

Read the extract from a meeting between three senior managers from different departments in an investment bank. Agustin (A) has some bad news to announce to his colleagues Brian (B) and Cecilia (C). Brian and Cecilia cannot believe what they're hearing!

A: Well, good morning, everyone.

B: Good morning.

C: Good morning.

A: You're probably wondering why I called this urgent meeting at such short notice. I have some bad news for you. We have a rogue trader.

B: Sorry, I missed that. Could you say it again?

A: I said we have a rogue trader. Like Nick Leeson at Barings and Jerome Kerviel at Société Générale. We have someone who has been trading beyond his authority.

C: Can I get this clear? You're saying that there has been fraud?

A: Yes, it appears so. On a massive scale. Two billion euros.

C: Sorry, how much did you say?

A: I said two billion euros.

B: How did you arrive at the figure of two billion?

A: It's just a guess.

B: What exactly do you mean by 'guess'? Don't you know?

A: The person involved was trading complex financial instruments. Derivatives. It's very difficult to estimate the losses.

C: Correct me if I'm wrong, but you seem to be saying that you have no clue what this person was trading and no clue how much money he has lost.

A: Please allow me to explain. I cannot know every detail of every transaction of every trader. I have spoken to the individual's line manager this morning, and the figure of two billion looks like a reasonable guess.

B: You mentioned that the person was trading complex derivatives. Could you be a little more specific?

A: At this stage, no.

B: So, in other words, you don't understand the trades. And probably the line manager doesn't understand either.

A: Perhaps I haven't explained myself clearly. What I meant was that we're investigating the matter. There are certain aspects of the trades that seem to have escaped our internal controls.

C: Could I just say something? I don't believe what I'm hearing! Does anyone in this place know what they're doing?

A: Can I just finish my point? What I was trying to say was that this is a very serious matter and I cannot blame individuals or go into details until we have proof.

B: I just hope that the media haven't found out about this yet.

A: There are three journalists waiting in my office.

- Notice the different ways to make things clear. At line 7 Brian asks for repetition. At line 12 Cecilia uses her own words to check (paraphrasing). At line 15 Cecilia clarifies an individual point.

### The phrases you need

#### Ask for repetition

*Sorry, I missed that. Could you say it again?*

*Sorry, I don't understand, can you explain that again?*

*Can you run through / go over that again, please?*

#### Use your own words to check

*So, in other words, ...*

*If I understand you correctly, ... . Is that right?*

*Can I get this clear? You're saying that ...*

*Correct me if I'm wrong, but you seem to be saying that ...*

#### Clarify individual points

*Sorry, how much did you say?*

*Sorry, the project will start when?*

*What exactly do you mean by ...?*

*How did you arrive at the figure of ...?*

*You mentioned ... . Could you be a little more specific?*

#### Correct a misunderstanding

*I'm sorry, that's not what I meant.*

*No, sorry, there's been a slight misunderstanding.*

*Perhaps I haven't explained myself clearly.*

#### Reformulate

*Please allow me to explain.*

*Let me put it another way, ...*

*What I meant was ...*

*What I was trying to say was ...*

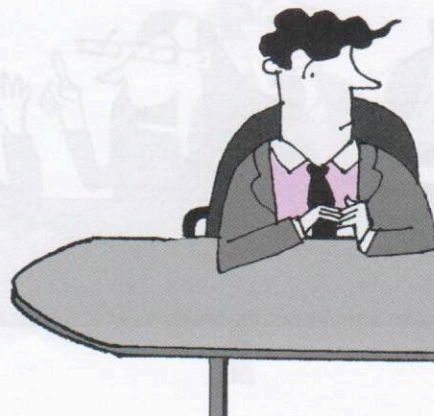
#### Get your turn to speak

*Sorry, but ...*

*Can I come in here?*

*Could I just say something?*

*Can I just finish my point?*



## Exercises

**58.1** Read the dialogue opposite aloud several times, then cover it with a piece of paper. Now try to remember some of the missing words below. Write your answers lightly at the side.

- 1 Sorry, I \_\_\_\_\_ that. Could you \_\_\_\_\_ it again?
- 2 Can I get this \_\_\_\_\_? You're \_\_\_\_\_ that there has been fraud?
- 3 Sorry, \_\_\_\_\_ did you \_\_\_\_\_?
- 4 How did you \_\_\_\_\_ at the \_\_\_\_\_ of two billion?
- 5 What \_\_\_\_\_ do you \_\_\_\_\_ by 'guess'?
- 6 \_\_\_\_\_ me if I'm \_\_\_\_\_, but you seem to be saying that you have no clue what this person was trading.
- 7 Please \_\_\_\_\_ me to \_\_\_\_\_. I cannot know every detail of every transaction.
- 8 You mentioned that the person was trading complex derivatives. Could you be a \_\_\_\_\_ more \_\_\_\_\_?
- 9 Perhaps I haven't \_\_\_\_\_ myself \_\_\_\_\_. What I meant was ...
- 10 Can I just \_\_\_\_\_ my \_\_\_\_\_? What I was trying to say was ...

After you have remembered whatever you can, use the pairs of words in the box below to complete the sentences.

allow / explain arrive / figure clear / saying correct / wrong  
 exactly / mean explained / clearly finish / point  
 how much / say little / specific missed / say

**58.2** Fill in the missing letters.

- 1 Sorry, I don't und \_\_\_\_\_ d. Can you e \_\_\_\_\_ n that again?
- 2 Can you run \_\_\_\_\_ gh that again? (= explain quickly)
- 3 Can you go \_\_\_\_\_ r that again? (= repeat it in order that I can understand it)
- 4 No, sorry, there's been a sl \_\_\_\_\_ t misund \_\_\_\_\_ ing.
- 5 Let me \_\_\_\_\_ it another \_\_\_\_\_ y.
- 6 Can I c \_\_\_\_\_ here? (= enter the discussion / interrupt)

**58.3** A team leader is speaking in a conference call, but a colleague (Bob) doesn't understand very well. Complete Bob's questions with the words in the box.

what when where which who  
 how long how much how often

- Team leader: This meeting today is just a quick briefing so that everyone understands their zxhkqf before the project starts.  
 Bob: Sorry, understands their <sup>1</sup> \_\_\_\_\_?  
 Team leader: Their roles. Yes, as I was saying, it's just a quick briefing – it'll only last around kfxhzq minutes.  
 Bob: Sorry, <sup>2</sup> \_\_\_\_\_ did you say?  
 Team leader: Around thirty minutes. OK, so the project will start at the beginning of qxfzfh.  
 Bob: Sorry, the project will start <sup>3</sup> \_\_\_\_\_?  
 Team leader: At the beginning of March. And once it's running, we'll have to meet regularly, xhkzqf a month.  
 Bob: Sorry, <sup>4</sup> \_\_\_\_\_ did you say?  
 Team leader: Once a month. OK, fzxhqk will be in overall charge of the budget.  
 Bob: Sorry, <sup>5</sup> \_\_\_\_\_ will be in charge of the budget?  
 Team leader: Martha. If you have any travel expenses, please fill in form qzfxkh and give it to her.  
 Bob: Sorry, <sup>6</sup> \_\_\_\_\_ form?  
 Team leader: Form TE30. If you think you will spend more than fzxhqk, you should get my authorization first.  
 Bob: Sorry, <sup>7</sup> \_\_\_\_\_ did you say?  
 Team leader: 400 euros. Copies of the form can be found on hxfkzq.  
 Bob: Sorry, we can find them <sup>8</sup> \_\_\_\_\_?  
 Team leader: On the company intranet.

Notice how Bob asks for clarification in two ways. Sometimes he simply says 'Sorry, (question word) did you say?' Other times he includes in his question some words that he did understand.

**58.5** 10 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.



Read the extract from a meeting in a mining company. Annette (A), Ben (B) and Claude (C) are discussing an issue of social responsibility.

A: Our geological studies have shown that there's a lot of gold in this area, but the local population is against us – they say our mining operations will destroy the environment. There are several ways we could deal with this. I'd like to open up the discussion and hear your views.

B: I think we should offer some money to the local mayor, under the table. It's worked before.

A: I'm sorry, I don't think that's a good idea. What would be the consequences? This mayor seems honest and he could go straight to the newspapers. It would be a disaster.

B: Yes, I suppose you're right.

A: Claude? Any suggestions?

C: Well, it's just an idea, but what about offering to use some of our profits to support environmental charities? We could give money to organizations that protect the rainforest, that sort of thing.

A: That sounds like a good idea, but I don't think it would work in practice. Let's look at the pros and cons. On the one hand, it would improve our public image, that's true. But on the other hand, people would see it as a very cynical gesture. And it does nothing for the local population in that area.

B: Can I make a suggestion? Instead of being defensive, why don't we go on the attack with a big PR campaign in the media?

A: What do you mean?

B: Well – look at the benefits that our operations will bring. We'll bring jobs to the local community, and our employees will pay taxes to the government. We're on the side of progress.

A: Let's think carefully about the implications of that. We would have to spend a huge amount of money on press and TV advertisements, and we're only a small company. What do you think Claude?

C: In general it sounds like a good idea, although I agree that the cost may be too high. I think the best way forward is to get a more detailed estimate of how much gold the mine can produce, and then we'll be in a better position to decide about the PR campaign.

A: OK, let's do that. After all, we have a number of options. For example, we could run a local PR campaign instead of a national one, just emphasizing the jobs.

B: OK. The next thing to do is carry out a more detailed geological survey. I agree.

- Notice the process of exploring options, making suggestions, reacting, and accepting or rejecting the suggestions.

### The phrases you need

#### Present options

*We have a number of options.*

*There are several ways we could deal with this.*

#### Balance an argument

*Let's look at the pros and cons.*

*On the one hand, ... . But on the other hand, ...*

*In general ... , although ...*

*On the whole ... , but ...*

#### Make a suggestion

*I think we should / could ...*

*Can I make a suggestion? Instead of ... , why don't we ... ?*

*It's just an idea, but what about ... (+ -ing)?*

#### React

*What would be the consequences?*

*Let's think carefully about the implications of that.*

#### Accept a suggestion

*OK, let's do that.*

*Yes, I think that would work really well.*

#### Reject a suggestion

*I can see one or two problems with that.*

*That sounds like a good idea, but I don't think it would work in practice.*

*I'm sorry, I don't think that's a good idea.*

#### Next steps

*I think the best way forward is ...*

*What we've got to do now is ...*

*The next thing to do is ...*



## Exercises

**59.1** Cover the opposite page with a piece of paper. Now try to remember the words below. (Some letters have been given.)

- 1 There are sev \_\_\_ l ways we could d \_\_\_ w \_\_\_ this.
- 2 I'd like to o \_\_\_ u \_\_\_ the discussion and hear your v \_\_\_ s.
- 3 Yes, I su \_\_\_ se you're r \_\_\_ t.
- 4 That s \_\_\_ s like a good idea, but I don't think it would w \_\_\_ i \_\_\_ pr \_\_\_\_\_.
- 5 Let's look at the p \_\_\_ and co \_\_\_ (= advantages and disadvantages).
- 6 \_\_\_ the \_\_\_ e \_\_\_ d, it would improve our public image, that's true. But \_\_\_ the \_\_\_ r \_\_\_ d, people would see it as a very cynical gesture.
- 7 Can I \_\_\_ e a s \_\_\_\_\_ ion? I \_\_\_ d of being defensive, w \_\_\_\_\_ t we go on the attack with a big PR campaign in the media?
- 8 Let's think carefully about the impl \_\_\_\_\_ s (= possible future results) of that.
- 9 In g \_\_\_\_\_ it sounds like a good idea, a \_\_\_\_\_ gh I agree that the cost may be too high.
- 10 I think the b \_\_\_ t w \_\_\_ y f \_\_\_\_\_ d is to get a more detailed estimate.

**59.2** Make phrases by matching an item from each column.

- |                     |                                |
|---------------------|--------------------------------|
| 1 OK, let's         | waste of time.                 |
| 2 What              | work really well.              |
| 3 That's a complete | about ...?                     |
| 4 Why               | we ...?                        |
| 5 Yes, that would   | don't we ...?                  |
| 6 Shall             | do that.                       |
| 7 That sounds       | make a suggestion?             |
| 8 Can I             | worth trying.                  |
| 9 I can see         | like a good idea.              |
| 10 I'm not really   | would work in practice.        |
| 11 That might be    | sure about that.               |
| 12 I don't think it | one or two problems with that. |

**59.3** Write the phrase numbers from the previous exercise in the correct category below.

- a Make a suggestion
- b Accept a suggestion
- c Reject a suggestion



**59.4** Complete the table by writing these nouns next to the verbs they go with: *a suggestion, a decision, a problem, a solution*. Check any unknown words in a dictionary.

analyze, approach, avoid, be faced with, cause, consider, explore, find a way round, get round, identify, look into, overcome, present (somebody with), resolve, run into, solve, tackle	1 _____
agree (on), arrive at, come up with, figure out, find, look for, offer, produce, propose, put forward, reach, work towards	2 _____
accept, act on, agree with, come up with, consider, make, follow up, go along with, lend weight to, put forward, reject, respond to, rule out, take up, welcome	3 _____
alter, arrive at, be faced with, come to, confirm, go back on, hesitate over, ignore, implement, justify, lie behind, make, postpone, reach, reconsider, reverse, take	4 _____

**59.5** Fill each gap with a verb from the previous exercise in the correct form.

- 1 If you \_\_\_\_\_ a problem, you're in a situation where you have to deal with it.
- 2 If you \_\_\_\_\_ a problem, you make an effort to deal with it (*metaphor from football*).
- 3 If you \_\_\_\_\_ a solution, you think about a problem until you find the answer or understand what has happened. (= 'work out')
- 4 If you \_\_\_\_\_ a solution, you do things that help you to make progress.
- 5 If you \_\_\_\_\_ a suggestion, you think of it.
- 6 If something \_\_\_\_\_ a suggestion, it provides evidence to make the suggestion seem like a good one.
- 7 If you \_\_\_\_\_ a decision, you take action to put it into practice.
- 8 If something \_\_\_\_\_ a decision, it is the true reason for the decision.

**59.6** 11 **Speaking practice: listen and repeat.** Repeat each phrase you hear and then listen to check.

The person who leads the meeting is often called 'the chair', but other common terms are 'moderator', 'facilitator' and 'presiding officer'. Below you will find some typical extracts spoken by this person.



### Opening the meeting

- 6 Right, is everybody here? Good, I think we can start.  
Well, good morning everyone, and thanks for coming.  
Unfortunately Anneke is ill and sends her apologies.  
Just a couple of housekeeping things before we begin  
5 – we'll have a short break around ten thirty, and I aim  
to finish the meeting on time, at twelve o'clock. The  
bathroom is down the hall on the left.  
OK. Do you all have a copy of the agenda? Good. Can  
someone take the minutes? Thank you, Vikram.  
10 Just before we begin, I'd like to introduce Agnieszka  
from our Warsaw office. Would you like to say a few  
words about yourself Agnieszka? ... OK, thanks.  
Right. Our objective today is to plan the launch of the  
new range of large-screen televisions across all our European  
15 markets. I've prepared some background information that I  
hope will be useful, and I'll distribute it round the table now.  
You can see from the agenda that we have a lot to get  
through, so I would ask that you keep all contributions  
brief and to the point.  
20 OK, let's move straight to the first item. Henk, would  
you like to kick off?

### Closing the meeting

- 6 OK, everyone, I think we can stop there – it's nearly twelve  
o'clock.  
I'd like to sum up. There are three main conclusions  
from the meeting. First, ... . Secondly, ... . And finally ... .  
5 In terms of action points, we've decided to ... – Jennifer  
you're going to deal with that – and we've also agreed  
that Miguel should prepare a report on ... .  
Are there any other points that anyone wants to make?  
Have I missed anything?  
10 Well, thanks for your input, everyone. We've had lots  
of good ideas and I think it was a very useful meeting. I'll  
circulate the minutes as soon as I get them from Vikram.  
What about another meeting? Can we fix a date now?  
Right, we'll close the meeting here. Enjoy your lunch.  
15 Caitriona, can I just have a quick word with you before  
you disappear?

### Managing the meeting

Between the open and the close there is the whole middle section of the meeting where the chair manages and controls the discussion. The table below contains phrases for this. Unit 58 (Making things clear) is also very relevant here.

### The phrases you need

#### Ask for reactions

*What's your view on this, Nadine?*  
*How do you feel about this, Klaus?*  
*Antonio, this is your field. In a few words, can you tell us what you think?*  
*Mike, after we've heard from Rosa can we have your views? I know you  
have some experience of this problem.*

#### Deal with interruptions

*Could you just hang on a moment please?*  
*One at a time, please. First Mirella, then Claude.*  
*Pavol, could you just let Nikola finish? I'll come back to you in a moment.*

#### Keep moving

*Perhaps we could get back to the main point?*  
*I'm not sure that's relevant.*  
*Let's leave that aside for the moment.*  
*Can we come back to this later?*  
*I think we should move on now.*

#### Focus the discussion

*I think we need to look at this in more detail.*  
*We need to analyze this in a little more depth.*

#### Widen the discussion

*Is there anything else we should consider?*  
*What other ways are there to approach this?*

#### Check agreement

*Can we go round the table to see if everyone  
agrees?*  
*Do we all agree on that? Good, that's settled.*

#### Summarize

*So, basically, what you're saying is ...*  
*OK, let's go over what we've discussed so far.*

## Exercises

**60.1** Cover the opposite page with a piece of paper. Complete the sentences from the opening of a meeting with the pairs of words in the box.

agenda / get through background / useful bathroom / hall  
brief / point copy / agenda housekeeping / begin  
ill / apologies kick / off right / start say / words  
straight / item take / minutes

- 1 \_\_\_\_\_, is everybody here? Good, I think we can \_\_\_\_\_.
- 2 Unfortunately Anneke is \_\_\_\_\_ and sends her \_\_\_\_\_.
- 3 Just a couple of \_\_\_\_\_ things before we \_\_\_\_\_.
- 4 The \_\_\_\_\_ is down the \_\_\_\_\_ on the left.
- 5 Do you all have a \_\_\_\_\_ of the \_\_\_\_\_?
- 6 Can someone \_\_\_\_\_ the \_\_\_\_\_?
- 7 Would you like to \_\_\_\_\_ a few \_\_\_\_\_ about yourself Agnieszka?
- 8 I've prepared some \_\_\_\_\_ information that I hope will be \_\_\_\_\_.
- 9 You can see from the \_\_\_\_\_ that we have a lot to \_\_\_\_\_.
- 10 I would ask that you keep all contributions \_\_\_\_\_ and to the \_\_\_\_\_.
- 11 OK, let's move \_\_\_\_\_ to the first \_\_\_\_\_.
- 12 Henk, would you like to \_\_\_\_\_?

**60.2** Find a word or phrase from the previous exercise that matches the definitions below.

- 1 a list of the subjects to be discussed at a meeting \_\_\_\_\_
- 2 a written record of the decisions that people make at a formal meeting \_\_\_\_\_
- 3 (*phrasal verb*) do; finish dealing with \_\_\_\_\_
- 4 one of several things on a list \_\_\_\_\_
- 5 (*phrasal verb*) begin \_\_\_\_\_

**60.3** Write *BrE* (British English) or *AmE* (American English) on the right line.

- 1 bathroom / restroom / washroom \_\_\_\_\_
- 2 loo (*informal*) / toilets / gents / ladies / WC \_\_\_\_\_

**60.4** Make phrases to close a meeting by matching an item from each column.

- |                    |                        |
|--------------------|------------------------|
| 1 I think we       | main conclusions.      |
| 2 I'd like to sum  | the minutes.           |
| 3 There are three  | can stop there.        |
| 4 In terms         | fix a date now?        |
| 5 Are there        | missed anything?       |
| 6 Have I           | a quick word with you? |
| 7 I think it was a | of action points, ...  |
| 8 I'll circulate   | any other points?      |
| 9 Can we           | up.                    |
| 10 Can I just have | very useful meeting.   |

**60.5** Cover the opposite page with a piece of paper. Put the words into order. Write the answers under the correct heading below.

I think in more detail look at this we need to.  
Let's for the moment leave aside that.  
Could you a moment hang on just please?  
Is anything there we should consider else?  
One at time, a please.  
Can we if everyone agrees go round to see the table?  
What ways are there to approach other this?  
Let's so far what we've discussed go over.  
Can we later to this come back?  
We need to depth this in a little more analyze.

## Deal with interruptions

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_

## Keep moving

- 3 \_\_\_\_\_
- 4 \_\_\_\_\_

## Focus the discussion

- 5 *I think we need to look at this in more detail.*
- 6 \_\_\_\_\_

## Widen the discussion

- 7 \_\_\_\_\_
- 8 \_\_\_\_\_

## Check agreement

- 9 \_\_\_\_\_

## Summarize

- 10 \_\_\_\_\_

**60.6** 🗣️ 12 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

What do you think of when you hear the word ‘negotiating’? You probably think of this process: two sides each have a starting position, then they make a series of concessions (= things they give in order to reach an agreement) until they find a compromise (= an agreement where both sides accept that they cannot have everything).

But this process is more accurately called ‘bargaining’, and it’s just one of the phases of a negotiation. The phases are:

- 1 Relationship building: getting to know the other person, exchanging information about the two companies, discussing the market, and generally building trust.
- 2 Stating needs, exploring initial positions and asking questions. In a commercial negotiation, the supplier explains the product in depth and shows how it brings value to the customer’s business.
- 3 Bargaining – not just on price, but on a range of linked issues such as quantity, minimum order, discounts, delivery time, service plans and warranties (guarantees), terms of payment, exclusivity in a particular market, the length of the contract, transport costs, arrangements for sharing advertising costs, penalties if clauses in the contract are not respected.
- 4 Closing the deal.

Read the dialogue below, which is an extract from phase 2 of a typical sales negotiation. For phases 3 and 4, see unit 62.

Supplier: OK, let’s get down to business. What exactly do you need?

Customer: For us, the priorities are quality and reliability.

Supplier: When you say ‘reliability’, what do you mean?

Customer: I mean delivery. On time, every time. Can you do that?

Supplier: Yes, we can. Our customers are well-known firms who trust us and come back to us.

Customer: OK.

Supplier: What sort of quantity are you thinking of?

Customer: Around 1,000 pieces initially. But that may change. How flexible can you be on quantity?

Supplier: You can change the quantity up to five working days before the agreed delivery date, and we need a minimum order of 500 pieces. But quantity is not a problem. Our main concern is that you don’t change the basic specifications of your order.

Customer: Right, I understand. And in terms of delivery, what kind of timescale are we looking at?

Supplier: Two weeks from your firm order.

Customer: OK. Another question. We’ve been quoted a price of €950 per piece for a very similar product. Can you match that?

Supplier: We offer quality at a reasonable price, not at the cheapest price. We don’t try to compete on price. It’s about a relationship between quality and price.

Customer: Of course. I see that. But what kind of guarantee can you give us in relation to your quality?

- Notice in this early part of the negotiation how there are a lot of questions, and how the speakers move freely from one topic to another.

### The phrases you need

#### State your needs

*For us, the priorities are ...*

*Our main concern is ...*

*We think the best option would be ...*

*We’d prefer to see / have ...*

*We need ... . Can you do that?*

#### Explore positions

*What exactly do you need?*

*What do you have in mind?*

*How would you feel about ... ?*

*How flexible can you be on ... ?*

*When you say ... , what do you mean?*

*Can you be more specific?*

*Let me just check I understand you correctly.*

#### Ask specific questions

*What sort of quantity are you thinking of?*

*What kind of timescale are we looking at?*

*What sort of figure are we talking about?*

*What kind of guarantee can you give us?*

*We’ve been quoted a price of ... . Can you match that?*

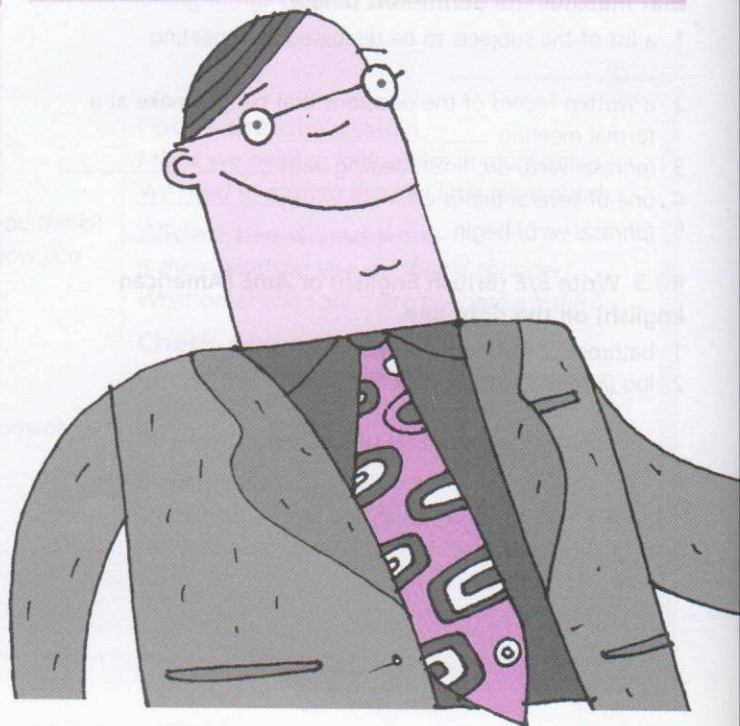
#### Suggest alternatives

*Alternatively, ...*

*Can I suggest another way of moving forward?*

*There are a couple of alternatives we’d like to put forward.*

*Perhaps you would like to try the product on a trial basis?*



## Exercises

**61.1** Read the dialogue opposite aloud several times, then cover it with a piece of paper. Now try to remember some of the missing words below. Write your answers lightly at the side.

- OK, let's get down to \_\_\_\_\_.
- What \_\_\_\_\_ do you need?
- For us, the \_\_\_\_\_ are quality and reliability.
- When you say 'reliability', what do you \_\_\_\_\_?
- Our customers are well-known firms who \_\_\_\_\_ us and come back to us.
- How \_\_\_\_\_ can you be on quantity?
- You can change the quantity up to five working days before the agreed \_\_\_\_\_ date.
- We need a \_\_\_\_\_ order of 500 pieces.
- Our main \_\_\_\_\_ (= feeling of worry) is that you don't change the basic specifications of your order.
- In terms of delivery, what kind of \_\_\_\_\_ are we looking at?
- We've been \_\_\_\_\_ (= told) a price of €950 per piece for a very similar product.
- Can you \_\_\_\_\_ that (= provide something that is equal)?
- We offer quality at a \_\_\_\_\_ price, not at the cheapest price.
- But what kind of \_\_\_\_\_ can you give us in relation to your quality?

After you have remembered whatever you can, use the words in the box below to complete the sentences.

*business concern delivery exactly flexible  
guarantee match mean minimum priorities  
quoted reasonable timescale trust*

**61.2** Fill in the missing letters in the phrases below.

What k \_\_\_ of quantity are you thinking \_\_\_?  
s \_\_\_ of disc \_\_\_ are we talking \_\_\_?  
times \_\_\_ are we looking \_\_\_?

**61.3** Complete the four mini-dialogues with the words and phrases in the box.

*a little low have in mind pre-payment  
production schedule quite high regular customers  
so long something around standard for this market  
such large discounts terms of payment were you expecting*

### Price

Supplier: The price per item is €140.

Customer: That seems <sup>1</sup> \_\_\_\_\_.

Supplier: What sort of price <sup>2</sup> \_\_\_\_\_?

Customer: <sup>3</sup> \_\_\_\_\_ €120.

Supplier: I think you'll find our prices are <sup>4</sup> \_\_\_\_\_.

### Discount

Supplier: We give a discount of 3% on orders over €5,000 and 5% on orders over €10,000.

Customer: Isn't that <sup>5</sup> \_\_\_\_\_?

Supplier: What kind of discount were you looking for?

Customer: 5% on our order of €6,000.

Supplier: Well, we don't normally give <sup>6</sup> \_\_\_\_\_.

### Delivery

Supplier: Our delivery time is six weeks.

Customer: I didn't expect it to be <sup>7</sup> \_\_\_\_\_.

Supplier: What exactly did you <sup>8</sup> \_\_\_\_\_?

Customer: We need delivery in four weeks. Can you do that?

Supplier: That doesn't give us very much time – our <sup>9</sup> \_\_\_\_\_ is very busy at the moment.

### Terms of payment

Supplier: Our <sup>10</sup> \_\_\_\_\_ are 50% in advance, and 50% 30 days after delivery.


Customer: Couldn't you be a little more flexible?

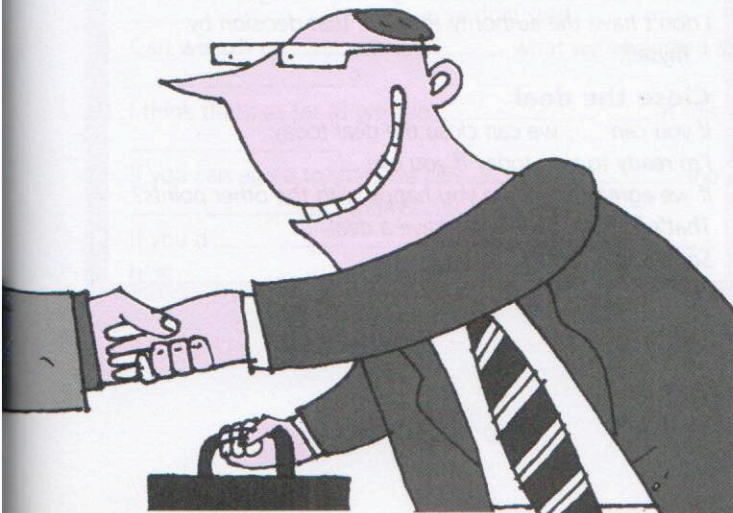
Supplier: What do you mean?

Customer: We'd prefer, say, one third <sup>11</sup> \_\_\_\_\_,

one third after 30 days, and the final third after 60 days.

Supplier: I'm sorry, but we only offer conditions like that to <sup>12</sup> \_\_\_\_\_.

**61.4**  13 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.





The dialogue on page 126 in unit 61 showed some phrases for the early part of a negotiation: stating needs, exploring positions and asking questions. The dialogue below comes from a later part of the same negotiation. It shows phrases for bargaining and closing the deal.

Bargaining is a process of making offers ('proposals' are more formal and more final than offers), with the other side accepting them, refusing them, or coming back with a counter-offer. Inexperienced negotiators tend to work through issues (eg price, terms, delivery) one by one, while more experienced negotiators link issues, with all the pieces of the puzzle only fitting together right at the end. This allows much greater flexibility.

Experienced negotiators also tend to make frequent use of summarizing. Summarizing can be used to check understanding, give yourself time to think, keep a positive atmosphere by reviewing progress, break a deadlock, and close the negotiation.

Now read the dialogue.

Supplier: ... Yes, our minimum order is 500 pieces.

Customer: That's a big risk for us – we'd prefer an initial order of, say, 300 pieces. We can look at further orders later.

5 Supplier: That's not really a viable option for us. It's not cost-effective for us to do a production run of just 300 pieces.

Customer: I see. And earlier you said that you need 50% pre-payment for first time customers.

10 Supplier: That's right.

Customer: 50% is a lot of money to pay upfront. I'm sorry, we can't accept that.

Supplier: We'd be prepared to offer better terms of payment, but only if you increased your order.

15 Customer: When you say 'better terms', what do you have in mind?

Supplier: Well, if you order 500 pieces, we'll accept 25% payment in advance, with the balance 60 days after delivery. That should help with your cash flow.

20 Customer: OK, we could accept that, but only on one condition.

Supplier: Yes?

Customer: That you can make the small customization that we talked about earlier at no extra cost.

25 Supplier: I'm not sure about that. I don't have the authority to make that decision by myself.

Customer: Well, if you can agree to that, we can close the deal today.

Supplier: OK. Can you give me a moment to make a call?

30 Customer: Sure.

Supplier: ... Yes, we can make that customization. No problem. Now, let's just take a moment to review what we've discussed. So, ...

- At line 5 the Supplier refuses an offer about the initial order, and gives a reason. At line 8 the Customer responds with a simple 'I see' and moves to another issue. Neither side feels it is necessary to finalize the initial order issue at this point.
- At line 11 the Customer refuses an offer about the % pre-payment. At line 13 the Supplier responds by linking a concession on this issue to a concession by the Customer on another issue.
- The bargaining and linking of issues continues at lines 17–24.
- The pieces of the puzzle only finally fit together at line 31. The Supplier closes the negotiation by summarizing.

### The phrases you need

#### Bargain

*If you (do that), we'll / we can (do this).*

*OK, we'd be prepared to (do that), but only if you (did this).*

*We could accept that, but only on one condition.*

*Would you be willing to accept a compromise?*

#### Accept an offer

*OK, we can agree to that.*

*That sounds reasonable.*

*I think that should be possible.*

#### Refuse an offer

*I'm not sure about that.*

*That's not really a viable option for us.*

*That would be very difficult for us because ...*

*I'm sorry, we can't accept that.*

#### Summarize

*Let's just take a moment to review what we've discussed.*

*Can we just go through / go over what we've agreed so far?*

*So, ...*

#### Play for time

*I'd like some time to think about it.*

*I think that's as far as we can go at this stage.*

*I don't have the authority to make that decision by myself.*

#### Close the deal

*If you can ... , we can close the deal today.*

*I'm ready to sign today if you can ...*

*If we agree to ... , are you happy with the other points?*

*That's it, then. I think we have a deal.*

*So, if you'd just like to sign here.*

## Exercises

**62.1** Cover the opposite page with a piece of paper. Fill in the missing letters.

- Our mi\_\_um o\_\_r is 500 pieces.
- That's not really a via\_\_ option for us. It's not c\_\_t-eff\_\_e for us to do a production r\_\_ of just 300 pieces.
- Earlier you said that you need 50% p\_\_-pa\_\_t for fi\_\_t ti\_\_ customers.
- 50% is a lot of money to pay up\_\_t.
- If you order 500 pieces, we'\_\_ accept 25% payment in ad\_\_\_\_, with the bal\_\_ 60 days after d\_\_\_\_ry. That should help with your c\_\_ fl\_\_.
- I don't have the au\_\_\_\_ty to make that decision b\_\_ my\_\_.

**62.2** Find a word from the previous exercise that means:

- able to be done \_\_\_\_\_
- (informal) in advance \_\_\_\_\_
- remaining amount of money \_\_\_\_\_

**62.3** Complete the sentences with the pairs of words in the box.

accept / condition    close / deal    go / stage    have / mind  
 just / sign    moment / review    prefer / order  
 prepared / terms    should / possible    sounds / reasonable  
 through / far    willing / compromise

- We'd \_\_\_\_\_ an initial \_\_\_\_\_ of, say, 300 pieces.
- We'd be \_\_\_\_\_ to offer better \_\_\_\_\_ of payment, but only if you increased your order.
- When you say 'better terms', what do you \_\_\_\_\_ in \_\_\_\_\_?
- We could \_\_\_\_\_ that, but only on one \_\_\_\_\_.
- Would you be \_\_\_\_\_ to \_\_\_\_\_?
- Yes, that \_\_\_\_\_ be \_\_\_\_\_.
- That \_\_\_\_\_.
- Let's just take a \_\_\_\_\_ to \_\_\_\_\_ what we've discussed.
- Can we just go \_\_\_\_\_ what we've agreed so \_\_\_\_\_?
- I think that's as far as we can \_\_\_\_\_ at this \_\_\_\_\_.
- If you can agree to that, we can \_\_\_\_\_ the \_\_\_\_\_ today.
- If you'd \_\_\_\_\_ like to \_\_\_\_\_ here.

**62.4** Match a group of verbs 1–4 and a group of adjectives a–d to the nouns below. Check any unknown words in a dictionary.

- accept, agree on, close, do, make, offer somebody, reach, reject, sign
- authorize, cancel, chase, delay, fax through, meet, place, process, put in, receive, ship
- accept, clarify, come up with, consider, drop, explore, outline, make, put forward, reject, revise, study, withdraw
- allow somebody, ask for, be available at, be entitled to, get, negotiate, offer somebody, qualify for

- alternative, compromise, concrete, detailed, helpful, interesting, sensible, tentative, vague
- cash, generous, good, huge, large, low, five percent, special, substantial, usual
- back, firm, initial, outstanding, regular, repeat, rush, special, urgent
- compromise, exclusive, fair, good, lucrative, major, package, two-year


- order  
  discount  
  proposal  
  deal

**62.5** Continue as before.

- extend, fix, have, impose, (fail to) meet, miss, pass, set, work to
- accept, agree on / to, arrive at, come to, find, look for, make, offer, reach, seek, suggest
- discuss, figure out, finalize, go into, go over, itemize, sort out, work out
- extract, get, grant, make, offer, win

- brief, complete, complex, concrete, final, full, minor, practical, precise, rough, technical
- generous, important, key, limited, major, minor, significant, sizeable, substantial
- acceptable, fair, necessary, potential, reasonable, (un)satisfactory, sensible
- flexible, strict, tight

- details  
  deadline  
  concession  
  compromise

**62.6**  14 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.

Many learners of Business English think that it isn't necessary to know about indirect (diplomatic) language. They argue that directness is the best choice in business because then people can understand each other. Usually this is true. But stop to think about your own language. Compare how you talk to your friends and colleagues with:

- Talking to your boss.
- Talking to new customers.
- Participating in a large meeting where you're 'on show'.
- Negotiating a difficult issue while trying to keep a good atmosphere.

Diplomatic language is about showing respect and allowing the other person to 'save face'. Even if you come from a culture where directness is valued, there will be situations in your future business career where you will need to modify your natural directness. Diplomatic/indirect language shows other people that you're polite, educated and respectful of their opinions and feelings.

Compare the 'direct' conversation extract below with its 'softer' version underneath. Of course, the example is exaggerated to make a point.

#### Version 1: direct

Customer: This product is very expensive.

Supplier: It's more expensive than the old model. But the quality is much, much better.

Customer: If we buy this product, will you give us a good discount?

Supplier: What do you mean?

Customer: We want 5%.

Supplier: That will be difficult. You owe us money on your account.

Customer: We have a problem with our cash flow.

Supplier: You must pay the money you owe us now. Otherwise a discount on the new product is impossible.

#### Version 2: softer, more indirect

Customer: To be honest, this product seems quite expensive.

Supplier: It's a little more expensive than the old model, that's true. But the quality is significantly better.

Customer: If we bought this product, would you give us a good discount?

Supplier: What did you have in mind?

Customer: We were thinking of, say, something around 5%.

Supplier: That won't be easy. I'm just looking at my records here. Actually, you owe us money on your account.

Customer: Yes, I know. We have a bit of a problem with our cash flow right now.

Supplier: Why don't you pay some of the money you owe us? Then perhaps we could look again at the discount on the new product.

Study Version 2:

- Notice at line 1 how the Customer uses a warning phrase 'To be honest' and then changes 'is' to 'seems'.
- Notice at line 3 how the Supplier changes 'much better' to 'significantly better'. This is more business-like language.
- At line 4 the Customer uses a grammatical form called 'the second conditional'. The past forms *bought* and *would* make the language more hypothetical and indirect.
- At line 8 the Supplier says 'That won't be easy' instead of 'That will be difficult'. Using *not* + a positive word instead of a negative word is typical of indirect language.
- At line 12 the Supplier uses a negative question. This is also typical of indirect language.

### The phrases you need

#### 'perhaps', 'maybe'

Perhaps we should ...

Maybe we could ...

#### 'would', 'could', 'might'

We would need a quality guarantee.

Here's an idea we could look at.

That might be quite expensive.

#### 'just'

Could I just go back to the point about ...

There's just one thing I'd like to add.

#### 'seems'

It seems to me that ...

There seems to be a problem with ...

#### Rephrase with 'not'

Our competitors aren't very cheap.

That doesn't give us very much time.

That won't be easy.

#### Warning phrase

Actually, ...

To be honest, ...

Unfortunately, ...

#### Negative question

Why don't you ...?

Wouldn't it be better / easier to ...?

Isn't it the case that ...?

#### Past forms

We were thinking of something around 5%.

What did you have in mind?

If we bought this product, ...?

## Exercises

**63.1** Write the line numbers from Version 2 opposite in the boxes below.

- a *perhaps, maybe*   
 b *would, could, might*    
 c *just*   
 d *seems*  **7**  
 e rephrase with *not*   
 f warning phrase  **7**   
 g negative question   
 h past tense     
 i *quite / a little / a bit* (+ adjective)  **7**   
 j *a bit of a / a slight* (+ noun)

- In Version 2, notice how the speakers are polite and respectful, yet at the same time firm and clear. In Version 1 the language is aggressive and creates a bad atmosphere.
- Other techniques in Version 2 include: acknowledging that the other person is right (eg 'that's true' in line 2, and 'yes I know' in line 10); avoidance of exaggeration (eg 'significantly' in line 3); the use of 'vague' language (eg 'say', 'something around 5%' in line 7); and suggesting that a problem is temporary (eg 'right now' in line 11).

**63.2** Match what you think 1–10 with what you say a–j.

You think ...

- 1 Stop speaking and let me say something for a change.
- 2 Why are you always mixing up issues?
- 3 I'm selling your product in my stores, and yet you want me to pay all the advertising costs myself. You're crazy.
- 4 I have a really great idea! You're going to love this.
- 5 You said that you could deliver these items by the end of the week. Now you've changed your story. Typical.
- 6 The cost of that option is going to be way too high.
- 7 I have no idea when we can deliver the items – there's a problem at the factory and no-one can solve it.
- 8 You want it when?! No way.
- 9 If you want quality, go somewhere else. I'm offering you a cheap price.
- 10 That's completely wrong.

You say ...

- a I think it might be better to consider that issue separately.
- b Here's an idea we could look at.
- c I understood that you had these products in stock for immediate delivery.
- d Our products are very good value for money in relation to our competitors.
- e Could I just interrupt for a moment?
- f That doesn't give us very much time.
- g That might be quite expensive.
- h There seems to be a bit of a problem with our production facility at the moment.
- i With respect, that's not quite right.
- j Wouldn't you agree that it's fairer if we share some of the promotional expenses?

**63.3** Make the comments more diplomatic using the words in brackets.

- 1 There's one thing I want to add. (just / like)  
\_\_\_\_\_
- 2 That is impossible. (honest / would / very difficult)  
\_\_\_\_\_
- 3 You're being too optimistic. (seems / me / that / little)  
\_\_\_\_\_
- 4 It would be better to use rail transport. (wouldn't)  
\_\_\_\_\_
- 5 This line is unprofitable. (actually / not very)  
\_\_\_\_\_
- 6 We should leave that point until later. (think / might / better)  
\_\_\_\_\_

**63.4** Look at line 4 of Version 2 opposite.

*If we bought this product, would you give us a good discount?*


In grammar this is called a 'second conditional':

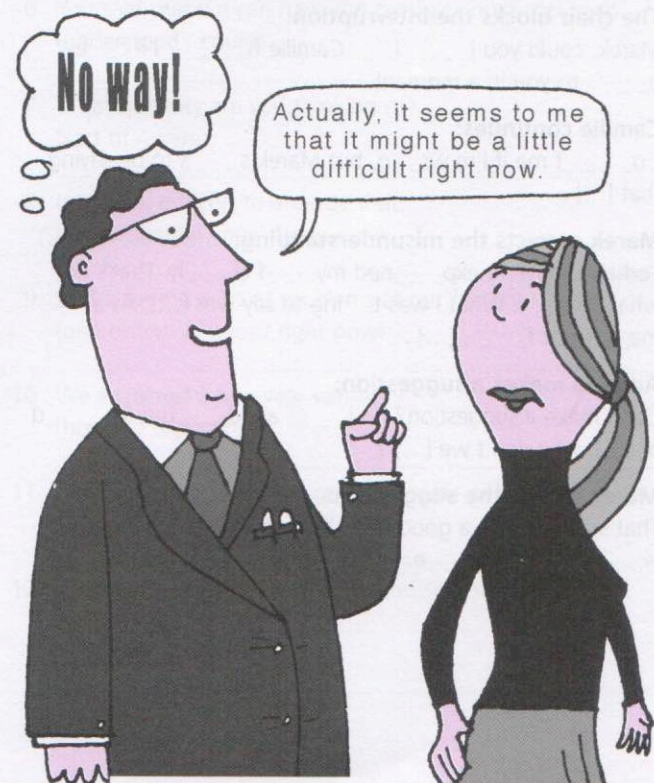
*If we + past simple, would / could you ...?*

With the past form the *if* sentence is more hypothetical and indirect – you're just exploring an idea in a tentative way.

**Change these sentences to second conditionals.**

- 1 If we order 5,000 pieces, what sort of discount can you give?  
\_\_\_\_\_
- 2 If you pay 50% in advance, we will give you generous terms for the remaining 50%.  
\_\_\_\_\_

**63.5**  **15 Speaking practice: listen and repeat. Repeat each phrase you hear and then listen to check.**



**64.1** Fill in the missing letters in this extract from a meeting. Four people speak: the chair, Marek, Camille and Adriana.

**The chair opens the meeting:**

R\_\_\_\_\_, I think we can start. Well, good morning everyone, and th\_\_\_\_s f\_\_\_\_c\_\_\_\_g. Unfortunately, Bruce is ill and s\_\_\_\_s his apo\_\_\_\_\_s.

Just a couple of hou\_\_\_\_\_ping things before we begin – we'll have a sh\_\_\_\_t b\_\_\_\_k around ten thirty, and [...].

Do you all have a c\_\_\_\_y of the a\_\_\_\_a? Good. Can someone t\_\_\_\_e the mi\_\_\_\_s? Thank you.

OK, let's move st\_\_\_\_t to the first i\_\_\_\_. Marek, would you like to k\_\_\_\_o\_\_\_\_?

**Marek presents some alternatives:**

There are several ways we could d\_\_\_\_w\_\_\_\_ this iss\_\_\_\_. Let's look at the p\_\_\_\_s and c\_\_\_\_s of each opt\_\_\_\_ [...]. So, in general I'm in fa\_\_\_\_r of option one because of the cost advantages, al\_\_\_\_gh [...].

**The chair asks Camille for her reactions:**

Thank you, Marek. Camille, can you tell us what you think? This is your f\_\_\_\_ld and I know you h\_\_\_\_e s\_\_\_\_e ex\_\_\_\_nce of this problem.

**Camille speaks:**

I agree with Marek u\_\_\_\_t a p\_\_\_\_t. It may be t\_\_\_\_e that [...], but we also have to consider [...].

So what I'm tr\_\_\_\_g to s\_\_\_\_ is [...]. Or, to p\_\_\_\_ it si\_\_\_\_ly, [...].

**Marek interrupts:**

Can I c\_\_\_\_e i\_\_\_\_ here?

**The chair blocks the interruption:**

Marek, could you j\_\_\_\_ l\_\_\_\_ Camille fi\_\_\_\_? I'll c\_\_\_\_e b\_\_\_\_ to you in a moment.

**Camille continues:**

Co\_\_\_\_t me if I'm wr\_\_\_\_g, but Marek s\_\_\_\_s to be saying that [...].

**Marek corrects the misunderstanding:**

Perhaps I haven't exp\_\_\_\_ned my\_\_\_\_f cl\_\_\_\_ly. That's not what I me\_\_\_\_t. What I was t\_\_\_\_ing to say was [...]. As a ma\_\_\_\_r of f\_\_\_\_, [...].

**Adriana makes a suggestion:**

Can I make a suggestion? It's j\_\_\_\_ an id\_\_\_\_, but in\_\_\_\_d of [...], why don't we [...].

**Marek rejects the suggestion:**

That s\_\_\_\_s like a good idea, but I don't think it would w\_\_\_\_ i\_\_\_\_ pr\_\_\_\_e. The p\_\_\_\_nt is [...].

**The chair widens the discussion:**

OK, what other ways are there to app\_\_\_\_ch this? Is there any\_\_\_\_g e\_\_\_\_e we should con\_\_\_\_er?

**Camille gives an opinion:**

From my p\_\_\_\_t of v\_\_\_\_w, I think that [...].

**The chair reacts:**

Let's think car\_\_\_\_lly about the im\_\_\_\_ions of that.

O\_\_\_\_ the o\_\_\_\_h\_\_\_\_ [...], but on the other hand [...].

**Adriana focuses the discussion:**

I think we need to an\_\_\_\_ze this in a l\_\_\_\_le more d\_\_\_\_th. [...] And so, because of that, I t\_\_\_\_d to feel that [...].

**Marek asks for clarification:**

You men\_\_\_\_ned [...]. Could you be a little more sp\_\_\_\_ic?

**Adriana reformulates:**

Yes, l\_\_\_\_ me p\_\_\_\_ it a\_\_\_\_er way, [...].

**The chair keeps the discussion moving:**

Let's le\_\_\_\_e that as\_\_\_\_e for the moment – I'm not sure it's rel\_\_\_\_t.

**Camille suggests the next steps:**

I think the b\_\_\_\_ way for\_\_\_\_d is for us to [...].

**The chair asks for repetition:**

Sorry, can you r\_\_\_\_ thr\_\_\_\_ that again? I want to be sure I understand.

**Camille repeats:**

Yes, f\_\_\_\_c\_\_\_\_e, [...].

**The chair summarizes:**

I see now. OK, let's g\_\_\_\_o\_\_\_\_ what we've discussed s\_\_\_\_f\_\_\_\_ [...].

**Camille speaks:**

Abs\_\_\_\_ly. And it's not just [...], it's also [...]. So in terms of ac\_\_\_\_on p\_\_\_\_ts we need to [...].

**The chair checks agreement:**

OK. Can we g\_\_\_\_r\_\_\_\_ the t\_\_\_\_e and see if everyone agrees? [...] Good, that's settled. I think we should m\_\_\_\_e\_\_\_\_n now.

**After some time, the chair closes the meeting:**

Well, thanks for your i\_\_\_\_ut, everyone. I think it was a very u\_\_\_\_ul discussion. Shall we f\_\_\_\_ the t\_\_\_\_ for the next meeting? [...] Oh, yes. Marek, can I just h\_\_\_\_ a qu\_\_\_\_w\_\_\_\_ with you before you disappear?

### 64.2 Complete this negotiating dialogue with the words and phrases in the box.

a viable option    are we talking    are you happy  
are you looking    be prepared    did you have  
get down    have a deal    instead of  
might be able    moving forward    really not sure  
sounds reasonable    upfront

Supplier: OK, let's <sup>1</sup> \_\_\_\_\_ to business. So, you're interested in our greetings cards.

Customer: Yes, the Arts Cards range – the ones with the images of famous paintings.

Supplier: We sell a lot of those. What sort of quantities <sup>2</sup> \_\_\_\_\_ for?

Customer: I run a chain of eight small retail outlets, and I'd like to put the cards on a display stand by the checkout at each one. What quantities do you suggest?

Supplier: We <sup>3</sup> \_\_\_\_\_ to help you with the stand. But let's get back to the quantity. Perhaps you should make an initial order of, say, 2,000 cards.

Customer: That seems like quite a large amount. I'd prefer to have 1,000 cards and see how they go.

Supplier: When you said 'display stand' earlier, what exactly <sup>4</sup> \_\_\_\_\_ in mind?

Customer: A stand for the counter.

Supplier: <sup>5</sup> \_\_\_\_\_ a counter stand, why don't you use a floor stand? The capacity is much bigger. A floor stand that turns round.

Customer: Yes, I think that would work well. Are they easy to find?

Supplier: We can give you one for each store, free of charge, but you would need to order a minimum number of cards.

Customer: What sort of figure

<sup>6</sup> \_\_\_\_\_ about?

Supplier: 4,000 cards. If you sell 100 per week at each store, you'll get rid of them in five weeks.

Customer: No, I'm sorry; an order of 4,000 is not <sup>7</sup> \_\_\_\_\_. I just don't have the

cash flow to support that kind of purchase.

Supplier: Cash flow doesn't have to be a problem.

Customer: What do you mean?

Supplier: You don't need to pay everything in advance. If you order 4,000 cards, we'll give you very good terms of payment. Just 50% <sup>8</sup> \_\_\_\_\_, and the balance after 30 days.

Customer: What is the cost per card?

Supplier: The suggested retail price to the public is €2.90. We sell them to stockists like yourselves for €1.20 each.

Customer: Well, to be honest, I'm

<sup>9</sup> \_\_\_\_\_. I'd like some time to

think about it. It's a lot of money – unless we can negotiate the cost per card.

Supplier: I'm sorry, that's not negotiable.

Customer: Can I suggest another way of <sup>10</sup> \_\_\_\_\_? Would you be prepared to take back any unsold cards from our order? We don't know which ones people will buy.

Supplier: If we agree to that,

<sup>11</sup> \_\_\_\_\_ with the other points?

Customer: Well, an order of 4,000 cards is far more than I was thinking of initially, but I guess it's possible.

Supplier: OK, we'd <sup>12</sup> \_\_\_\_\_ to take back any unsold cards, but only from the first order, and only if they were in perfect condition for us to resell.

Customer: That <sup>13</sup> \_\_\_\_\_.

Supplier: That's it, then. I think we

<sup>14</sup> \_\_\_\_\_.

### 64.3 Make the comments more diplomatic using the words in brackets.

1 That will be expensive.  
(might / quite)

2 We will want a larger discount.  
(would / significantly)

3 There's one thing I want to clarify.  
(just / like to)

4 Splitting the order into two consignments would be a good idea.  
(wouldn't / better)

5 I'm unconvinced by this estimate.  
(not totally)

6 You said that we can have the products on a trial basis.  
(understood / could)

7 What quantity are you thinking of?  
(sort of / were)

8 It may be difficult to arrange that.  
(unfortunately / may / very easy)

9 We're having a lot of problems at our factory.  
(one or two / issues / right now)

10 We expected a two-year warranty.  
(honest / expecting)

11 I think that your new range is the same as your old range.  
(seems / me / more or less)

12 It would be easier to pay more and ship the goods by Air Express.  
(wouldn't / little more)

**Exercise 56.2**

1 I've divided my talk into three main parts. 2 If you have any questions, please feel free to interrupt. 3 Let's examine this in more detail. 4 Just to digress for a moment, ... 5 OK, that's all I want to say about the first point. 6 Let's move on to the second point. 7 My own view on this is ... 8 As you can see on this next slide, ... 9 What is the reason for this? The reason is ... 10 Let me explain with a concrete example. 11 I began by telling you a little about ... Then I explained how ... After that I talked about ... 12 Thank you all for coming and I hope it's been useful.

**Exercise 56.3**

1 at / about 2 into 3 with 4 on to 5 to 6 back to  
7 on 8 on 9 on 10 in / of 11 for 12 in / in

**Exercise 56.4**

1 start / introducing 2 digress / moment 3 useful / background  
4 examine / detail 5 explain / concrete 6 highlight / diagram  
7 anyone / comments 8 brings / end 9 explain / again  
10 question / opinion 11 scope / afterwards 12 time / question

**Exercise 56.5**

1 Notice 2 axis 3 units 4 draw 5 rose 6 steadily  
7 have continued 8 although 9 steady 10 growth  
11 due to 12 Even so 13 on 14 over 15 to 16 figure  
17 look at 18 took off 19 were really looking good  
20 had done 21 However 22 has been 23 sudden 24 drop  
25 reasons 26 about 27 comments 28 highly 29 likely  
30 by

**57 Meetings – opinions****Exercise 57.1**

1 what 2 in mind 3 seems to me 4 my point of view  
5 I agree 6 You're right 7 up to a point 8 you mean  
9 may 10 about

**Exercise 57.2**

1 However 2 Actually 3 Luckily 4 Obviously 5 In general  
6 The point is 7 Basically 8 By the way 9 In my opinion  
10 In short

**Exercise 57.3**

1 Strong disagreement 2 Polite disagreement  
3 Not grammatically possible

**Exercise 57.4**

1 Really? Do you think so? 2 I'm not so sure about that. 3 I'm sorry, that's not how I see it. 4 I really can't agree with you there.

**Exercise 57.5**

1 b 2 c 3 a 4 g 5 d 6 f 7 e

**58 Meetings – making things clear****Exercise 58.1**

1 missed / say 2 clear / saying 3 how much / say  
4 arrive / figure 5 exactly / mean 6 Correct / wrong  
7 allow / explain 8 little / specific 9 explained / clearly  
10 finish / point

**Exercise 58.2**

1 understand / explain 2 through 3 over  
4 slight misunderstanding 5 put / way 6 come in

**Exercise 58.3**

1 what 2 how long 3 when 4 how often 5 who  
6 which 7 how much 8 where

**59 Meetings – problem-solving****Exercise 59.1**

1 several / deal with 2 open up / views 3 suppose / right  
4 sounds / work in practice 5 pros / cons 6 On the one hand / on the other hand 7 make a suggestion / Instead / why don't  
8 implications 9 general / although 10 best way forward

**Exercise 59.2**

1 OK, let's do that. 2 What about ...? 3 That's a complete waste of time. 4 Why don't we ...? 5 Yes, that would work really well. 6 Shall we ...? 7 That sounds like a good idea. 8 Can I make a suggestion? 9 I can see one or two problems with that. 10 I'm not really sure about that. 11 That might be worth trying. 12 I don't think it would work in practice.

**Exercise 59.3**

a) 2 / 4 / 6 / 8 b) 1 / 5 / 7 / 11 c) 3 / 9 / 10 / 12

**Exercise 59.4**

1 a problem 2 a solution 3 a suggestion 4 a decision

**Exercise 59.5**

1 are faced with 2 tackle 3 figure out 4 work towards  
5 come up with 6 lends weight to 7 implement 8 lies behind

**60 Meetings – leading a meeting****Exercise 60.1**

1 Right / start 2 ill / apologies 3 housekeeping / begin  
4 bathroom / hall 5 copy / agenda 6 take / minutes  
7 say / words 8 background / useful 9 agenda / get through  
10 brief / point 11 straight / item 12 kick / off

**Exercise 60.2**

1 agenda 2 minutes 3 get through 4 item 5 kick off

**Exercise 60.3**

1 AmE 2 BrE

**Exercise 60.4**

1 I think we can stop there. 2 I'd like to sum up. 3 There are three main conclusions. 4 In terms of action points, ... 5 Are there any other points? 6 Have I missed anything? 7 I think it was a very useful meeting. 8 I'll circulate the minutes. 9 Can we fix a date now? 10 Can I just have a quick word with you?

**Exercise 60.5**

1 Could you just hang on a moment please? 2 One at a time, please. 3 Let's leave that aside for the moment. 4 Can we come back to this later? 5 I think we need to look at this in more detail. 6 We need to analyze this in a little more depth. 7 Is there anything else we should consider? 8 What other ways are there to approach this? 9 Can we go round the table to see if everyone agrees? 10 Let's go over what we've discussed so far.

**61 Meetings – negotiating I****Exercise 61.1**

1 business 2 exactly 3 priorities 4 mean 5 trust  
6 flexible 7 delivery 8 minimum 9 concern 10 timescale  
11 quoted 12 match 13 reasonable 14 guarantee

**Exercise 61.2**

kind of / sort of / discount / timescale / thinking of / talking about / looking at

**Exercise 61.3**

1 quite high 2 were you expecting 3 Something around  
4 standard for this market 5 a little low 6 such large discounts  
7 so long 8 have in mind 9 production schedule  
10 terms of payment 11 pre-payment 12 regular customers

## 62 Meetings – negotiating II

### Exercise 62.1

1 minimum order 2 viable / cost-effective / run 3 pre-payment / first time 4 upfront 5 'll / advance / balance / delivery / cash flow 6 authority / by myself

### Exercise 62.2

1 viable 2 upfront 3 balance

### Exercise 62.3

1 prefer / order 2 prepared / terms 3 have / mind  
4 accept / condition 5 willing / compromise 6 should / possible  
7 sounds / reasonable 8 moment / review 9 through / far  
10 go / stage 11 close / deal 12 just / sign

### Exercise 62.4

2c order / 4b discount / 3a proposal / 1d deal

### Exercise 62.5

3a details / 1d deadline / 4b concession / 2c compromise

## 63 Meetings – diplomatic language

### Exercise 63.1

a) 13 b) 4/13 c) 8 d) 1 e) 8 f) 1/9 g) 12  
h) 4/6/7 i) 1/2 j) 10

### Exercise 63.2

1 e 2 a 3 j 4 b 5 c 6 g 7 h 8 f 9 d 10 i

### Exercise 63.3

1 There's just one thing I'd like to add. 2 To be honest, that would be very difficult. 3 It seems to me that you're being a little optimistic. 4 Wouldn't it be better to use rail transport?  
5 Actually, this line is not very profitable. 6 I think it might be better to leave that point until later.

### Exercise 63.4

1 If we ordered 5,000 pieces, what sort of discount could you give?  
2 If you paid 50% in advance, we would give you generous terms for the remaining 50%.

## 64 Meetings – review

### Exercise 64.1

*The chair opens the meeting*

Right / thanks for coming / sends his apologies / housekeeping / short break / copy of the agenda / take the minutes / straight / item / kick off

*Marek presents some alternatives*

deal with this issue / pros and cons / option / favour / although

*The chair asks Camille for her reactions*

field / have some experience

*Camille speaks*

up to a point / true / trying to say / put it simply

*Marek interrupts*

come in

*The chair blocks the interruption*

Just let / finish / come back

*Camille continues*

Correct / wrong / seems

*Marek corrects the misunderstanding*

explained myself clearly / meant / trying / matter of fact

*Adriana makes a suggestion*

just an idea / instead

*Marek rejects the suggestion*

sounds / work in practice / point

*The chair widens the discussion*

approach / anything else / consider

*Camille gives an opinion*

point of view

*The chair reacts*

carefully / implications / On the one hand

*Adriana focuses the discussion*

analyze / little / depth / tend

*Marek asks for clarification*

mentioned / specific

*Adriana reformulates*

let me put it another way

*The chair keeps the discussion moving*

leave that aside / relevant

*Camille suggests the next steps*

best way forward

*The chair asks for repetition*

run through

*Camille repeats*

of course

*The chair summarizes*

go over / so far

*Camille speaks*

Absolutely / action points

*The chair checks agreement*

go round the table / move on

*After some time, the chair closes the meeting*

input / useful / fix the time / have a quick word

### Exercise 64.2

1 get down 2 are you looking 3 might be able  
4 did you have 5 Instead of 6 are we talking  
7 a viable option 8 upfront 9 really not sure  
10 moving forward 11 are you happy 12 be prepared  
13 sounds reasonable 14 have a deal

### Exercise 64.3

1 That might be quite expensive. 2 We would want a significantly larger discount. 3 There's just one thing I'd like to clarify.  
4 Wouldn't it be better to split the order into two consignments?  
5 I'm not totally convinced by this estimate. 6 I understood we could have the products on a trial basis. 7 What sort of quantity were you thinking of? 8 Unfortunately, it may not be very easy to arrange that. 9 We're having one or two issues at our factory right now. 10 To be honest we were expecting a two-year warranty.  
11 It seems to me that your new range is more or less the same as your old range. 12 Wouldn't it be easier to pay a little more and ship the goods by Air Express?

## 65 Business reports and proposals – reports I

### Exercise 65.1

1 executive summary 2 findings 3 cover page  
4 recommendations 5 contents 6 procedure 7 appendix  
8 terms of reference 9 conclusions 10 acknowledgements

### Exercise 65.2

1 f 2 n 3 b 4 q 5 j 6 e 7 m 8 l 9 i 10 c  
11 h 12 g 13 p 14 a 15 k 16 o 17 r 18 d

## 66 Business reports and proposals – reports II

### Exercise 66.1

c

### Exercise 66.2

1 this solution 2 share / collaborate 3 central resource  
4 anywhere

### Exercise 66.3

1 considerable / are expected to 2 tend to / might not be  
3 At the earliest possible opportunity / a production planning meeting  
4 quite poor / may be 5 relatively / financial resources  
6 It is possible that / obtained 7 is likely to be / consequences  
8 many people are / typically leads to 9 arising from / presented  
10 numerous / encouraging

### Exercise 66.4

1 The same strategy can be used 2 the environmental impact of these changes will be considered. 3 can only be done 4 should be emphasized

## 67 Business reports and proposals – proposals I

### Exercise 67.1

1 scope 2 Gantt chart 3 deliverables 4 state-of-the-art  
5 testimonials 6 fee