

# Contents

<b>1</b>	<b>Communicating with clarity</b>	11
	Writing clearly .....	11
	– Use short sentences .....	11
	– Sentence and meaning .....	12
	– Writing a good paragraph .....	13
	– Effective paragraphing and linking .....	13
	– Linking words/expressions .....	14
	Telephoning in English .....	15
	– Leaving a voicemail .....	15
<b>2</b>	<b>Best-practice emails and working in multi-cultural teams</b>	21
	Advantages of emails .....	21
	– Dos and don'ts .....	21
	– Common abbreviations .....	23
	– Common email acronyms .....	24
	– Emoticons or Smilies .....	25
	– To email or not from your work computer .....	25
	– Giving negative feedback by email .....	26
	Working in multi-cultural teams .....	26
	– The Challenges of Multi-Cultural Teamwork .....	27
	Raising awareness of different communication styles .....	28
<b>3</b>	<b>Building business relationships</b>	32
	Small Talk – Big Problem .....	32
	– Why make small talk at all? .....	33
	– Be an active listener .....	33
	– Making small talk .....	33
	– Building on small talk .....	34
	– Safe topics to talk about .....	35
	– Use open questions when you make small talk .....	36
	– Active listening .....	36
	– Minimal responses .....	37
	– Helping a corporate visitor with problems .....	38
	– Writing an email to a new acquaintance – formality vs informality .....	38

## **6 Contents**

<b>4 Delegating</b>	41
Know your team and the task requirements	41
– Vocabulary	42
Excellent communication skills	43
– Expressions for getting something done	43
– Sample sentences	43
Empowering and ongoing support	44
– Expressions for ongoing support	45
– Organising a conference	46
– Linking words and phrases/Describing a process	46
– Speaking in chunks of meaning	49
<b>5 Complaints</b>	50
Complaining by telephone	50
– Key factors in complaining whilst maintaining the relationship	52
Letters of complaint	55
– Opening and closing salutations	55
– Linking words and phrases for comparing and contrasting	57
<b>6 Proposals and reports</b>	58
Proposals	58
– First and Foremost/The concept	58
– Know the target reader	59
– Let's get writing	60
– Title Page	60
– Introductory paragraph	60
– The main body of the proposal	61
– The conclusion	61
– The language	62
– Revision of first draft	63
Reports	63
– Purpose sentence	64
– Creating the report	64
– The reader(s)	64
– Collecting information	65
– Organising the report	66
– Writing a rough draft	66
Final report	66

<b>7 Meetings</b>	67
Ineffective meetings	67
– How to make meetings more effective	67
The agenda	68
Chairing a meeting	68
Participating in a meeting	71
– Expressions for agreeing/disagreeing and giving opinions	71
– Giving opinions	72
Minutes	72
<b>8 Writing promotional copy</b>	74
What's the purpose of the text you're writing?	74
– Two types of advertising	74
– Getting the reader's attention: Headlines	75
The principles of writing promotional copy	75
– Desire	79
– Action	79
<b>9 Apologising</b>	82
Saying sorry	82
Accepting apologies	83
Your voice	84
– Key	84
– Dealing with tricky situations	85
Written apologies	85
The language of apologies	88
<b>10 Giving presentations with impact</b>	89
Checklist	89
Using slides	89
– Dos	92
– Action titles of slides	92
Ordering a presentation	93
– Structuring a presentation	93
– Tips	95
Recycling key information	95
The Q&A session	96

## **8 Contents**

Delivery .....	97
– Voice warmers .....	97
– Final tips .....	98
<b>11 Team building and giving/receiving feedback .....</b>	<b>99</b>
Team roles .....	99
Dealing with different team players .....	101
Feedback .....	102
– Receiving feedback .....	103
– Giving feedback .....	104
– Writing a memo .....	104
<b>12 Deadlines and Reminders .....</b>	<b>106</b>
Asking to have deadlines extended or workload reduced .....	106
Setting deadlines .....	107
Getting people to stick to deadlines .....	107
Written reminders to clients .....	109
– The language of deadlines and reminders .....	111
<b>13 Saying “no” .....</b>	<b>113</b>
Saying ‘no’ politely .....	113
– Different ways of saying ‘no’ .....	114
Saying ‘no’ more firmly .....	115
Saying ‘no’ assertively .....	117
Reporting unacceptable behaviour .....	118
– Guidelines .....	118
– Letter to a harasser .....	119
– Harassment report to manager .....	120
<b>14 Writing CVs with impact, covering letters, and letters of reference .....</b>	<b>122</b>
How do you prepare to write a CV? .....	122
How do you write a CV? .....	123
– Dos and don’ts when you write a CV .....	125
Covering letters .....	125
Writing a letter of reference .....	127
– Tips for writing a letter of reference .....	127
– Structuring a letter of reference .....	128

<b>15 Conference invitations and requests for abstracts, cards for various occasions .....</b>	131
Organising a conference .....	131
– Engaging speakers .....	131
– Call for papers and abstracts .....	132
– Letter of invitation to a conference speaker .....	133
Writing cards – useful phrases for various occasions .....	134
– Get well cards .....	134
– Cheering someone up .....	135
– Sympathy cards .....	135
– New baby cards .....	136
– Congratulations .....	136
– Work anniversaries .....	137
– Retirement cards .....	137
– New job cards .....	137
– Thank-you cards/notes .....	138
<b>16 Influencing strategies and tactics .....</b>	139
How to influence people and win friends .....	139
– Strategies and tactics explained .....	140
– Negative tactics – beware how you use them! .....	141
– Good influencers are fun to be around .....	141
The Myers Briggs Type Indicator (MBTI) .....	142
– Working out your Myers Briggs type .....	145
<b>17 Dealing with difficult people .....</b>	147
Dealing with different types of difficult people .....	148
Positive vs negative communication .....	150
Assertiveness .....	151
– Being assertive .....	153
Tact and Diplomacy .....	155
– Making language more diplomatic .....	155
<b>Appendix A Linking Words – A Summary .....</b>	157
<b>Appendix B Punctuation .....</b>	158
– Contractions .....	159
– The possessive .....	160
– It's and its .....	160

## **10    Contents**

<b>Appendix C   Proofreader's marks</b> .....	161
<b>Appendix D   The use of the articles a/an/the/ zero (no) article</b> .....	164
<b>Appendix E   Conditional forms in the English language</b> .....	167
<b>1   Communicating with clarity KEY</b> .....	169
<b>2   Best-practice emails and working in multi-cultural teams KEY</b> .....	172
<b>3   Building business relationships KEY</b> .....	175
<b>4   Delegating KEY</b> .....	178
<b>5   Complaints KEY</b> .....	181
<b>6   Proposals and reports KEY</b> .....	184
<b>7   Meetings KEY</b> .....	188
<b>8   Writing promotional copy KEY</b> .....	191
<b>9   Apologising KEY</b> .....	194
<b>10   Giving presentations with impact KEY</b> .....	197
<b>11   Team building and giving/receiving feedback KEY</b> .....	200
<b>12   Deadlines and reminders KEY</b> .....	203
<b>13   Saying “no” KEY</b> .....	206
<b>14   Writing CVs with impact, covering letters, and letters of reference KEY</b> .....	209
<b>15   Conference invitations and requests for abstracts, cards for various occasions KEY</b> .....	211
<b>16   Influencing strategies and tactics KEY</b> .....	215
<b>17   Dealing with difficult people KEY</b> .....	219