

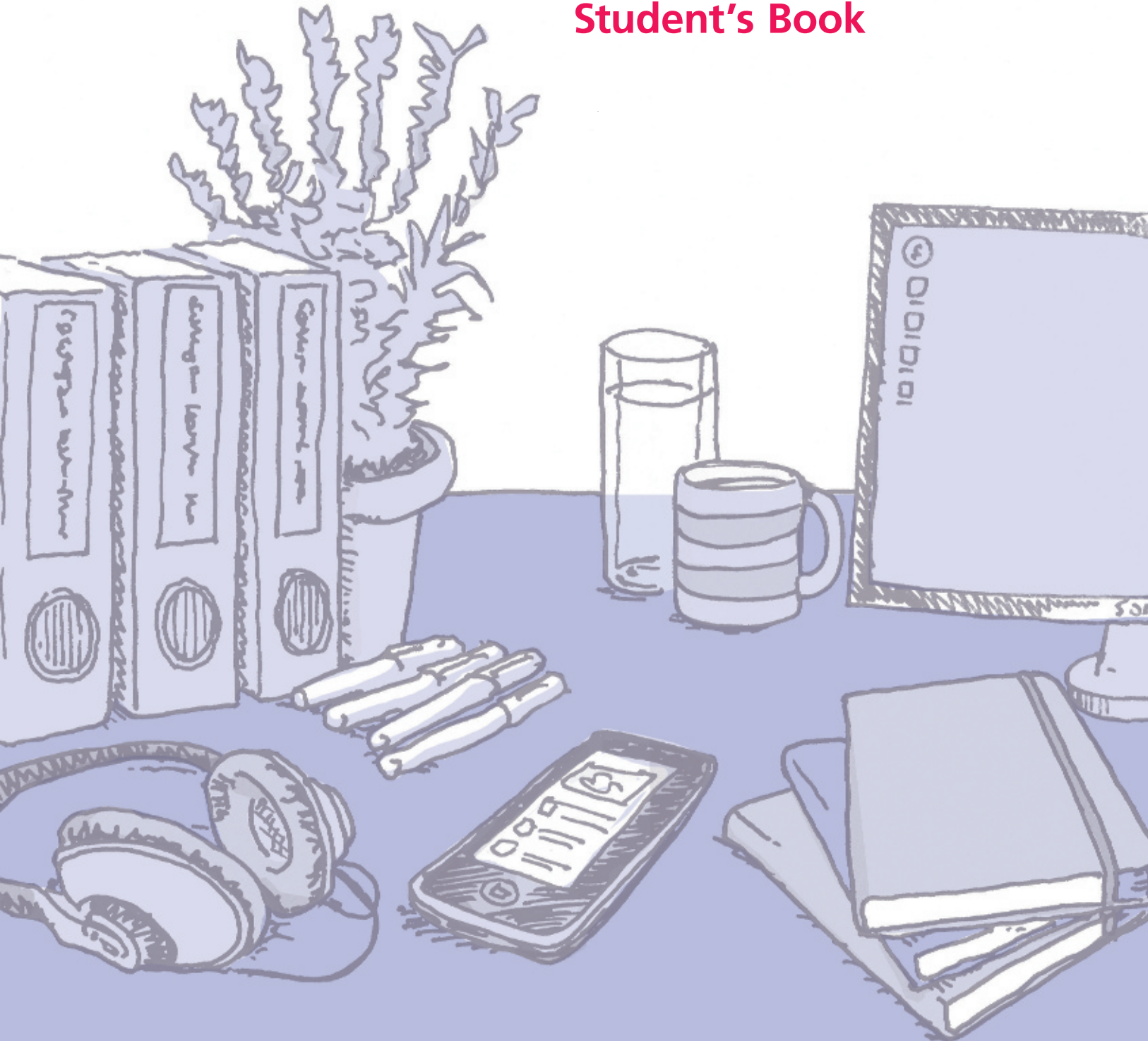
Intermediate B1+

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with additional material
by James Greenan

@work

Student's Book



Richmond

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More practice = more practice available on the digital and print Workbook

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1 My world of work

A day in the life of ...

present simple for routines
present continuous for now



8 a.m.



noon



7 p.m.



10 p.m.

Start up

- 1 Look at the pictures and discuss the questions with a partner.
 - 1 What time of day do you prefer?
 - 2 When do you work best?
 - 3 When are you at your least effective?
 - 4 What do you normally do at each of the times of day?
 - 5 What are you doing this week that's different from other weeks?

Reading

- 2 Read the text and complete the sentences.
 - 1 When working, Jourdan normally stays in, but this week, she at her mum's.
 - 2 When she isn't doing modelling shows, she sometimes
 - 3 She still in normal stores and enjoys eating
 - 4 She to lots of model parties.

The life of a supermodel

Jourdan Dunn, from west London, was shopping for sunglasses when she was spotted by a scout from the agency that discovered Kate Moss.

But modelling isn't always as glamorous as some people think. Normally, Jourdan stays in models' apartments when she's on tour, but she doesn't enjoy it. 'I hate staying in models' apartments. Most models usually have their mums running around looking after them, so the house is a mess. I'm a clean person so it's hard to cope.' But this week is London Fashion Week and she's staying at home, eating home-cooked food and watching the British soap opera *EastEnders*.

Dunn doesn't do modelling just for fun – she's a career woman with a busy schedule. After three 5.00 a.m. starts during London Fashion Week, she's then flying to Milan for the next round of shows. New York, London, Milan and Paris fashion weeks all follow on from one another, so it's a non-stop round of castings, auditions and catwalk shows. After that comes to an end, she's doing shoots for magazines and campaigns, and is modelling in one-off shows.

While many things have changed for Dunn, she has changed few lifestyle habits since starting modelling; she still shops on the high street, wears trainers rather than high heels, and eats junk food.

Although Dunn's living in the spotlight at the moment, she doesn't let success go to her head, and says she still hangs out with the same friends rather than other models. As for the glamorous after-parties, they're all full of old people, 'I'm not really into after-parties. I feel like I'll be with a bunch of people not my age.'

reuters.com ©Thomson Reuters 2008



- 3 Read the text again. What does she do regularly and what's she doing this week? What difference is there in the verb form used?

Grammar

- 4 Look at the table. Match the rules with the example sentence.

Present simple

- | | |
|------------------------|--|
| 1 A long-term activity | a She doesn't let success go to her head. |
| 2 A long-term state | b Normally Jourdan stays in a models' apartment. |
| 3 A regular activity | c She does photo shoots for magazines. |

Present continuous

- | | |
|---|-----------------------------------|
| 1 A temporary activity | a She's then flying to Milan. |
| 2 A future arrangement | b She's staying with her mother. |
| 3 An action happening at the moment of speaking | c She's eating lunch as we speak. |

>>> GRAMMAR REFERENCE PAGE 102



- 5 Complete the sentences with the correct form of the present simple or present continuous.

- I (work) on this project all this week.
- They (visit) clients every Monday.
- He (live) a five-minute walk away from work.
- We (take) a holiday next week.
- Can I call you back in a minute? I (eat) my lunch.

Listening

- 6 You're going to listen to John, a cycle courier. Look at the things he does. Which ones do you think he does regularly and which are just temporary?

- cycle 50 to 100 miles
- work 9.00 to 5.00
- not take a lunch break
- carry files and envelopes
- carry clothes
- earn £200 per week

- 7 1.1 Listen and check your answers.
- 8 Write the activities in 6 in full sentences using the correct form of the present simple or present continuous.

John cycles 50 to 100 miles every day.

Speaking

- 9 Write down six things you regularly do in your job. Tell your partner which ones you enjoy the most and the least.
- 10 Think about a project or something you're doing at the moment that's short-term or not regular work. Tell a partner what's involved and what you like and dislike about it.

Start up


1 Match the departments 1–6 with their functions a–f.

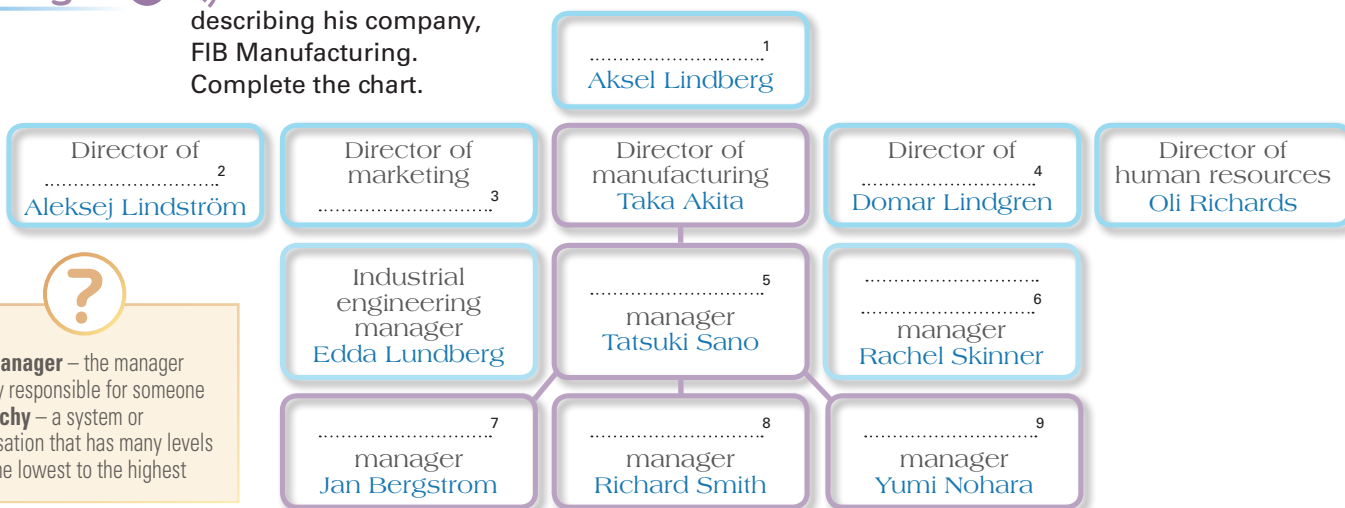
Department	This department ...
1 Accounts	a is in charge of buying products and services for a company.
2 Human Resources	b is in charge of computer hardware and software.
3 IT	c makes the things a company sells.
4 Office Services	d provides administrative support.
5 Production	e is in charge of financial matters.
6 Purchasing	f runs staff training and development, and is responsible for recruiting and dismissing staff.

2 Discuss the questions with a partner.

- Which departments from 1 do you have in your company?
- What other departments do you have?
- Which department do you work in?

Listening

3  1.2 Listen to Jan describing his company, FIB Manufacturing. Complete the chart.



line manager – the manager directly responsible for someone
hierarchy – a system or organisation that has many levels from the lowest to the highest

4 Does your company have a clear and simple structure? Is there a strong, traditional hierarchy like the one in 3?

Reading

5 Read the text about Oticon. How is its hierarchical structure different from a traditional one?



The Danish company Oticon is the second largest producer of hearing aids in the world. It employs about 4,500 people worldwide and around 1,200 in Denmark. In the 1980s, competition became much stronger for Oticon. In 1988, Lars Kolind became the new chief executive and in 1990, he decided that a new strategy was needed. Kolind decided to change how the company was structured and organised.

Product development was organised around projects. The management team appointed a project leader who recruited people to do the work. Employees could choose to work on any project, or not, as long as their current project leader agreed. Most employees previously had a single skill, but now required at least three specialities: one skill was based on a professional qualification and the other skills were unrelated, such as customer support or advertising. This allowed the company to respond more quickly and to use skills fully.

The only part of the old hierarchy that still remains is the ten-person management team. There are no job titles; people do whatever they think is right at the time. With no departments, people don't protect local interests and it's easier to cope with changes in workloads. The company has values such as 'an assumption that we only employ adults (who can be expected to behave responsibly)' and 'an assumption that staff want to know what and why they're doing it'. Oticon believes that if the processes are defined clearly, then the company can be more flexible. Kolind refers to this as 'managed chaos'.

6 Read the text again and match the two parts of the sentences.

- 1 The management team are in charge
- 2 Employees report to
- 3 Employees are responsible for
- 4 The hierarchy helps the company deal with
- 5 People don't work for
- 6 Employees are given

- a their own workloads.
- b responsibility.
- c the project leader.
- d a department.
- e changes in workloads.
- f of project leaders.

7 Work in pairs. Write the advantages in the correct column.

- a It gives employees more responsibility in the organisation.
- b Employees become specialists.
- c It improves coordination and speed of communication.
- d Employees look out for the best interests of their department.
- e There's an easier decision-making process among employees.
- f It reduces an organisation's budget costs.
- g Opportunities for promotion motivate employees to perform well.

Flat hierarchy	Traditional hierarchy

8 Compare your ideas with another pair.

Vocabulary

9 You're going to listen to Jan describing his role in FIB. Before you listen, complete the sentences with words from the box.

in charge of look after report to responsible for work alongside
~~work for~~ work in

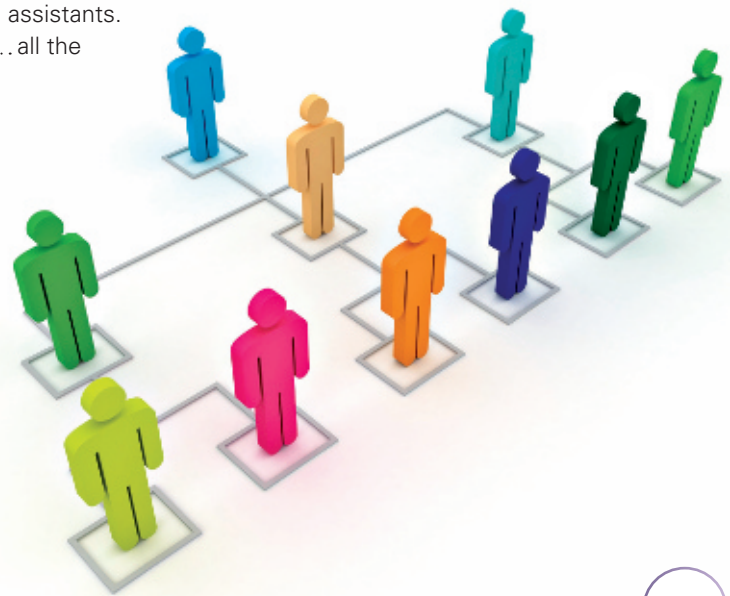
- 1 I work for FIB Manufacturing.
- 2 I'm a shift manager and the main factory.
- 3 I two other shift managers.
- 4 I Taksuki Sano, the factory manager.
- 5 I'm twenty production assistants.
- 6 It's my responsibility to all the machinery and factory staff.
- 7 We have targets to meet each day and I'm my team meeting these targets.



10 1.3 Listen and check.

Speaking

11 Work with a partner. Use the verbs and prepositions from 9 to describe your job.

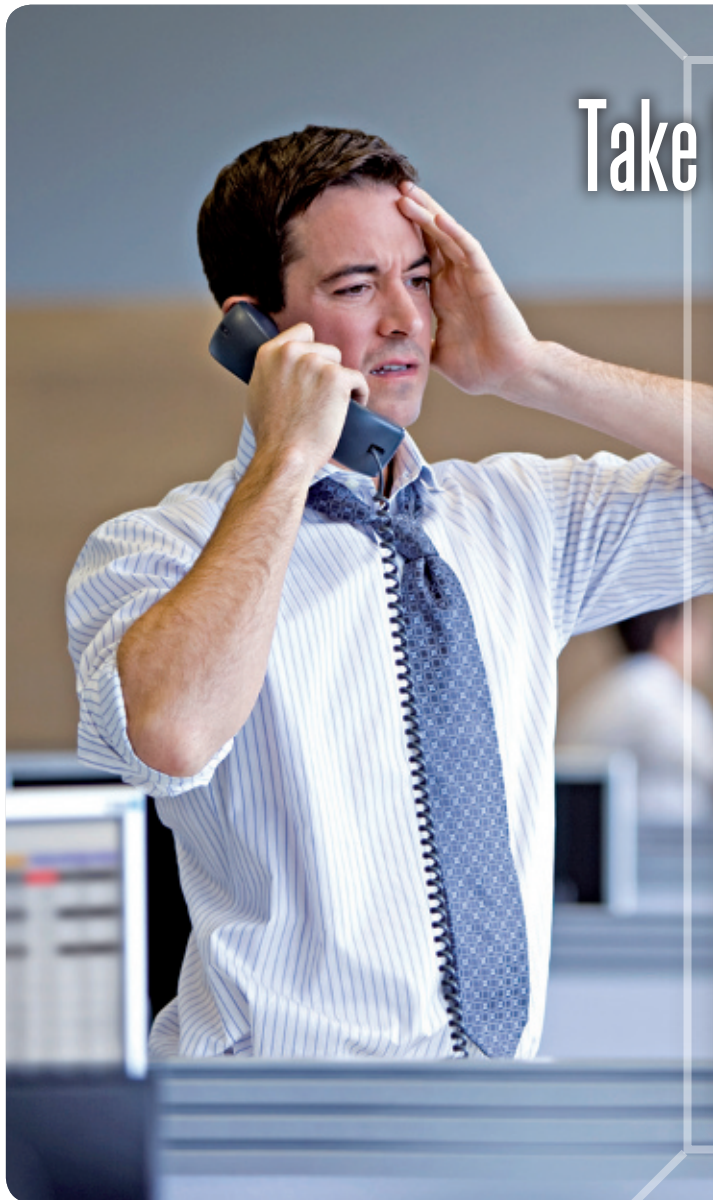


Start up

- 1 Tell a partner about when you do the following things in English. Who's it to/with? What's it usually about?
- | | |
|------------------|---------------------|
| 1 have a meeting | 3 make a phone call |
| 2 send an email | 4 watch a film |

Reading

- 2 Read the text about phoning in English and complete the sentences.
- 1 Telephoning can be an advantage because
 - 2 The best way to make your phone call successful is



Take the stress out of phoning

We spend a lot of time on the phone in our own language. However, the thought of speaking on the phone in a foreign language can be terrifying. Do you delay or avoid making calls because you worry you'll have to explain something and the person won't understand what you're saying? Don't worry – there are many strategies you can use and in some ways the phone is actually an advantage.

Many people wish they could just speak face-to-face with the person on the other end of the phone. They think so much is lost by the lack of body language and the use of gestures. Look at it another way and you don't have to worry about looking confused or stressed by the conversation. Also, when can you ever just ask a person to wait for a few seconds in the middle of a conversation? Well, on the phone you can – simply put the caller on hold for a few seconds as you gather your thoughts.

Preparation, however, is the key to success on the phone. If you're making the call, try to plan as much in advance as possible. Think not only about what you want to say, but also what the other person may say in response. Try to learn standard phrases by heart, as many can be used again and again no matter who the caller is or what the topic is.

If the thought of calls really stresses you out, don't forget: there's always email!

- 3 Read the text again and answer the questions.
- 1 How do people sometimes feel talking on the phone in another language?
 - 2 What do people prefer to the phone?
 - 3 What other things help face-to-face communication?
 - 4 What can you do on the phone that you can't do face-to-face?
 - 5 What three things should you do before a call?
- 4 Tell a partner whether you agree with the ideas in the text or not. Try to add more strategies for making calls in English.



Listening

5 1.4 Listen to three phone calls. Why can't they speak to the person they need to speak to?

- 1
- 2
- 3

6 Work with a partner. Complete each useful telephone phrase with the number of words in brackets.

- 1 Can I ask who's (2) calling?
- 2 Can you (2) a moment?
- 3 Can I (1) a message?
- 4 Can you (2) to call me back?
- 5 Can you (2) your name again, please?
- 6 Can you (2) again, please?

7 1.5 Listen to a call and check your answers.

Say it right

8 1.6 Listen to the questions from 6 being said in two different ways. Decide which question sounds more polite in each case. Write P for polite and R for rude for each one.

- 1 a b
- 2 a b
- 3 a b
- 4 a b
- 5 a b
- 6 a b

9 Listen again and practise the polite intonation.

Listening

10 Match parts of the sentence from each column to make different ways to check information.

1 Is that		your number		one L in the middle or two?
2 Did you say		say		you're calling from?
3 I'm sorry,		I didn't catch		is 972 8773?
4 Where did you		with		please?
5 Could you		spell it,		or B for Bertie?
6 Is that P		for Paul		your name.

11 1.7 Listen to two calls and check your answers to 10.

12 Listen again. Why is each person calling?

- 1
- 2

13 1.8 Listen to the first call being returned.

- 1 What's the problem?
- 2 Are there spellings of names for different genders which people easily confuse in your native language?

14 Compare the message from the second call with the audioscript on page 116. What problem will Connie have?

Connie,
 Could you ring Andrew Newton about the next course coming up on 01568 926669?
 Laura

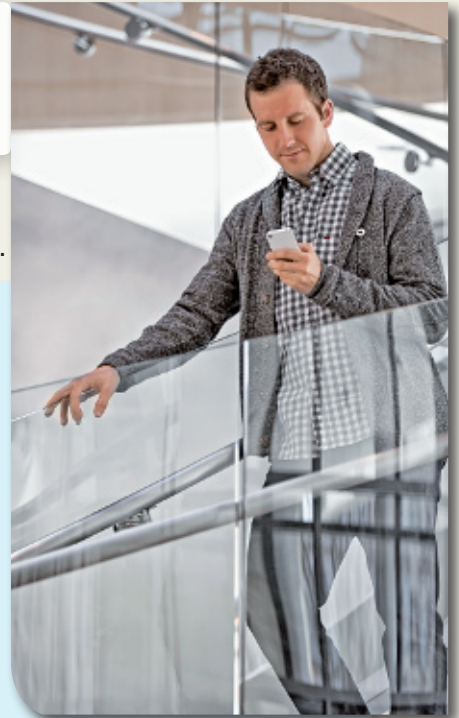
Speaking

15 Work with a partner. Practise leaving and taking messages over the phone. Student A, look at the information below. Student B, look at page 96.

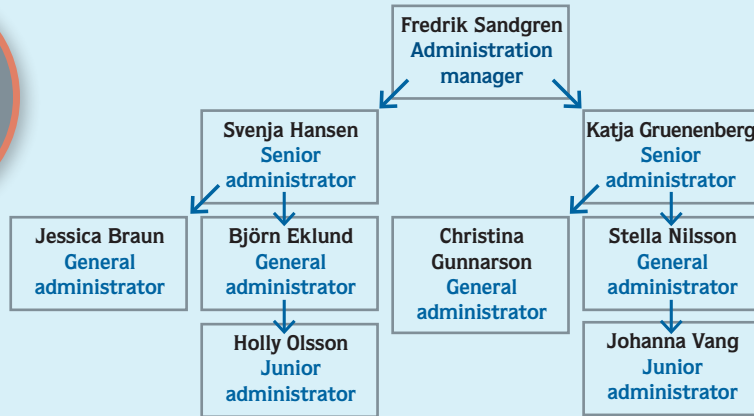
- You work for Circo on their reception. Answer the phone.
- Try to contact the person your partner wants to speak to.
- The person isn't there. Ask about taking a message.

Scenario: New boss

Richmond Design Solutions, a graphic design company, has recently hired Fredrik Sandgren to take charge of their administration department. The management team was really impressed with his ideas for changing the structure of the department.



- 1 1.9 Listen to a description of how the department is currently organised and complete the information that follows.



Senior administrators look after¹ and deal with legal contracts. They² admin services to the³ design project managers. General administrators: Jessica and Björn are⁴ meeting room bookings, catering, and business trip⁵. Christina and Stella deal with the⁶ for the ten designers on the design team. Junior administrators answer all⁷ and email enquiries, deal with⁸ and order stationery.

- 2 1.10 Listen to part of the interview Fredrik had. Complete the table with his plans for the department.

Roles	He plans for employees to have no ¹ or ² .
Training	In the new system, employees will need ³ .
Managing workload	Fredrik thinks the biggest advantage of his plan is ⁴ .
Working methods	People won't have set tasks to do, ⁵ will have tasks to do.

- 3 Read the text about how the department is currently organised. What problems do you think the new manager might have with his ideas for changes?



Richmond Design Solutions has a very strong hierarchy and line of command. It's very clear who's in charge of each department and it's their role to allocate tasks to members of staff. When the company hires new staff, they do so with a specific job in mind and as a result, they hire people with very clear skills, experience and expertise in these areas. The company operates a flexible working schedule with core hours from 10.00 to 3.00. Once staff have completed their work, they often leave early or arrive late the next day. The conditions for workers in the company are very good. There's a good holiday allowance, salary and pension fund. Once people start working in the company, they tend to stay there for a very long time. The company's very proud of its staff retention, but a little frustrated by the lack of dynamism in the company.

4 **1.11** Listen to a conversation over lunch. Why is each person not happy?

Björn	Christina	Jessica

5 Fredrik has reorganised his department. Look at the new organigram and make a list of some problems it could cause. Discuss your ideas with a partner.

Fredrik Sandgren
Administration manager

↓

Svenja Hansen, Katja Gruenberg, Jessica Braun, Björn Eklund, Christina Gunnarson, Stella Nilsson, Holly Olsson, Johanna Vang
Administration team

Possible problems

Staff unhappy with their salary if they're given more responsibility but no more money

.....

.....

.....

.....

6 **1.12** Listen to a conversation between Fredrik and his manager, Karin. Answer the questions.

- 1 What problems do the designers have with the new system?
- 2 Why are the key customers unhappy?
- 3 What are Svenja and Katja unhappy about?
- 4 What are Holly and Johanna asking for? Why?
- 5 What does Karin think Fredrik should do?

7 Karin has suggested that if Fredrik wants to keep the flat hierarchy, he should define roles and responsibilities clearly. Look at her suggestions and compare them with the old organigram in 1. Which is better and why? Discuss your ideas with a partner.

Fredrik Sandgren
Administration manager

↓

Svenja Hansen, Katja Gruenberg, Jessica Braun, Björn Eklund, Christina Gunnarson, Stella Nilsson, Holly Olsson, Johanna Vang
Administration team

All team members now have the following responsibilities: answer phone calls, deal with new email enquiries, organise meetings, book catering, arrange business trips.

Other responsibilities are divided as follows.

Svenja: Responsible for Key Customer 1 and legal contracts.

Katja: Responsible for Key Customer 2 and legal contracts.

Jessica and Björn: Responsible for Key Customer 1 when Svenja is busy. Deal with admin for 4 design project managers.

Christina and Stella: Responsible for Key Customer 2 when Katja is busy. Deal with admin for 4 design project managers.

Holly and Johanna: Deal with admin for 10 designers and assist other members of admin team where necessary.