening to email and maybe have some virtual calls.

B: Yes, I think I can make that happen. But we should talk regularly about this. I don't want you to get snowed under or to be working too much at home in the evening.

D: It's OK, I'll let you know if I'm struggling. Thanks.

[Audio 5.01]

C = Carlota H = Hanna A = Antoni

C: So, as you can see from the agenda, what I want to do today is take time to think about how we are doing things. So just generally speaking, what do you think about where things have gone well and where the problems were, and how to change things going forward? Starting with Hanna: tell us, from your side, personally speaking or about the project, where have things gone well? What do you need to improve?

H: I think, overall, it's been good. I mean, in terms of my main success, I managed to complete the first two phases of my side of the project within budget. I had to be very careful with spending but managed it; no extra resources were needed. I guess, as you all know, my big challenge was in the early phases with production. We had some real time and quality issues with our production in Poland.

C: Which aspects of the project were the most problematic exactly?

H: Well, speaking openly, the first designs I produced were not high quality. This led to production issues. We lost some time at the beginning. I got it right in the end with a rework of the design.

C: What was the main cause of this? Why were there design mistakes?

H: Good question. Unfortunately, the designs had mistakes because I tried to do things too quickly. I had too much to do and tried to do things too fast. And then, the colleagues in Poland didn't see the problems until they produced prototypes. Yes, Antoni?

A: I think you're right.

H: They just worked with what I gave them. It got very messy. I should have planned more carefully. If I'd planned more carefully at the beginning, I could have produced a better design, and avoided time delays.

C: But I don't understand. We are all experienced. We always work under time pressure.

H: I think I just underestimated the complexity.

C: So, how do we plan to do things differently next time?
H: Yes, I've talked to my team and next time we will insist on having more time for the initial design stage and, ideally, a prototype stage too. It will pay off.
C: Yes, this has actually been useful. We now know we need to give ourselves realistic deadlines.
H: Yes, sometimes, slower is better.
C: Great! OK, Antoni, how about you?
A: Well. As far as I'm concerned ...

[Audio 5.02]

C = Carlota A = Antoni H = Hanna

C: OK, maybe just before we wrap up, I'd like to hear your comments on successes, things that have gone well, what we can do more of. On the whole, it turned out to be a success and I actually want to start here with a big thank you to Antoni for leading the production side so well. The production team has been amazing, so collaborative and they've produced excellent quality, and come up with quite a few design ideas.
A: Thank you, Carlota.
H: Yes, I can echo that. Your team has been so proactive, Antoni. A pleasure to work with. Please keep it up.
A: We will, we will. I'll pass on the feedback. And I'll invest the same time in positive collaboration in the future. Same from our side, it's been great that the design team has travelled so much to see us in Poland. Having you present, face to face in meetings, that has really helped.
C: Yes, I think face to face always works better than working remotely. We have to thank our project sponsor, Gina, as she agreed quite a high travel budget. Without Gina, travel would have been very difficult in the current financial climate. So again, well done.

[Audio 6.01]

R = Richard K = Katrina

R: Katrina Sands is the best-selling author of *Essential Ethics*, which features on the reading list of business degree courses around the world. She's also an ethics consultant to major corporations. Many thanks for being with us today, Katrina.
K: My pleasure Richard.
R: I'd like to start by asking you to define a key concept in your book for our listeners. Can you tell us what is meant by the term, 'triple bottom line'?
K: Yes. The triple bottom line is essentially a framework, or structure, if you like, for measuring how ethical an organisation is in terms of three

ideas: profits, people and planet. The problem is the TBL is difficult to measure.
R: But we can measure profits, can't we?
K: Well that's right. Financial profits are obviously the easiest to measure. Typical ways include looking at concepts such as a company's income, its costs, growth, the taxes it pays, employees' income, and so on.
R: How about measuring ethics in terms of people?
K: Social measures include, for instance, the number of hours of training employees receive, equality and diversity in the workplace, say, the percentage of female workers. Then there's health and safety, but, and this is where things get complicated, there is also the general physical and psychological well-being of staff. For example, a Human Resources manager can count the number of days taken for sick leave, but it's more difficult to measure how healthy and happy employees are. Social measures in the TBL also extend to relationships with stakeholders: suppliers and partners, the local community, and anyone else who is affected by a company's activities. And beyond that, an organisation can show its social integrity by organising philanthropic activities.
R: I see. And what about the planet?
K: Well, environmental measures in ethics include company policy on things such as its energy consumption, the use of natural resources like water, waste management, as well as carbon emissions and the impact of a company's carbon footprint.
R: Which is?
K: Oh by carbon footprint I mean the overall impact of a business on the environment. Of course many of these different measures are connected. To give you an example of profits and planet: by reducing packaging, you can also reduce costs, so that's a measure that's good for the environment and good for profits.

[Audio 6.02]

R = Richard K = Katrina

R: What kind of companies can use the TBL model? Are we really talking here about the big multinationals?
K: Businesses, non-profit and government organisations can *all* use the TBL model. But we need to take into account all three categories – financial, social and environmental. *All* three areas need to be integrated.
R: So could you give us a few examples of companies that are considered 'ethical'?
K: Sure. There's Natura Cosméticos, which sells cosmetics and personal-care products, and

has been in the list of the World's Most Ethical Companies since 2011. It is the only Brazilian company this year, and one of the few companies in the health and beauty industry.

R: I've read that Natura was awarded a certificate for sustainability. How exactly has it been ethical?

K: There were a variety of reasons. In financial terms, three percent of company profits at Natura were invested back into the communities. Over 75 percent of employees participated in the company's profit-sharing program. Natura also produces an annual report that is reviewed by a third party and is available to the public, so it's transparent about its profits.

R: Could you give us an example of its ethical conduct regarding people?

K: Sure, ah let me see ... well, more than 50 percent of Natura's managers are women. They would have had inequality in the workplace if Natura hadn't taken on female managers. And there wouldn't have been diversity in the organisation.

R: And how can we measure what is considered ethical conduct where the planet is concerned?

K: Many of Natura's products are based on natural ingredients: indigenous, Brazilian vegetables and fruits, such as passion fruit, that are produced by farmers in small communities. In addition, Natura gives details on its energy consumption, water use and waste production. Those are just some examples.

R: It's interesting to see that some companies have appeared in the world's ethical companies list every year. I see these include General Electric, PepsiCo, Starbucks, UPS, Xerox and Kao Corporation. The Japanese company Kao has received recognition for being in the World's Most Ethical Companies list for well over a decade.

K: That's right.

R: I'd like to know why you think the Kao Corporation has been on the list for so long?

K: For a number of reasons. Kao specialises mainly in beauty and health care products, but the group also has two other businesses: home care products and chemicals. What's interesting is that its CEO has said that integrity is a *core* value of the company. The Kao way is not just a philosophy: it is supported by a sustainability statement which focuses on three specific areas: conservation, community and culture. If they hadn't developed the Kao way, they might not have been listed as one of the world's most ethical companies. Kao has not only been recognised for its contribution to preserving the environment, but also for promoting diversity and for getting involved in social issues. For instance, their employees do voluntary work in local communities. You could argue Kao could have had a good relationship with local people if they had

simply donated money to the community but in this case, employees got involved directly.

R: But Kao and Natura are both big multinationals, aren't they? Can you give us an example of a smaller organisation that isn't top of the list but is an ethical company?

K: Well, I'd like to mention a cooperative called La Fageda, a company that produces dairy products and is based in Catalonia, Spain. They employ staff with mental health problems. In La Fageda, at least 70 percent of positions are held by people with disabilities, so it's a good example of social integration and diversity in the workplace. What's more, they source their own milk, in contrast with the big multinationals. At first, they distributed their yoghurts through hospitals and schools. Then they moved to the general food market and became commercially successful. But this kind of success poses a dilemma. It's the same dilemma for any responsible business: will they be able to manage growth without endangering their commitment to their users and customers? And we can also ask a similar question about a company's past. If they had grown faster, would they still have been a responsible business?

[Audio 6.03]

R = Richard K = Katrina

R: It's fascinating to hear about all the good stuff that companies are doing in terms of ethics. Nevertheless, isn't it extremely difficult to measure the triple bottom line?

K: It is certainly difficult to measure how an organisation affects the planet and people in the same terms as profits. The full cost of an oil disaster, for example, is huge and immeasurable in terms of money. However, Richard, to give you some more examples: if multinationals hadn't cleared huge areas of forests in the Amazon, they wouldn't have moved whole communities from their homes; and we could have slowed down the effects of climate change. If clothing manufacturers hadn't used child labour in sweatshops, those children could have continued with their education, instead of working in factories. It's totally impossible to put a price on these kinds of things.

On balance though, the TBL has fundamentally changed the way organisations measure performance and sustainability. It's in everyone's interest for companies to be ethical, transparent and socially responsible. Customers, employees, shareholders and the public expect it and, generally speaking, successful companies nowadays are looking further than just making a profit.

R: OK, many thanks Katrina. And we'll be back next week to discuss another business issue.

[Audio 6.05]**L = Luigi C = Caroline****L:** Hello, having fun?**C:** There are a lot of people, but it's interesting, yes.**L:** Luigi Moretti from Romtek.**C:** Caroline Macklin, Macklin Tours.**L:** Macklin Tours? I know the name. You've been in business for over a year now, haven't you?**C:** Very good, I'm impressed. Yes, we set up just eighteen months ago.**L:** I've heard great things about you. You have a good reputation.**C:** Thank you. But what do you do exactly?**L:** Um, we specialise in software solutions for small and medium-sized companies. Our expertise is in providing the correct support for each client.**Um, which systems are you using at the moment?****C:** Oh, for now we just use the standard spreadsheet and database software we could download for free, but they're not great really.**L:** I can imagine. Our solutions enable you to manage and communicate with clients more effectively. Er, so basically what we offer is better relationships and more sales, which I think everyone wants. Would you like me to talk through what we have?**C:** Yes, thank you. Maybe this is something we need to look at now that we're growing.**L:** Sure, shall we grab a coffee first?**C:** Good idea. I think there is somewhere over there where we can go ...**[Audio 6.06]****C = Caroline L = Luigi****C:** So, tell me a bit more about this software and how it could help us.**L:** OK, basically, it's software that we install on your company computers but host remotely on our server, er which helps you to organise and store customer data in a clear way. Your business will benefit when you can track sales, send out emails and mailshots to support marketing, and there's a useful finance element which you can use to track profitability per customer. Er could that be useful for you?**C:** Yes, finance tracking sounds really useful. And just what we need now we're growing and becoming more established. We need to stay on top of our numbers.**L:** Well, the final price will depend on which solution you need. So we should come to that later. But I really believe it's a perfect solution for small businesses looking to become more professional.**C:** How flexible is it, though?**L:** It's fully customisable. With our support, you can tailor this to suit your specific needs.**C:** Good. But it's not too complex, is it? Some of our people are a little older and not so confident with new systems.**L:** Not a problem. We also provide intensive onsite training to make sure your people can use the software. How does that sound?**C:** Sounds good. So, in principle, it sounds great, and what we've been talking about internally for some time to be honest.**L:** Are there any other questions I can answer right now?**C:** Well, of course, there's cost, and I think we need to see the product in more detail.**L:** Absolutely. On the cost side, I think we need to see what precise solution you need, how much consulting work is needed from our side. I can't really give you a number at the moment. But it's very competitive. Is budget a major consideration for you?**C:** It's an issue, of course, but we are growing, so it's more about what the software can deliver that is probably most important.**L:** OK. So, what would be a useful next step?**C:** I guess I need to see the product.**L:** Yes, so how about if I come over, show you the product, talk to you more about what is right for you ... ? I am absolutely certain that we have exactly what you need.**C:** That sounds great.**L:** OK ... would something in the afternoon next Wednesday work for you?**C:** Yes, let me just take a look at my schedule here and see what we can ...**[Audio 7.01]****H = Haruki J = Javier****H:** Hi, Javier. Thanks for coming to see me at such short notice.**J:** Sure. No problem. What's up?**H:** Well, it's good you asked that, but I'm also surprised that you've had to ask. As you know, we're quite behind on this project and really need to catch up.**J:** Yes, we do. We're all working flat out.**H:** I know. But this also means we're all going to have to go beyond the scope of our usual roles. We're going to have to go the extra mile to support everyone on the project and get finished on time.**J:** OK, so what exactly does that mean?**H:** Well, what that means exactly is that I need you to go to Japan to support the local team and make sure they are able to finish their part of the project on time.**J:** That's not possible. I can't go.

H: I'm sorry, Javier. I know the timing of this might not be great for you, but you have to understand the project needs your expertise and we need you in Japan to provide support. You don't have to go for two to three weeks, but you do need to be there by the end of the month. OK?

J: The end of the month? That's simply unreasonable. It's far too short notice. No. I can't do it.

H: But Javier, we both know that your expertise is the most relevant in this situation.

J: I'm sorry but I don't think expertise is the deciding factor here. You know everything I do. You should go instead of me. After all, you're the project leader and if the project is late, it's up to you to get it back on track.

H: OK, Javier. I'm sorry it's come to this. Let's take a break and then meet again in the café in ... fifteen minutes and see what solution we can find.

J: Yeah. Whatever!

[Audio 7.02]

H = Haruki J = Javier

H: Hi Javier, I'm sorry about earlier. Can we talk?

J: Why, what's the point? It seems to me that the decision has already been made.

H: So what you're saying is you definitely won't go?

J: Well, I still don't think it's necessary for someone to go. We can just monitor the situation from here.

H: Yes, we *could* do that, but I think we can both agree that it is always better to offer real-time support in person in situations like this. And there won't be any delays due to time differences. You know we often lose a day just replying to an email.

J: OK, fine. But it doesn't have to be *me* that goes. Why can't Mia or Julio go instead?

H: Maybe, but I know we're both on the same wavelength about their experience. Yours is a lot better, both technically and also in driving local teams to hit productivity targets.

J: In other words, you don't want to send either of them, and still want me to go?

H: Yes, that would be my preference.

J: I see. But it's unreasonably short notice. I have a lot of personal plans in the next month. There are two weddings I have to attend as well as my father's sixtieth birthday.

H: Fine, I see. Well, I understand your position, and reluctance, a bit more now. You usually enjoy travelling and experiencing new countries. I thought you'd jump at this chance when I first mentioned it.

J: That may be true, but Japan? I don't speak Japanese, and being there for a few days' business

trip might be OK, but for any length of time, I don't see how I could manage without Japanese.

H: Hmm.

[Audio 7.03]

J = Javier H = Haruki

J: ... And anyway, a business trip of this length and importance would normally be planned months in advance.

H: That may be a fair point, Javier, but the situation is what it is now, and we need to talk about it and work out a way to make sure the project gets back on track.

J: OK. So what do you want to do?

H: So, tell me your overall opinion about this issue the project is facing.

J: Well, I can see that it would help to have someone in Japan to offer support locally. And you're probably right that I'm the best person for the job. But it's just really inconvenient for me at the moment. How long do you have in mind anyway?

H: I don't know. What do you think?

J: I'm not sure. Definitely a few weeks, maybe a month.

H: OK. So from your point of view, it should take around a month of local support. Right?

J: Yes, I should think so.

H: Let's talk through these personal events you have and see what we can work out.

J: OK.

H: Well, let me first check a few of the things you've said.

J: Uh-huh.

H: So you've got two weddings and your father's sixtieth coming up, right?

J: Yes.

H: When are they?

J: Well, the first wedding is at the beginning of next month, on the 2nd, my father's sixtieth is on the 22nd. And the second wedding is a few days later, on the 25th.

H: OK, let's work together and try to find a solution.

J: How can we? You want me to go there for a month.

H: Yes, but of course you won't be there for a full month without a trip home. How about if we postpone your departure by a few days so you can go to the first wedding?

J: OK, that would be really helpful.

H: Good. And I'm open to other suggestions about how we can make the rest of it work for you.

J: Thanks. Well, if I get there by the 5th, that gives me about two and a half weeks before my father's birthday.

H: Right. So what are you suggesting?

J: Well, what if I work really fast and hard and put in some long days, and aim to have them back on track within two and a half weeks, and then I come back home.

H: OK, that works for me. But do you think it's feasible?

J: I'm not sure. I need to look into the exact problems and reasons for the delay more. But I think so. And if they're not ready, I'll go back out around the 27th for another week or two.

H: OK, so what you're saying is you're willing to go back out there after the second wedding if necessary.

J: Yes, I'm only willing to go out there if I can make all three personal events I have coming up. They're really important to me.

H: Sure. But you have to manage your time and tasks for the team in Japan so that they can manage without you there for the week in the middle.

J: OK.

H: And about the language issue. We already have an interpreter based in the local office who is always available to support. And you'll have your own office in the main department so you'll be close to everyone, and also to the General Manager there.

J: That sounds good. Thanks. But it'll be jumping in at the deep end. I really can't speak any Japanese.

H: That's great, Javier. Thanks a lot. I really appreciate your support with this.

J: And er I'll appreciate you remembering this when it comes to my performance review at the end of the year.

H: Ha! Don't worry. I will. This is a good thing that can lead to more opportunities in future. You'll have good visibility with senior management, both here and in Japan.

[Audio 8.01]

My trouble is I'm quite good at a lot of things. When I was studying at school, I didn't know which degree to do. My teacher advised me to follow my passion and study music, but my parents told me to study accountancy because I'm good at maths and I would have a better chance of getting a steady office job. Then my best friend, Piotr, who wanted to be an architect, suggested doing architecture with him so that we could study together. So I decided to go for architecture. The thing is, the first year was awful: it was really challenging and extremely competitive. To top it all, I found out too late that you had to study for ages before you qualified and were expected to work long hours. I was going to drop out of university altogether,

but my older brother suggested I swapped subjects and studied for a degree like physics and played my music part-time. But my parents insisted that I should do accountancy.

[Audio 8.02]

It was a tough decision but in the end I took my brother's advice because he knows me best. It was definitely a change for the better. Now, I'm enjoying studying physics and I still get to play in my band at weekends. We're working on our first album and we'll probably have a gig at a festival this summer.

[Audio 8.03]

E = Ethan P = Pranali B = Boon Tek L = Leticia

E: I'm the kind of person who likes to plan everything in advance. I don't like to leave my comfort zone, so I don't like changes. They make me very anxious. So, when my boss told me she was leaving, I was upset. She was a great manager: very encouraging and very reliable. The company didn't replace her for a few months, although they'd promised us that it would be a smooth transition. I hate the feeling of uncertainty, you know? Eventually, management informed us that there wouldn't be a replacement and we had to share out the work in the IT department between us! They told us that we just had to get on with it! Frankly, I'm working long hours every day. I have more responsibility but I'm not getting paid for it. I have to say I'm finding it difficult to cope. To make things worse, nobody cares if you're doing a good job. They tell us we shouldn't be so 'resistant to change'. At this rate, I'm going to have to find a new job, or ask to change departments.

P: My friends tell me I'm a very flexible person and I think I'm pretty good at adapting to change. I just get on with things and I don't mind leaving my comfort zone. However, some changes are obviously more stressful than others, like moving house, or having children. I had been working as a marketing director but suddenly a lot of us were made redundant due to restructuring in the company. That was a major change for me and it came at a bad time because we had just got a mortgage for our house. I was very low and I didn't know what to do with myself for several months. Then my best friend suggested that I reinvent myself – he advised me to get a completely new career and get out of my comfort zone. So I decided to set up my own business as a management consultant! The first year was incredibly difficult but I'm really happy because it's going so well. But I wouldn't have been able to do it

if I hadn't had the support of my family and friends at the time.

B: We had to relocate university laboratories to a different city. It was a real upheaval, not well-planned at all. They had not anticipated the risks involved. It was chaotic: we had to move delicate equipment, things got lost, and we were expected to do everything overnight. There was some kind of plan for relocation but they sent it to us too late and there were loads of last minute changes. I could go on and on. Basically, management had not consulted us. I realise change is sometimes necessary, but it's extremely important to have a shared purpose and for everyone to be informed. So, it came as no surprise when students and technicians complained that the new location was in the middle of nowhere, and clients were also annoyed. I have to admit, now that we've settled into the laboratories, I'm able to appreciate we're better off than before. We've got more light and space and the equipment is all up-to-date. It takes time to adapt, doesn't it?

L: I was really looking forward to early retirement and then when it actually happened it was very disappointing. I used to enjoy my work – I was a product manager for household products. I suddenly missed my colleagues and many of my friends were still working, so they didn't have the time to be with me. My husband, Juan, suggested going back to work. He suggested going back to work because I was becoming impossible to live with! It was then that I decided to retrain, so I became a tai-chi instructor. I want to help people cope with stress. In fact, I've already promised my colleagues I'll give classes at my old company! Juan says it's given me a new purpose in life. It's great because I only work part-time and still have time to help look after our grandchildren.

[Audio 8.04]

P = Presenter A = Alessia

P: Welcome back everyone. This morning, my first guest is Alessia Russo, a team leader in a major multinational company. She's here to talk to us about brainstorming. Good morning, Alessia.

A: Hi. Thanks for having me.

P: So Alessia, what is brainstorming?

A: Well, it's a process for generating ideas collectively and spontaneously.

P: And why is it useful?

A: Brainstorming generates ideas which other methods do not, due to the freedom it gives people to think creatively.

P: OK. And can you tell our listeners how best to do it? Are there any best practice guidelines for brainstorming?

A: Well, there are no 'golden rules' as such, but these eight stages can definitely help you to have a successful brainstorming meeting

P: Great. Let's hear them.

A: So, number 1: Define the goal, and 2: Start with a question.

P: Just the one?

A: No, it could be several questions.

P: OK.

A: Number 3: Collect as many ideas as possible, without evaluating them or commenting other than to thank each person for their ideas.

P: OK. Don't evaluate or comment on them.

A: 4: Put all of the ideas somewhere everyone can see them, for example on a board. Then you all decide how to group the ideas.

P: Uh huh.

A: 5: Ask people to give more details about their ideas before evaluating any of them.

P: That's so you don't discount them before you understand the ideas fully, right?

A: Exactly. So, 6: Only at this point should you start to discuss, evaluate and build on the ideas. You will then be able to discard ideas and this will lead to the next step, which is 7: Always end with some clear decisions.

P: Great. Clear action points.

A: And finally, 8: Thank everyone for participating. Even if some individuals didn't come up with the final idea, their presence helped to create the atmosphere that led to the outcome.

P: That's excellent. Thanks very much, Alessia.

A: It's been my pleasure.

[Audio 8.05]

We're here today to address the challenges presented by the fast growth in our organisation. As you know, we've grown from having fifty employees three years ago and largely having a national focus to now having around 200 employees and more and more international clients. These statements highlight the issues we're facing: we still have a very flat hierarchy and people have a lot of autonomy. But we need to introduce some structure in the way we manage our work, our teams and our reporting lines.

Let me outline the structure of this brainstorming session before we begin. I'll write up a series of questions around these issues for you to think about. For example, how can we bring more structure and focus to the way we work in teams and across teams without losing flexibility and

spontaneity? These opening questions will help us to think about the main challenges ahead. After a phase of collecting ideas, we'll group them on the board here, so we can bring them together. At the end of the session it would be great if we could have a clear idea of some steps we can take. Let's see what progress we can make in 45 minutes. OK? Let's get started ... Remember, we're going for quantity of ideas here. The key is that we collect as many ideas as we can without judging or criticising them. So, feel free to introduce any idea or make any suggestion you like.

[Audio 8.06]**S = Sophia M = Marco L = Lisa Sv = Sven**

S: OK, everyone. I can hear that you're all still going strong and coming up with a lot of ideas, but I need us to keep an eye on the timing so I have to stop you there. Can you please come up here with your ideas on the sticky notes and stick them to the board? Can we include them all at this point? And there's no right or wrong way to group them. Just do what you think fits best.

M: OK, thanks, Sophia. Like this here?

L: No, over here. Put that one together with my one. We can start to form groups of topics.

S: Thanks, Lisa. Just so everyone's clear. Let's think about process for a moment. How would you like to group them?

L: Well I was thinking that if we see topics that are similar, we can start to group them together.

M: Sure. That's a good idea.

S: Firstly, thank you all for your ideas. It's great to see so many all grouped like that on the board. I don't want to assume what your ideas mean, so let's discuss them to help me understand your thinking better.

All: Great. / OK. / OK.

S: Can we start with this group here? Whose idea is this one here?

Sv: That's my one.

S: Thanks, Sven. Could you expand on this point for us? What do you mean by 'Daily stand-up'?

Sv: Well, I mean that we could have a short meeting every day with all team members in a particular department. We keep the meeting quick, and do it standing up. Everyone says what they're working on, if they need support, or have capacity to support others. And then we're finished after ten to fifteen minutes. I've seen this done in other companies.

S: That's a really interesting idea, Sven. Thanks. Let's go with that ... and maybe try it out next month.

M: Great, and adding to that idea, we could also update these tasks on the team status board for those who can't make the meeting.

S: Good idea Marco. Let's have a look at some more ... How about this one? Whose is this?

L: That's mine.

S: Thanks, Lisa. So, 'Rotate team leaders'. What does everyone think about that as an option? Does it need further discussion at this point?

Sv: I'm not sure. We tried that before Lisa joined us, so she couldn't have known. It was difficult and didn't really work, though that doesn't mean it won't if we try it again.

L: OK, let's park it for now, Sophia. And Sven, let's meet and you can tell me how it went last time.

Sv: Sure Lisa.

[Audio 8.07]**S = Sophia M = Marco Sv = Sven L = Lisa**

S: So, we've almost reached forty-five minutes and I'd like to finish on time, as I know you're all busy. It's been a great session. Thanks everyone for your input.

M: Thank you, Sophia. It's been useful to think about these things.

Sv: Yes, thanks.

L: From me too.

S: Great. So to review our main decision, are we all agreed that we're going to try the 'Daily stand-up' idea and also these two other ones over here. We need to research the point about rotating team leadership a bit. Lisa, can you look into this and find some examples of how it can work in practice? Let's also do some further work on this middle group of ideas as a priority. Marco, can you look into that?

M: Sure, happy to.

S: Great. So let's meet again in two weeks and you can report back on these various actions. I'll send out a calendar invitation.

[Audio BW1.01]**J = Johannes M = Martina**

J: Hi Martina, do you have a minute? I wanted to speak to you about some problems I'm having in the Sales Department.

M: Sure, ... I wonder if they are the same problems we are having in Finance.

J: Well, my biggest worry is finding staff to fill some empty positions. I've had over ten interviews and have now contacted some of the local employment agencies but haven't found anyone who matches the job description. On top of that, I'm also concerned about keeping the people I already have. I don't know if you have heard, but Emma is

leaving at the end of the month and that is a big problem for the department. I don't know how we are going to replace her and none of the people working for us already are interested in the position.

M: Johannes, I have exactly the same problem. The staff turnover has really increased in the last year – I think we must be doing something wrong. I've lost two of my key people in the last six months and when I hold interviews, candidates don't seem very enthusiastic about working for us. We've even had people leave without giving enough notice as they've found better jobs elsewhere.

J: I think we need to change the way we do things around here. I've got some ideas I would like to discuss with you, if that's OK. Then, maybe we could present them to the board together?

M: Sounds good to me. I've been thinking as well. At my last company one thing we did was to make sure the atmosphere in the departments was positive and supportive. We also did our best to be transparent about decisions when it was possible. Employees today seem to think that's really important.

J: I agree with you Martina. Everyone here works hard so I think we need to find a way to recognise that. It's important that all our employees feel respected and are told when they do a good job. We may even need to set up a proper system for doing this. I know that salaries are important too, but we just can't compete with really large multinational firms. That's why we have to stress the work-life balance that we can offer.

M: You are right. Let's fix a time to talk about this in more detail. But before we do, perhaps we could talk to some of the people in our teams to get their views? What do you think?

J: Good idea. I'll chat with some of my staff this week ... you do the same ... and then we can compare notes. OK?

M: Perfect!

J: Have a good day.

M: You too.

[Audio BW1.02]

One

J = Johannes T = Tomasz C = Carolina

J: Hi Carolina, Hi Tomasz. Thanks for making time for this chat. I've arranged it because I'd like to get your views, informally, on a few issues that have come up recently.

T: OK sure, what can we help you with?

J: Well, I am sure you have noticed that a number of people have been leaving the company. We are trying to figure out what the problem is. Tomasz, do you have any ideas?

T: Well ... I guess one thing might be the hours, um ... although we have flexi-time for office staff, we don't for the field sales teams or in the production area. We try to help out when people have problems with shift work by moving them to different shifts, but it isn't always possible. Flexi-time makes a big difference to people who have to travel a long way to work or for people who have to take their kids to school before they come in. I know there are still some people who aren't happy about their hours though. Carolina, have you heard that, too?

C: Well, yes, but to be honest I hear more complaints about the fact that people feel that they don't earn enough. And then we have a few who complain about meals. The subsidised canteen is a good perk and it's cheap, but there are still a number of people who say the quality of the food isn't very good. Things have improved, though, since we started offering discounts for local restaurants and a lot of people seem willing to pay a bit more for their meals. What else? Can you think of anything else, Tomasz?

T: Yes. Some of the newer staff like me find that it can be difficult to work with other departments. I get the feeling my ideas are not always taken seriously. But it seems that people who have been here a long time don't have that problem. I'm not sure what I'm doing wrong.

J: I'm very sorry to hear that Tomasz. Anything else?

T: Ah ... yes ... Emma told me that one reason she was leaving was that she felt she didn't get support to help her develop her career and move to a better position.

C: Yes, I've heard this as well from a few colleagues. They said they didn't feel the courses we offer were very helpful and felt we should make sure all staff got the training and development they needed for their jobs ... and for future careers too.

J: That's a really interesting point. We have a number of courses and training options but perhaps we need to see what improvements we can make. Some of our courses are very popular but maybe we need to find out why some people aren't happy with the programme. Well, thanks both of you for your input. I'll think about what you've told me and see what we can do about the issues.

C: Thanks for listening to us, Johannes. It's good to be involved.

T: Yes, absolutely.

Two

M = Martina S = Sirina A = Andy

M: Good morning, both of you. Come in, make yourselves comfortable. Now, there's nothing to worry about. I've called you in because ... well,

I am sure you have noticed that several people have been leaving the company ...

S: Yes, we have, Martina. I think everyone has!

M: Yes, it's unfortunate, and I'd like to ask you some questions about why it might be happening ... so we can address any issues. Please, you can speak freely.

S: OK, well, for one thing, I don't understand why we need to dress so formally when we're in the office and not meeting customers. Buying business clothes is expensive especially for junior staff. Andy, what do you think?

A: Well, I can see that might be a problem, but I don't think it's the main issue. I have more of a problem with the other members in our department. Each person is just interested in their own job and they don't seem to want to work together, or collaborate very much. People don't socialise either, not even to get a coffee or have lunch together.

M: Thanks Andy, I have noticed that as well. We certainly need to do something about the lack of team spirit. Sirina, do you have anything to add?

S: Yes, I would also like to say that I prefer to be independent and organise my day as I think best. I find it very hard to work when someone else tells me what to do and when to do it, but that seems to be the culture here. I have been here long enough to know what needs to be done and always finish my work on time – I should be trusted by now. Do you agree, Andy?

A: That hasn't been a problem for me personally, but I have heard other people in the office say similar things. There is another thing though, I seem to spend a lot of my salary on my monthly train ticket. It would be good if the company could help me out somehow with a discounted travel card for the train or bus – I got that in my last company. And on that subject, the amount we get for fuel when we use our cars for business really isn't enough. Sorry, er one more thing! As I spend most of my day sitting, I would also really appreciate something like subsidised gym membership which would make it cheaper for us or offer discounts for activities that we could do after work or on weekends. We do get some vouchers but they're not very interesting for me.

S: And, Martina, my last company rewarded us with a bonus when we reached our goals or when the company did really well. I think that can be very motivating for staff – money isn't everything, I know, but a little extra to say 'well done' sometimes would be great. At the moment only management and some people in certain departments get bonuses, which I have heard are fairly small. But I really think we need a bonus scheme that includes everyone.

M: OK, well thank you for all of that! It sounds as if we have a lot to think about, but that's been really

helpful. Perhaps a good next step would be to put together a survey for staff. I imagine we'll be asking you for more information soon!

S: Good idea.

A: Course, happy to help!

[Audio BW2.01]

K = Karen A = Akito F = Frederik V = Victoria

K: Hi everyone, it's Karen here. I know for some of you it's very early or very late so thank you for making the time. How is everyone?

All: Fine. / OK. / Good, thanks.

K: Great. So first, I want to say I appreciate the feedback you've sent me over the last few months. It's been really helpful. Based on that, I'd like to discuss the difficulties we seem to be having with training and development worldwide. After reading your reports, it's becoming clear that we have different problems in different regions and I'd like to talk to you about some ideas for how to solve this. Akito, I know you've had concerns about what's happening in Asia. Er, can you give us some more details?

A: Thanks for asking, Karen. We've tried several different programmes but they don't seem to be very successful. There are aspects of the business that work very well but we need more support in others in order to help our staff do their jobs well. They don't feel that the training we offered them is practical enough to help them in their day to day work. I would be very happy to get some help with this problem.

K: Thanks Akito, we definitely need to work on that. Frederik, you also mentioned that we need to find new training options in Europe, is that right?

F: Absolutely. We are having problems making training both interesting and cost-effective. Our courses cost us quite a lot of money but are not showing the results we'd hoped for. Staff also complain that they last too long which makes it difficult for them to keep up with their workload. From what we've seen, the results have not been very positive so it seems to us that it's not worth spending so much on these training sessions.

K: Thanks Frederik, that's certainly something we need to look at carefully, too. Now, Victoria, would you like to add anything about South America here?

V: Well, at the moment we keep trying to interest our staff in the programmes we have, but most of them just don't want to take part or drop out before they're over. They're so busy with other things and don't seem interested in spending more time at the office. Our courses have been voluntary but we often have to cancel them because so few employees sign up for them.

K: Well, thanks for the information – that’s not terribly good news! Now, I have an idea about setting up global e-learning or blended-learning courses which include both online and face-to-face elements but I need your input on what exactly the staff in your area feel they need to work on. I’d say that we can teach information about the *products* online. However, when we teach a *skill* like customer service or rapport, I mean understanding another person and their point of view, we need to do this in person. Can each of you do some more research and then put together a short report for me? Then we can meet again to start working on this concept. How does that sound?

All: Good. / Great. / Good.

K: Can you get me these reports within the next two weeks? I’ll then send you some ideas and we’ll set up another call to discuss them.

V: Sounds like a good idea. I’ll get on it right away.

F: Yes, I agree.

K: OK with you as well, Akito?

A: Of course, I’ll start as soon as we finish the call.

K: Great, glad we all agree on this. And now, I’d like to go on to the second point on our agenda, our ...

[Audio BW3.01]

H = Hannah J = Jo A = Alex

H: Eh, morning everyone. First thing on the agenda this morning is the information sheet we need to produce for the local university business school ... about what venture capital companies do and how we do it.

J: That’s for the lecture they want us to do about VC investment, right?

H: Yep, and we’re offering two student placements in our organisation next year.

A: Oh right, I’d forgotten about that. We’d better draft something out quickly though, ’cause we need to talk about new investments today.

H: Don’t stress, Alex! This shouldn’t take too long. Come on ... do you want to start?

A: OK, well, I think we need to remind the students why we exist and not to believe all the bad press we get, especially when we invest in established companies.

J: You mean the stories about asset-stripping and not caring about the future of employees?

A: Absolutely. We need to dispel that idea immediately and show that we can also be a force for good in the economy.

H: That’s a good point. We should make the point that we are often the last resort for good

businesses who’ve been turned down by traditional lenders.

A: Exactly. And also that we’re giving them much more than money: that we also provide experience, advice and contacts. We should give examples to show how many successful companies today wouldn’t be here if a venture capital company hadn’t got involved.

J: Too right. Where would companies like Google have been without its VC backers?

H: To name but one. OK, so the next thing we need to explain is how we choose the companies we invest in. How do we know they’re going to succeed?

A: Well, of course, we don’t, do we?

H: Precisely but we do our best to limit the risk by checking them out as thoroughly as we can.

[Audio BW3.02]

J = Jo H = Hannah A = Alex

J: It’d be a good idea to have some sort of guide about what to look for when considering how to invest – that we can hand out at the lecture.

H: Good idea. Well, I think we’d all agree that the most important thing is the management of the company.

J&A: Yeah.

J: People often think we only look at the financials. Of course the figures are really important but they’re one dimensional and won’t really tell us if the company is going to be successful in the future.

A: A company won’t succeed without good leaders. We need to know that the management team will be capable of carrying out the business plan successfully.

H: That’s right, the whole management team must have relevant experience with a good track record.

J: And if it doesn’t, the company needs to recognise that and be ready to recruit managers from outside the organisation.

A: So true – do you remember that great little company last year we looked at? The CEO was also the founder and his ideas were fantastic but he flatly refused to take our advice to employ outside experienced managers. That could be an example of a situation where we decided not to invest.

H: And he went bankrupt six months later, didn’t he? We could’ve turned that business into something remarkable.

J: But because we did our checks, we didn’t waste our time fighting a losing battle with the CEO.

A: Such a shame! It was an amazing idea and shouldn’t’ve failed.

J: And that's the next thing - the product or service itself has to have a competitive edge. It's got to have legs and not be a short-lived wonder.

H: Yes, we like the ideas that can solve real-life problems in a cost-effective way and which can generate sales before the competitors have realised what's happening.

A: That's why we've got to study the market carefully. Is the business targeting the right market and is the market big enough to generate millions so that we get the returns we need on our investment?

H: Or even billions.

A: Ideally, yes. So the business plan must have a detailed market analysis.

J: And finally don't forget the risk assessment. Obviously it's our job to take on risky businesses, that's why we need to do due diligence and evaluate potential problems, such as legal issues.

H: Yes, and it's important to ensure that there's a foreseeable exit from the business so that we can see the return on our investment.

J: And that the funding we offer must be enough to take the business to the level we expect it to reach.

H: That sounds great Jo. Can you draft out the document for the next meeting?

J: No problem.

H: Alex, can you outline our lecture?

A: Leave it to me.

H: Thanks. OK, now let's move on to the new investment opportunities ...

[Audio ExtBW3.01]

As you can see from this pie chart here, our biggest export market is India, where around 60 percent of all sales revenues are generated. Our second most important export market is North America, which generates 25 percent of all sales revenues for the company. This is growing and should be nearer 30 percent next year. The final two sections of the pie chart are 10 percent for Europe and 5 percent from Australia.

[Audio ExtBW3.02]

Now let's look at the sales figures month on month compared to last year. In January total revenues were 5.6 million dollars, 6 percent up on the same time last year and more than we expected. Unfortunately, there were problems in February and sales fell by 1.52 million dollars to 4.08 million. This was because of supply problems and transport strikes. March saw an upturn in sales which reached 6.4 million, right on target and April was even better when sales soared to 8.75 million. This

is mainly due to the launch of the new product line, which has proved to be very popular. During the next three months sales rose steadily to reach 10.8 million in July and then in August they went up to 12 million. September saw sales slow a little and in October, revenues once again returned to the August level. In November and December revenues increased by 2.1 and 2.5 million to reach 14.1 and 16.6 respectively so the year ended on a high as we surpassed our annual target.

[Audio BW4.01]

1 This is Matteo Blinksman. I want to complain about one of your robots: the security guard. I've just been pushed over by it and then it grabbed me by the arm to stop me getting up. It also shouted at me and told me to get out of the hall. This robot needs to be stopped.

2 Mr Hideaki Egami here. That's E G A M I. I've just checked in with your receptionist robot, Mayumi, and er I must tell you that her Japanese skills are terrible. I won't tell you what she said but I was extremely offended by it. I think you need to look at the programme again. I'm happy to meet you in person to discuss the problem.

3 Hi, Mark Steadman here. Er, just thought you should know that although the coffee robot, Bob, is fantastic and makes the best coffee I've ever tasted, unfortunately he managed to spill hot coffee over me and ruined my suit jacket. He said sorry but it could have been really dangerous. As it is, I'll need to have the jacket cleaned as soon as possible. As I say, he did apologise profusely for the accident, so er good speaking skills I guess!

4 Hello this is Wei Ling. I must complain about your security robot. He's completely mad. He confiscated my bag when I went in to a presentation and wouldn't let it go. He seems to be rather over-enthusiastic. He has now walked away with my bag and refused to let me have it. I don't want to miss the presentation and now I have to follow the robot because my laptop is in it.

5 Sarah Buchanan. Your robot café is a total disaster. What a stupid idea. The food was good but there were some problems with serving it. The idiot robot managed to drop my plate on the floor and the food went over my very new and expensive shoes. I demand compensation immediately and that you put real people in as waiters.

6 This is Aleksander Baron. I think you ought to know that the driver robot, Oskar, took me to the wrong destination three times. You've got some problems with him. I thought at first it was my accent that he didn't understand, but this seems to have happened to quite a few other people too, not just me.

[Audio BW5.01]**C = Clara F = Felipe J = Juliana D = Diego**

C: Hello everyone. I'm Clara and I'll be here for the next six months in the HR Department. I'm really pleased you could all make it here today in person. There are several issues we're dealing with at the moment and I'd very much like to get your feedback on them. Felipe, I believe you're one of the regional managers, right?

F: Yes, I manage staff in some of the northern areas of the country.

C: Uh huh and Juliana, you're also a regional manager but in the south I believe?

J: Yes, that's right.

C: Diego, great to have you with us. I really feel that a good working relationship with the union is vital when we deal with issues around performance and rewards.

D: Thanks for inviting me. I'd also like to find ways to work together on this.

C: Well, let me start with the background. As you all know, the field of renewable energy needs to stay up-to-date and innovative. In the past we always found recent university graduates to be the ones who can best help us reach these goals. However, it seems now that the grads we hire don't stay very long, which is a problem for us. On the one hand, we need people we can rely on to take ideas forward, but on the other hand, we are not happy about them taking what they have learnt about the business to our competition. That's why we need to discuss this problem and brainstorm some ideas. What do you say, Diego?

D: I agree, Clara. The problem for young staff is that they expect to be treated differently than the people we hired even ten years ago. Many of them wait longer to rent or buy their own apartments. That means that they often don't have the pressure of high living costs so if they aren't happy they go elsewhere. In many cases, the work-life balance is also more important for them than lifelong employment or spending hours at work to get ahead. Have you seen this as well?

J: Absolutely. Many of the expectations they talk about in their entry interviews never used to come up so are a bit surprising to hear. Some of them may be viable but I think we need to discuss these carefully and think about them before we start making major changes. What do you say Felipe?

F: I agree as well. I've been in the business a long time and years ago people were just happy to have a job. Today, young people see things very differently. They want time for families, friends, hobbies and seem to forget that they are just at the start of their careers. I think they need to put in a few years before they can ask for certain things. Some benefits they mention are ones we haven't

even considered and others are not the ones we usually offer to employees who are just starting out. As Juliana mentioned however, some of these could be put into practice and some would be impossible to do. Clara, how would you like to take this forward?

C: I am mostly concerned about the reputation of the company, which is another reason I called this meeting. If we change things too quickly, it could have a negative effect on how we are viewed in the business community. This could really hurt us in the future. I also don't think it's fair to those employees who've been with us for many years to suddenly change the way we measure performance. Nevertheless, I also think that we need to take this situation seriously.

F: Mm hmm, what do you suggest?

C: Well, you're all going to be here at head office for a couple of days. How about if each of us thinks about this and notes down which particular changes might be necessary? I'd also like to think about how we can look at goals to make them measurable so that we can decide how and when to reward performance. Does that make sense?

D: Interesting idea. I suspect that we may have very different ideas.

J: Yes, we probably will, but it seems like a good way to approach this. What do you think, Felipe?

F: Let's give it a try.

C: Thanks everyone. So, let's meet again tomorrow morning and see what we've come up with. I'll put something in our calendars ...

[Audio BW5.02]**C = Clara J = Juliana D = Diego F = Felipe**

C: Good morning everyone. How are you doing?

J: Fine.

D: Glad to be here.

F: Fine, thanks.

C: Great. Coffee, anyone?

J: I'd love some.

F: Yes please. Thanks Clara.

C: So, if everyone is set, let's get started. I'm really looking forward to hearing the ideas you've come up with. Juliana, do you want to begin?

J: Sure. Um, this was really an interesting exercise. I did some research and some thinking and have a couple of suggestions. First of all, as you know we have a number of projects which we assign to different groups of people. So far, we have mostly looked at whether or not they were completed on time but I think what we are missing is a quality check. We need to see if the projects meet the goals that were set and if the project

teams are submitting follow-up reports that are clear and well written.

C: Good idea. Would these be checked by the bosses in the departments?

J: Yes, or even at the regional level. The goals also need to be monitored and those who manage to finish on time and deliver the quality we are looking for could be next in line for pay rises or even promotions.

D: Even if they haven't been with the company very long?

J: Er actually, the projects I'm thinking of normally take some time to complete but yes, it could include those who have recently joined us. I think it could be very motivating for staff.

C: I think it's worth trying, Juliana. Felipe, what do you think?

F: Sounds good to me. I'm curious about how it will work in practice.

C: Me too, but I like the idea. Er, and Felipe, what's your suggestion?

F: I was thinking of something like 360 degree feedback so that they get feedback from different people they work with. A survey of our business partners and clients could help us find out how staff are performing. We shouldn't forget that personal relationships are also necessary to our business and we need people who work well with others.

C: Great idea, Felipe. This is certainly something we can try. Er, Diego, any comments from you?

D: As I represent the workers here, I think anything we do has to take their needs into account. In the research I did, I found a number of articles that say it's important for employees to see a connection between their personal work goals and the overall goals of the company. I think we need to be more transparent and let everyone know what we are trying to achieve. Then we need to find ways to show staff how their jobs and tasks support our overall strategies. This might mean looking again at the company's key performance indicators and making them clear to everyone.

C: Good idea. Thanks, Diego.

D: Glad to help.

C: Does anyone else have any comments to make?

F: Not at the moment.

J: No, it's all clear to me.

C: Then I think we can wrap this up. We've made a good start this morning, thanks everyone. I would suggest that we make sure that all staff meet regularly with their line managers to discuss what they're working on. Then they could talk about any problems they might have and any suggestions they have to improve the process. Do please send me any other ideas you have so that we can discuss them next time. Have a good day everyone.

[Audio BW5.03]

C = Clara D = Diego

C: Diego, I thought it would be helpful to speak to you alone about some of the expectations that our new employees have. I understand you've been in touch with the interviewers as well as employees who've been with us only a few years so I guess you've been hearing quite a bit about what they feel they need. So, what can you tell me?

D: Well, first of all, our younger workers are frustrated by the length of time it takes to get promoted. Many of them feel that they are bringing in fresh and important ideas to drive the business and then they feel left out when promotions are announced. These always seem to go to people who have been with us a long time, no matter whether or not they are really contributing to the business.

C: I see. I've heard this as well. Is it the same problem with pay rises and bonuses?

D: Yes, if the promotion comes with an automatic pay rise. The bonuses seem to be less of a problem as we have given bonuses for ideas to younger staff. They find that to be very motivating and I would suggest we continue doing that.

C: I agree. In a business like ours, we are dependent on these new and innovative ideas and they are worth paying for. Anything else?

D: I've been hearing from younger staff that they aren't very happy that parking isn't provided if they drive to work and we don't offer any subsidised public transport tickets. They see that older staff members have their own free parking spaces and they don't understand why they are treated differently. Some of them have also mentioned the fact that they work a lot of hours and feel that discounts to a gym or even a free fitness facility on site would be greatly appreciated.

C: Mm interesting, I'll look into the gym discounts and the fitness facility although I can't promise anything. Free parking is another matter, however. As you know, we have limited space for cars in many of our locations and this is a privilege we have given to staff based on length of service. But perhaps we can do something about subsidies for those using public transport.

D: As long as we're discussing this, I'd like to just mention some of the other things I've heard from junior staff.

C: Yes, please.

D: There have been complaints about doing overtime as this means they work many hours in the week. They would either like to see overtime pay increased or get time off to make up for it. Younger staff members also feel that pay rises are not regular enough, they'd like more career skills seminars or other skills training sessions to help

them with their day-to-day jobs, a limit on the number of business trips they need to take, flexible hours, and more social events to get to know their colleagues. Many of them said they are happy about the bonus system we have in place which rewards ideas and not just goals but they feel that we could do more to keep them happy.

C: Thanks, Diego. This is really helpful. I will have to think about this and get back to you when I have more information.

[Audio BW6.01]

P = Presenter R = Reporter

P: One of the success stories out of Africa recently has been that of Josef Ndege, who's built a successful construction business with strong ethical principles. He's famous for his charity work and support of the underprivileged in his country. However, recent newspaper reports claim that funds destined for educational purposes have disappeared and found their way into local businessmen's pockets. This kind of corruption is something that Mr Ndege has strongly criticised all his working life. So, to understand the situation better, I've been talking to a local journalist, Precious Otieno.

R: Yes, thank you. I've now spoken to several people involved with Mr Ndege. One was Eunice Mazula, who is CEO of an educational charity here called HappyEd, which Mr Ndege has supported for many years. Ms Mazula pointed out to me that they have managed to build several schools and give thousands of children an education and that many of these children wouldn't have had an education without the funding from Mr Ndege.

P: And has everyone you've spoken to been so positive about Mr Ndege, Precious?

R: No, absolutely not. I also spoke to two of AFhomes' employees about their experience working for the company, Julius and Nkomo. Julius has worked for AFhomes for ten years. He began by saying that the company had always paid staff well and looked after their families. However, two months ago he was transferred to the Dodoma project and, since then, he hasn't been paid and is naturally becoming very worried. Nkomo is employed as a carpenter by AFhomes working on the houses here in Dodoma. He claims that the work site isn't safe and that there have been several accidents. The company also promised to pay for his kids to go to school, but he hasn't received anything they promised so far. Like many others though, Nkomo can't leave because he needs the job and the money.

P: Aha, so a mixed picture locally. And I think you've also received a statement from the Land Conservation Agency, is that right?

R: Yes, the Land Conservation Agency has been very quick to support Mr Ndege and their joint partnership. Their statement says that despite recent negative press reports, they would like to assure the public that their involvement in the Dodoma project was agreed because they believe that this is the best way of protecting our environment and wildlife for future generations. Furthermore, they have every confidence in Mr Ndege, whose actions have always been above board and ethical and they believe that any investigation will bear this out.

P: And breaking news is just coming in. Apparently the AFhomes' Dodoma project has been closed down while the government investigates accusations of wrongdoing and unethical business practices. This is a severe blow for Josef Ndege, the flag bearer for ethical business in Africa.

[Audio BW7.01]

R = Rahul D = Divya V = Varinder A = Aarav

R: Thanks everyone for joining us today on this call. As I'm out of the office for the next week, it seemed the best way for us to go over the final details for the trade fair called 'Games and toys for all' which is taking place in Hong Kong next week. Divya, I guess you have been arranging most of the details, is that right?

D: Yes, I have, with the help of my staff. As you all know, it's a four-day fair from Tuesday to Friday. Varinder and Aarav, are you clear on the arrangements for flights and hotels?

V: Yes, a staff member and I are flying on Sunday and one more from the marketing department is joining us on Monday. The centre will be open on Monday so that we can set up our stand. Those of us flying on Sunday will be working on this. Aarav, I think some of your staff from the product development department will also be there then, is that right?

A: Absolutely. Some of the toys are still in the development phase so we wanted to make sure they were displayed correctly at the stand. I have two staff members coming with me on Sunday and another one joining us on Monday. How many are coming from sales, Divya?

D: I am going myself, of course, and bringing four staff members with me. We are leaving here very early on Monday and arriving early afternoon. We'll go to the hotel and then come by the centre to see how everything is going.

V: Sounds good. So Rahul, just to confirm – all the travel plans have been approved, right?

R: Yes, all taken care of. And you are all returning on Saturday when the fair is over. Some are on the early flight and those who need to take down the stand will be on the late afternoon one. We have arranged with the hotel for single rooms for five people from Sunday to Saturday and for an additional seven from Monday to Saturday. Unfortunately, I will be abroad at this time but I am sure you will all manage wonderfully. Thanks everyone for your time this morning. Could we set up another short call tomorrow morning to discuss any other last minute details that may come up? I would also like to have some time to talk about what you are hoping to get out of the trade fair. Is that OK with everyone?

All: Fine. /Sure. /Fine.

R: Great, till tomorrow then.

[Audio BW7.02]

R = Rahul D = Divya V = Varinder A = Aarav

R: Good morning everyone. Is everything still going smoothly? Has anything else come up that we need to deal with urgently?

All: No. / Everything's fine. No problems.

R: Now this is a really important event for us as it is the first time we are doing something like this. Now that you have all had time to plan the practicalities, I would like to know more about your goals in attending and how these can help us in the future to be more efficient and successful. Divya, can you fill us in on what the sales department hopes to achieve there?

D: I hope we will be able to come back from this trade fair with some sales contracts. I have heard there will be a number of buyers from large retail chains there. We need to have staff who can convince them to sell our products in all their stores. Contracts should be prepared and brought along so that buyers can sign up on the spot. This will also save us time later as we won't need to contact so many retailers.

R: That sounds very sensible. So are your staff working on the contracts?

D: Yes, they are. They are also putting together lists of some of the retail chains who will be represented there.

R: Thanks, Divya. And Varinder, what about the marketing department? What are your main goals?

V: In my opinion, we need to be looking into marketing our company and creating a network of people who know about us. We have sent out invitations to buyers to come to our stand, and we're organising a raffle, some vouchers for our visitors, and an event we can invite them to. The stand also has to have a place for us to sit and talk to visitors and where we can have some catering.

Making sure we get our message out will be a time-saver in the future and help us achieve a successful image as we will have the chance to reach so many people at this fair.

R: That all sounds very positive, Varinder. Thanks. And Aarav, what about product development?

A: Mm, I would like to take the chance to talk to buyers who come to the stand and get feedback from them. I think this is an excellent opportunity to find out what is in demand in the market, informally, before we start work on our new product lines. It will help us to know what direction we should take. When we have an idea, we never know for sure if it will sell or not. This way we don't need to spend time manufacturing a product that the retailers are not interested in, giving us the chance to be successful from the beginning with product launches.

R: Excellent. It sounds like you all have this under control. I'm looking forward to reading your reports when you return. Have a good trip everyone. I'm going to be quite tied up for the next few days, but just send me an email or leave a voicemail if you have any problems or need anything from me. I'll get back to you as soon as I can.

[Audio BW7.03]

R = Rahul D = Divya A = Aarav V = Varinder

D: Rahul, this is Divya. Who's organising the kick-off meeting? Will it be here or in Hong Kong? And what about the daily meetings there? Who's in charge of them? I'm getting nervous as I really think we need a plan! Who should be doing what?

A: Rahul, this is Aarav. I really need to talk to you about the sales contracts Divya wants to prepare for the fair. They are totally different from anything we've done so far and I don't think they are appropriate for our purposes. I think we need to discuss this. And I also want to talk to you as she keeps bothering my staff. I've asked her to stop but she doesn't listen to me.

D: Rahul, it's Divya again! The contracts we agreed on aren't finished and I need to take them along for clients to sign at the fair. And Aarav is being rather difficult about all this and I don't understand the problem. Can you do something?!

V: Rahul, this is Varinder. We need to get those tickets out to our major clients. Do you have the list for me? And are we also giving them vouchers for some of our toys? Oh ... and has the website been updated? And what about the raffle we discussed? Was a decision made about that? And today I heard the stand has to be smaller, which affects our

catering. Can you let me know what to do? This is really urgent!

V: Rahul, it's Varinder here again. We just got a call from the hotel and they don't have enough single rooms. We may have to find another hotel and I would need to start looking immediately! What do you think we should do? Can you let me know as soon as you can?

A: Rahul, it's Aarav. The courier service we hired to get all the samples and materials to the fair can't get into the Hong Kong Fair Centre because they don't have the correct paperwork with them. What should I do? Is there someone I need to phone who can take care of this?

D: Hi Rahul, it's Divya. I'm at the airport with the sales team and we've just found out that our flight has been cancelled. Can we rebook another flight right away? Is it OK if I do that or do I need to contact our travel department? This is really urgent! Thanks. Please call me when you get this message.

[Audio BW8.01]

A: Eh, have you heard about the takeover?

B: Yeah, I read it in the newspaper. Why weren't we told? Osbruk's a terrible company to work for. I've got a friend who said that they have a ridiculous attendance policy. If he's just two minutes late for work, even if it's not his fault, he gets a warning. Can you imagine that? At least here, the managers respect us and we respect them so they trust us.

A: I know, I think our business culture is very different from Osbruk-Basri's. I also heard that they make you work overtime most days without paying you extra.

C: But that's illegal, isn't it?

B: Well apparently there's something in the contract that says they can do that.

C: I don't like the sound of this company at all. What're we going to do?

A: I can't understand why Ms Khan didn't tell us about this. She wouldn't do anything that would damage the company, would she?

C: She didn't say anything because she knows we'd be unhappy. If things get bad, I'll move back to Australia.

B: I bet we'll all lose our jobs. Every time OB takes a company over, they get rid of everyone. They're all about the bottom line. They don't care about the staff.

A: That's why I am so surprised. We've always been looked after well here. We're like family. The company *is* doing well, isn't it?

C: I think so. But I know we need a bigger factory for the new export orders. Maybe this is the only way Chillhot can afford to expand.

B: What, by selling us out to Osbruk-Basri? That's not Ms Khan's style. She wouldn't do this, surely?

C: Anyway, do you always believe everything you read in the newspaper?

A: No, but why would they write it if it wasn't true? I don't want to work for a company that doesn't care about its employees at all.

C: Well I think we need to have a meeting with the boss and find out why she didn't tell us.

[Audio P6.02]

1 Salvador Fidalgo | is our 'Hero of the month' | for his work on our local community programme. | He has formed and coached | a football team of local teenagers | and the youngsters have done so well | that they have just won a regional football competition. | Salvador says he has had such a rewarding time | working with these youngsters, | that he is going to start a second team.

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