

[Audio 1.01]**I = Interviewer E = Expert**

I: So Katherine, what motivates us at work? What are the factors that affect a young person when they are deciding where they'd like to work?

E: Well, what motivates us can depend on many things but the happiness of employees is something that has been given more importance in recent years. It isn't just about the salary. The pay rate is important but it isn't the only motivational factor that concerns millennials, or the 'Y' generation. To give one example, a younger colleague recently complained to me that our company kitchen only had cow's milk. She told me her previous employer had offered both soya and rice milk! Little things can make a difference and help to create a good working environment.

I: Wow! Soya milk? But what about younger people's attitude to corporate culture?

E: When it comes to company culture, millennials often prefer a more casual dress code compared to their older colleagues who will be wearing a style that's more business casual. Younger employees also really enjoy doing fun team-building activities to get to know each other, both at work and outside work. On the other hand, those with young children, will appreciate having flexibility in their work schedule and the chance of working from home a couple of days a week. And they obviously won't be socialising so much after working hours.

I: Are there any other key factors when a young person is deciding which job to take?

E: I'd say a company's principles and beliefs is a decisive factor when accepting a job offer. Most people want to work for a company where they share the same values as their colleagues. Another key factor is having shared goals: for example, wanting to reach your team's monthly sales targets, or wanting to deliver a quality service to clients.

I: And is it a good idea to involve all staff in strategy planning? Or should that be left to management?

E: Asking employees what they think when developing company strategy can make all employees feel more valued and motivated. It's the best way to get staff members to care about the company's future. This type of motivation helps to retain staff and encourages growth. Finally, whatever the organisational behaviour, any successful organisation needs a structure where there are opportunities for promotion and personal development as well as a recruitment strategy for attracting the right kind of employee who will work well with the rest of the staff and contribute to its continued success.

[Audio 1.02]**D = Dominique K = Karl**

D: As I mentioned in our last call, Karl, I think quality is becoming a concern on this project. To be honest, I feel a little worried about delivering a quality product to the customer.

K: Really? I can see you're concerned about quality but I thought you were happy that we had managed to reduce costs.

D: Yes, we both want to keep to budget, but frankly I'm concerned that we're losing quality and our customers won't buy the software. Could we help you to test quality more effectively in some way?

K: Well, until now we've only tested the software using a small number of people. One way to solve this is to test it using another group with very different needs, but we don't have a budget for that.

D: I like your suggestion, Karl, and I realise testing is expensive. Based on your experience, how do you think we can test the software without increasing the budget too much? Could we reduce the number of people in the first group, and then create a second group for testing?

K: I understand what you're saying but it's important to have at least 12 people in each group and currently we have one group of 18 testers.

D: Would it be useful for us to create another group of 12 testers but reduce the first group from 18 to 12? That would mean paying for only six more testers.

K: Sure. That could work. But let's wait until we have the test results from this week and then decide together. And we need to make sure the second group have different software requirements.

D: Thanks Karl. I knew we could come up with something.

[Audio 1.03]

Hello. My name's Lotte Smit and I'm based in the Tokyo office. I've been with this company for around two years. We work on engineering projects. I'm a Key Account Manager. In the past I used to work in Europe, but since last year I've been working on projects in South-East Asia as I'm now responsible for key accounts in Japan and Australia. What else? Well, I have to travel quite a lot; half of my time is travelling around Japan, Australia and New Zealand. The job is quite stressful but I really enjoy it. And I have to say, it's going to be great working with you on this project and I'm proud to be involved. Finally, if you need my help in any way, don't hesitate to ask. I'm here to collaborate. Thank you.

[Audio 2.01]

C = Carrie T = Thom V = Valeria

C: Good morning, everyone. Thank you for joining us on this call. What we're looking to do here today is to choose the best digital learning platform. First we'll hear from Valeria from IT. Then, as we discuss things, it's important for everyone to contribute to the discussion.

T: Hi Carrie, Thom here in Berlin. Can we talk about budget as I think this has a massive impact on the way we digitalise everything?

C: Oh sorry, Thom, I want to come to that later but can we just go around the table first and then discuss budget? Valeria has been working on ideas for the digital learning platform with her team. Let's begin with you, Valeria. Can you kick us off?

V: Thanks Carrie. First, I'd like to share my screen. As you can now see on your screens, the digital platform needs to offer different types of training programmes, including blended learning, and practical courses for ...

T: Sorry, can I stop you there? Valeria, I can't see the platform.

C: OK, Tom, bear with us. Can you share the screen with Tom, please?

V: Yeah, sure. Give me a minute ...

C: That's great, Valeria. So, just to recap everything, we all agree to offer more online courses, and some blended learning, and Thom thinks that the digital platform will definitely reduce trainings costs. I think we have made good progress here today. Perhaps the next step would be to look at the risks when digitalising learning, especially for certain skills courses that we usually do face-to-face. It is definitely important, but I'm afraid time is pressing, so we'll need to discuss this in our next call. Valeria, you'll send us some screenshots of how it will work. And I'll email round the summary of today's meeting. Thanks everyone!

V & T: Bye / Speak soon / Thanks Carrie.

[Audio 3.01]

French carmaker Renault has announced plans to increase profitability and double sales outside of Europe in the next five years. The company hopes to increase its market share in Africa, India and Brazil, and also to reduce production costs by one billion euros. As a result of the announcement, Renault shares are up by 1.48 percent. Analysts say it's likely that the trend will continue. Renault and Japanese carmakers Nissan and Mitsubishi have said that their strategic partnership alliance is certain to become more like a single company, with the aim of sharing more technology

and manufacturing facilities. The businesses hope to spread the costs of product development.

Chief Executive Carlos Ghosn says that while the company was more concerned with recovery in previous quarters, they're now focussing on profitability.

As part of its five-year plan, Renault is going to launch eight new electric cars. This is likely to become increasingly important in the next few years, as it's probable that petrol cars will be banned in many markets by 2040.

In addition to promoting low-priced cars in Brazil and India, the company plans to launch seven new cars in China. Renault also wants to increase growth in Iran and Russia, as well as North Africa. Renault's Spanish rival SEAT, which became profitable last year after ten years of losses, is also preparing for international expansion. The company hopes to use its Spanish heritage to connect with car buyers in Central and South America. Chief Executive Luca de Meo thinks the company, which currently sells ninety per cent of its cars in Europe, will probably make a third of its sales outside of Europe ten years from now. SEAT's more immediate goal is to attract young people to its brand by offering inexpensive vehicles. The challenge of this approach, according to Mr de Meo, is that while young people want cheap transport, they don't necessarily want to own a car. He has suggested that the business may need to focus less on selling cars to think more in terms of providing transport services. However, JPMorgan analyst José Asumendi says that SEAT is unlikely to succeed unless the company focuses on car sales, not on breaking into the service market.

In order to boost its appeal with younger drivers, SEAT is going to make its cars technologically connected. The company is likely to launch an app, probably in the next few months, that drivers can use to check how much petrol the car has, and to unlock the doors or operate the air conditioning, even when they're not in the car.

SEAT's most recent reported operating profit was €143.5 million, compared with a loss of €7.3 million a year earlier.

[Audio 3.02]

1 Analysts say it's likely that the increase in Renault's share price will continue.

2 Renault, Nissan and Mitsubishi say that their partnership is certain to become more like a single company.

3 Renault is going to launch eight new electric cars.

4 In many places, it's probable that petrol cars will be banned by 2040.

5 In addition to work in Brazil, India and China, Renault also plans to increase growth in Iran, Russia and North Africa.

6 Ten years from now, SEAT will probably make more than 30 percent of its sales outside Europe.

7 One analyst said that if SEAT tries to break into the service market, it's unlikely to succeed.

8 In the next few months, SEAT is likely to launch an app.

[Audio 5.01]

B = Boris L = Livia

B: Livia, there's something I want to ask you. I was reading this article about motivating and rewarding employees, and it got me thinking about all sorts of things ... We've been colleagues for a few years, so I hope you don't mind my asking. Tell me, would you work harder if you got a pay rise?

L: You mean, you think I don't work hard enough?

B: Ha ha ha ... No, of course not. Let me put it this way: you work hard, we all know that, and you get a fair wage ... However, perhaps a pay rise or a bonus of some sort would motivate you to work even harder ...

L: Well, the thing is, I don't think I could possibly work harder than I've been working over the past three years. I consider myself lucky to have a job that brings me more than a pay cheque at the end of the month. I simply do my best, I find satisfaction in what I do, and really, although not all my projects are very successful, I can't see how I could possibly work better or more. And honestly, I believe that all our colleagues are basically like that.

B: Yeah, so do I. ... You know, the stuff I was reading, sometimes it gave me the impression that it had a rather pessimistic view of human nature ... You know, as if people were naturally lazy ... Just trying to get away with doing the least possible amount of work ...

L: I know what you mean. Some employers unfortunately seem to think that money is the only thing that motivates people ...

B: I know! Financial incentives are important, of course, but on the other hand it would be a very sad world if we only worked to earn a better salary ...

L: ... or if money was the only thing a job had to offer ...

B: Exactly! You know, when I hear my parents talk about their experience of work, there's a word they often use, it's 'solidarity' ...

L: These days you hardly ever hear that word, do you? It's all about productivity, competition,

things like that, although what we need most, in my opinion, is to be part of a group with common interests and objectives.

B: That's right ... Employees need a real connection with the workplace, not just an internet connection. We need to interact with other people face to face, not just on the phone. We need a sense of mutual trust with our colleagues and with our managers ... and also to feel that we all have a common goal ...

L: It's a bit like football, isn't it? Like football teams, companies compete with one another, but inside the team, it's all support and solidarity ... To me, getting colleagues to compete with one another is the most horrible form of management ...

B: Yeah ... It's happening more and more, though.

L: That's right – the 'gig economy', they call it ... You know, freelance work, employing people on very short-term contracts, things like that ... I was reading about this cycling food delivery service app ... The technology means that the employer can monitor the workers almost at all times. One day the bosses tried to implement a new pay scale. The riders, of course, didn't want to earn less than the minimum wage, they didn't want their pay to be based only on the number of deliveries, so eventually they went on strike ... They didn't feel treated like employees at all.

B: I read that in some countries they're even thinking of linking teachers' pay to the students' test and examination results ...

L: Noooooo?

B: Yes!!! Can you imagine? Instead of education, you'd get exam preparation all year round!

L: ... All the important aspects of children's education would be ignored ...

B: Yes ... And in the meantime, so many chief executives are rewarded with huge bonuses, despite the fact that their individual performance is so hard to measure.

L: I think performance-based pay may be all right for very routine jobs, you know, when people repeat the same tasks all day long. However, just like you I believe that in most cases what employees need in order to get more motivated is recognition, they need to feel appreciated ...

[Audio 5.02]

1 You work hard, we all know that, and you get a fair wage. However, perhaps a pay rise or a bonus of some sort would motivate you to work even harder ...

2 I simply do my best, I find satisfaction in what I do, and really, although not all my projects are

very successful, I can't see how I could possibly work better or more.

3 Financial incentives are important, of course, but on the other hand, it would be a very sad world if we only worked to earn a better salary.

4 These days you hardly ever hear that word, do you? It's all about productivity, competition, things like that, although what we need most, in my opinion, is to be part of a group with common interests and objectives.

5 Yeah ... It's happening more and more, though.

6 And in the meantime, so many chief executives are rewarded with huge bonuses, despite the fact that their individual performance is so hard to measure.

[Audio 7.01]

Speaker 1

I work for a manufacturing company, in the accounting division. Officially, the work day is from eight forty-five to five fifteen, but my colleagues and I almost always work until at least six, and often until seven. We occasionally leave on time on a Friday evening. Honestly, we aren't that busy, but the boss normally works until seven, and so we feel we should, too. This may sound crazy, but if I worked efficiently, I could probably finish my work at four o'clock every day. But we all want the manager to think we're busy and working hard, so we stay late at work on a daily basis. This is just working life where I live, and I don't think it will change.

Speaker 2

My work week has recently been cut from forty to thirty-five hours, but with no cut in pay, amazingly. A year ago, we started looking at efficiency. We measured the time we were spending on different tasks, and we discovered that we wasted many hours each week on meetings. We started to be very careful about who attended meetings and also worked very hard to make the meetings short. Now, meetings are usually about fifteen minutes at the longest, and we have certain times in the day when everyone turns off email. We occasionally work a bit of overtime, but not often. And we almost always hit our targets ahead of time. The business is doing great, and everyone is happier doing more work in fewer hours.

Speaker 3

I'm a freelance business consultant – I run my own company, but it's just me. I normally work on contract for larger organisations, trying to help them solve problems they're having with their business. This means I don't spend much time in my own

office – only a few days a month. I usually go to work at my clients' offices for a period of two to three weeks. I try to identify ways they could improve efficiency and reduce time waste – that's usually the problem – low productivity. I try to lead by example. When I'm working in-company, I always arrive on time at the start of the work day, I never skip lunch, and I leave the office on time at five o'clock on a daily basis. I love my work, but it's incredibly important to me to have my weekends and evenings free to do other things that I really enjoy.

Speaker 4

Last week, I went out every evening after work for a meal that was related to work. I almost never spend more than forty hours per week in the office, but I often spend five or six hours a night after work socialising with colleagues or entertaining clients. On the one hand, this can be enjoyable and relaxing, but on the other hand, it's exhausting. I can never completely relax when I'm with a client, because it's all about business. I need to make sure that our clients feel completely happy with the work we're doing together. And when I'm with colleagues, it's usually either people I manage, or people who I report to, so I have to be careful with my behaviour in both situations! But this is the nature of the field I work in, and so I guess I'll carry on doing it.

1.1 Stress in compound nouns

[Audio P1.01]

car loan
card payment
credit card debt
dress code
fund transfers
job application
pay structure
working atmosphere
company practices
customer support representative
minimum salary

1.2 Auxiliary verbs in the Future Continuous and Future Perfect Simple

[Audio P1.02]

- 1 By the middle of the next century, workplace culture will have changed drastically.
- 2 We hope our employees care whether or not we will be making a profit in the future as our success depends on it.
- 3 Within a few years, these new initiatives will have made a real difference.
- 4 My company just announced that next year they will be changing the dress code to business casual.
- 5 There's a lot of discussion about what companies will be doing in the future to keep their employees motivated.
- 6 The Managing Board has announced that in order to retain young staff members, they will have implemented a scheme for swifter promotions by the beginning of next year.

[Audio P1.03]

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- 2 Within a few years, these new initiatives will have made a real difference.
- 3 The Managing Board has announced that in order to retain young staff members, they will have implemented a scheme for swifter promotions by the beginning of next year.

[Audio P1.04]

It is expected that the market will have recovered by close of business today.
They'll be hoping for a new investor who'll have the experience to turn the company around.
By that time, I hope they will have accepted our bid.
It'll be some time before all the markets will have recovered.

2.1 Stressing key words in sentences

[Audio P2.01]

- 1
 - a The mentor is there to act as a guide and offer support.
 - b The mentor is there to act as a guide and offer support.
- 2
 - a Training and development is a critical function in a modern business.
 - b Training and development is a critical function in a modern business.
- 3
 - a Because the world is constantly changing, we all need to learn to adapt.
 - b Because the world is constantly changing, we all need to learn to adapt.

2.4 Linking between words

[Audio P2.02]

Facilitation in a professional context is the art of leading discussions and meetings.
It is a set of skills which guides people to discuss openly and productively.
In practice, it means confirming the objective of a discussion, helping people feel confident to express their ideas, helping people to listen to each other, ensuring all ideas are considered, and supporting people to come to the best decision.
Without effective facilitation, meetings can become a waste of time.
Most meetings have a facilitator but are often more effective if all the people at the meeting share responsibility and help facilitate the discussion.

3.3 The letter 't'

[Audio P3.01]

- 1
a just a little issue
b the cheapest option
c confident and optimistic
d invest in new technology
- 2
a the next full project meeting
b we can't run a project like this
c just like I predicted
d just to see what's going on
- 3
a I'm sure that we can turn this around
b but only if we act now
c think about it
d a lot of money
- 4
a not a bad result
b under target
c I'm going out there
d quite constructive
- 5
a just try
b you don't trust them
c the next full project meeting
d over budget a little

3.4 Strong and weak forms of *that*

[Audio P3.02]

- 1 That wasn't what I meant.
2 Could you say that again?
3 Do that again, and you'll regret it!
4 Could you repeat that, please?
5 OK, so that means we won't be finished before 11 a.m.
6 That gives us the average revenue for each product in that category.

4.1 Stress in word-building

[Audio P4.01]

- 1 convert
2 analyst
3 conversion converted disruptive disruptor
prediction predictive
4 innovator innovative irritable irritated
5 anticipate
6 irritation

- 7 anticipated
8 analytical
9 anticipation

4.4 Stress in phrases

[Audio P4.02]

- 1 Let's think about how to manage this.
2 How could you imagine this working?
3 Tell me about how this situation affects you.
4 What do you think of this?
5 I'll let you know if I'm struggling.
6 We need to accept the fact that this isn't going to work.
7 Think of some other options to present at the meeting.
8 Get some expert advice before making a decision.
9 Let's try and look at this in the morning.
10 Why don't we approach it from another perspective?
11 How might we find a solution by the end of this week?
12 It's a great idea, but it's unsatisfactory.

5.2 Intonation and linking words

[Audio P5.01]

- 1 On the one hand, employees have to work more hours, but on the other hand, they receive overtime pay or extra time off.
2 In spite of launching a new and innovative product line, they have lowered their profit expectations.
3 Even though no performance scheme will fit every occasion, the fuel-saving study does suggest an approach worth trying more broadly.
4 Although salaries were not increased for captains, the fact that the company was taking an interest in fuel saving, and acknowledging success, seemed to delight them.
5 Executives are often those who receive performance-related pay. Nevertheless, it is often difficult to evaluate how well they have performed.
6 Despite finding that rewards could lead to employee motivation, management decided to stop the rewards system completely.
7 On the one hand, we keep getting more and more work to do. On the other hand, we were told by management that we shouldn't work overtime.
8 Despite the fact that the targets were set in discussion with department heads, they are proving to be unrealistic in some areas.

9 In spite of the fact that several experiments had shown that it was less effective than other schemes, they continued to use performance-related pay.

10 We have looked into faster advancement for young people. However, it is not always possible to set a policy which is fair for all.

5.3 Intonation when handling challenging feedback

[Audio P5.02]

1

a Yes, but you're not seeing the big picture here. Most of the chat is work-related, actually.

b Yes, but you're not seeing the big picture here. Most of the chat is work-related, actually.

2

a There's room for improvement, I agree but we've talked about this before. You have to remember that we predicted this might happen.

b There's room for improvement, I agree but we've talked about this before. You have to remember that we predicted this might happen.

3

a Well, I'm not sure what you're saying is necessarily accurate. It's true that a few employees park there because it's more convenient, but 'full' is an exaggeration.

b Well, I'm not sure what you're saying is necessarily accurate. It's true that a few employees park there because it's more convenient, but 'full' is an exaggeration.

6.2 Contractions and weak forms in third conditionals

[Audio P6.01]

1

A: If they'd donated even 1 percent of the money they'd made to local projects, it would have generated really good publicity for them.

B: Really? Do you think 1 percent would have been enough?

2

A: Would you have taken the job if they'd offered it to you?

B: Yes, I think I would have.

3

A: How else could we have reduced our costs?

B: Well, it might have been a good idea to have more virtual meetings.

4

A: Did you consider how much we could have reduced our tax bill if we'd given some of our profits to charity?

B: Yes, it would certainly have been quite a lot.

5

A: They could have cut their carbon emissions considerably if they'd had a policy in favour of sourcing materials locally.

B: Yes, they certainly could've.

6

A: They wouldn't have had such problems with stakeholders if they hadn't been so secretive about their finances.

B: No, they certainly wouldn't've.

6.5 Chunking, pausing and stress when reading aloud

[Audio P6.02]

We encourage all staff to participate in our programme, so you could become a community hero, too. We are currently establishing a project to turn neglected public spaces into useful community gardens where local residents can grow both vegetables and decorative plants. Therefore, if you are interested in gardening or just enjoy working outside, please contact Human Resources immediately.

We are going to run a competition next month so staff can suggest ideas for other projects we can be involved in. A fabulous holiday is the prize for the winning idea.

7.2 Stress and intonation in adverbials and time expressions

[Audio P7.01]

1 rarely seldom

2 normally

3 any day

4 almost never hardly ever

5 at the latest

6 on a daily basis

[Audio P7.02]

- 1 Sometimes she works over lunch.
- 2 Normally I don't work on Fridays.
- 3 They almost never leave the office before 7 p.m.
- 4 Many of us sit at our computers all day.
- 5 From time to time she does administrative work.
- 6 Usually meetings last about three hours.
- 7 They put in many hours on a daily basis, but they rarely work at the weekend.
- 8 You can come by to see me any day.

7.4 Intonation when negotiating**[Audio P7.03]**

- 1 I know we're both on the same wavelength about their experience.
- 2 So what you're saying is you definitely won't go?
- 3 I understand your position, and reluctance, a bit more now.
- 4 This is a good thing that we can all learn from.
- 5 In other words, you don't want to send either of them?

[Audio P7.04]

- 1 How would you feel if we put you in charge of the project?
- 2 In your opinion, it should take around a month of local support. Right?
- 3 We're going to have to go the extra mile to meet the deadline.
- 4 What that means exactly is that we need to make this a priority.
- 5 I think we can both agree that we need to develop new workflows.

[Audio P7.05]

- 1 How would you feel if we put you in charge of the project?
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- 3 We're going to have to go the extra mile to meet the deadline.
- 4 What that means exactly is that we need to make this a priority.
- 5 I think we can both agree that we need to develop new workflows.

8.2 /s/, /z/, /ʃ/, /tʃ/ and /dʒ/**[Audio P8.01]**

- 1 classes
- 2 application sure technician
- 3 necessary process
- 4 courageous graduating
- 5 questions
- 6 clause closed colleagues figures
- 7 administration special
- 8 once personal
- 9 touch

[Audio P8.02]

- 1 shares
- 2 clause
- 3 advice
- 4 advise
- 5 passion
- 6 mortgage
- 7 subjects
- 8 colleagues
- 9 location
- 10 transition
- 11 courageous
- 12 technologies

8.4 Voice range**[Audio P8.03]**

Brainstorming generates ideas which other methods do not, due to the freedom it gives people to think creatively. There are no 'golden rules' as such, but these eight stages can definitely help you to have successful stages:

- 1 Define the goal or desired outcome and the amount of time available.
 - 2 Start with a question or selection of questions.
 - 3 Collect as many ideas as possible, without evaluating them or commenting other than to thank each person for their ideas.
 - 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.
 - 5 Ask people to give more details about their ideas before evaluating any of them.
 - 6 Only at this point should you start to discuss, evaluate and build on the ideas.
 - 7 Always end with some clear decisions and action points.
- 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.