

Business Advanced

Unit 10: Leadership



Business Advanced

Unit 10: Grammar reference and Homework



Working with Words

1. Match each description 1-12 to its best-fitting word a-l.

- 1. If you have this, you are totally dedicated to what you are doing.
- 2. Able to make decisions.
- 3. If you have this, you believe completely in what you are doing.
- 4. Knowing your capabilities and your limitations.
- 5. Interested in, and good with, people.
- 6. Modest, not arrogant.
- 7. Working together and involving everyone.
- 8. Letting people do their work without interfering.
- 9. Flexible, willing to adjust to different situations.
- 10. If you have this, people believe you are honest and trustworthy.
- 11. The ability to understand other people's feelings.
- 12. If you are this, you feel very strongly about something.

- a. hands-off
- b. conviction
- c. empathy
- d. people-focused
- e. collaborative
- f. self-aware
- g. passionate
- h. commitment
- i. humble
- j. adaptable
- k. decisive
- l. integrity

2. Complete 1-7 in the advice about leadership with some of the words in orange below.

- | | | |
|------------------|-----------|-------------------|
| avoid | establish | recognize |
| be consistent in | generate | reinforces |
| credibility | influence | sense of cohesion |
| culture of trust | instil | work together |

‘Be especially cautious at the beginning. You won’t 1. _____ your authority as a team leader by being too domineering. Your team need to accept that you have the right to guide them. And you certainly won’t 2. _____ confidence in your team by being too controlling – they may see that as a sign that you don’t trust them. So at all costs, 3. _____ the desire to micromanage.’

‘Your team need to know you can do the job, so it’s important to establish your 4. _____ foundation right from the start. You’re unlikely to be able to exert any 5. _____ influence over people if they don’t believe in you. Show them that you recognize their capabilities, and they’re more likely to see you in the same way – in other words, make an effort to 6. _____ mutual respect.’

‘You have to get them to 7. _____ collaboration. If they’re doubtful of each other, or overly competitive, that has to change, so try and build a 8. _____ connection between the individual team members. It takes time, but it’s worth it. Getting them to cooperate on projects can work, or sharing responsibility for key tasks – anything to bring individuals closer together and develop a 9. _____ unity within the team. This enables the team to work “as one”.’

‘People need to know where they stand. It’s important to 10. _____ clarify your expectations and your feedback – so treat everyone equally. Always 11. _____ individual contributions when it’s suitable to do so. But also acknowledge successes that are a team effort – any manager that does this 12. _____ a sense of team spirit.’

Answer key

- 1.
- 1. h (commitment)
 - 2. k (decisive)
 - 3. b (conviction)
 - 4. f (self-aware)
 - 5. d (people-focused)
 - 6. i (humble)
 - 7. e (collaborative)
 - 8. a (hands-off)
 - 9. j (adaptable)
 - 10. l (integrity)
 - 11. c (empathy)
 - 12. g (passionate)

- 2.
- 1. avoid
 - 2. instil
 - 3. avoid
 - 4. credibility
 - 5. influence
 - 6. reinforces
 - 7. work together
 - 8. sense of cohesion
 - 9. culture of trust
 - 10. clarify
 - 11. recognize
 - 12. generate

1. Complete 1-11 in this briefing with phrases from the list.

- it has been agreed that
- I would encourage all of you to
- it will be well worth the inconvenience
- apparently, the decision was taken
- What this will allow us to do is
- my understanding
- the benefits are clear
- as I understand
- another great thing about this change is
- you and your teams are crucial to
- has a key role to play in

As you may have heard, 1. _____ from 1st January, the operations of all the Asian branches will now be independently overseen from Brussels rather than reporting directly to New York. 2. _____ at yesterday’s assembly of the new senior leadership team, and clearly, it impacts all of us. 3. _____, although the initiative originated from head office, it has been supported by all the regional divisions. Now, firstly, 4. _____ to deliver a quicker and more customized service to all our European clients. 5. _____ that we will have full autonomy, and the flexibility to develop our own methods of functioning that are suitable for our market. Now, there may be some reorganization on a local scale, but 6. _____ is that there will be no layoffs. Even if a small number of individuals do have to move, 7. _____ to have so much more command over our future. And in the long term, 8. _____: greater independence, better possibilities, and greater benefits. Obviously, 9. _____ the effectiveness of this approach. It's up to you to seize the chance and to make it succeed. As I see it, each one of you 10. _____, guaranteeing that the shift is as seamless as possible. It is proposed that we hold an initial strategy meeting next week, so 11. _____ collaborate with your teams and present some preliminary ideas for this.

Answer Key

- | | |
|--|---|
| 1. it has been agreed that | 7. another great thing about this change is |
| 2. as I understand | 8. the benefits are clear |
| 3. apparently, the decision was taken | 9. you and your teams are crucial to |
| 4. What this will allow us to do is | 10. has a key role to play in |
| 5. it will be well worth the inconvenience | 11. I would encourage all of you to |
| 6. my understanding | |

2. Complete the spoken extracts from a meeting using the minutes and expressions from the list.

- Let’s give this a chance to work.
- My understanding is ...
- That’s a valid point, but ...
- Can you assure us / give us an assurance that ...?
- I have some concerns/reservations about ...
- I understand where you’re coming from.
- Are there any guarantees that ...?
- I like the idea of ..., but I’m not very happy about ...

Reduction in departmental training budgets

CLS has some reservations about the proposed changes. He agrees there's a need to be more cost effective, and make departments more accountable. However, he's worried that the essential training needs of individuals and small teams will not be met due to increased competition for a limited budget. CJ recognizes CLS's concern, but it will now be the responsibility of individual departments to decide how the money is spent - not the HR Department. At the moment, departments have to spend a certain proportion on job-specific training, IT skills and language training, but in future, they will be free to choose their own priorities.

CLS: This is something I wanted to bring up.

CJ: Well, of course,

Grammar Points

Using the passive

Forms

1. In all tenses, the passive is formed with *be* in the appropriate tense + past participle.
 - *Several decisions **were being finalized**.* (past continuous passive)
 - *New strategies **have been implemented**.* (present perfect passive)

2. Passive modals are also possible.

- *Forms **may be submitted** online or in print.*
- *The system **must be getting updated**—I can't log in right now.*
- *The report **should have been reviewed** by now.*

Modal phrases (e.g., *have to*, *be going to*) follow the same rules:

- *You're **going to be assigned** a mentor this quarter.*

3. A passive infinitive is *to be* + past participle. A passive perfect infinitive is *to have been* + past participle.

- *I'm happy **to be considered** for the role, but I have some concerns.*
- *She was grateful **to have been included** in the project.*

4. A passive *-ing* form is *being* + past participle. A passive perfect *-ing* form is *having been* + past participle.

- ***Being asked** to lead the discussion was an honor.*
- ***Having been notified** early, the team was able to prepare thoroughly.*

5. The object of an active sentence becomes the subject of a passive sentence.

The teacher gave the students extra resources.

- → *The students **were given** extra resources.*
- → *Extra resources **were given** to the students.*

Verbs that do not take an object (e.g., *sleep*, *happen*, *arrive*) cannot be made passive.

- *The meeting started late.* (Not: ~~The meeting was started late.~~)

Use

1. The passive focuses attention on the action mentioned or the object of the action.

The room has been decorated beautifully.

- *Results for the survey **were published** last week.*

2. The passive is useful in creating an impersonal tone in formal contexts, such as business communication.

- *The report **was finalized** on July 15.*
- *Changes **were announced** during the meeting.*

3. The passive adds distance between an action and those responsible for it, useful for delicate situations.

- *Unfortunately, budget cuts **will have to be implemented**.*
- *Some employees **will be affected** by these decisions.*

4. In discourse, the passive provides a better link with the previous sentence.

- *Feedback **was requested** from the team. Adjustments to the process **were suggested by** multiple members.*

Passive Reporting

1. The passive is used with reporting verbs when the identity of the reporter is irrelevant or sensitive.

- *I've **been asked** to provide feedback on the document.*

2. The indirect object becomes the subject of a passive sentence.

- *Active: They told Sarah the new deadline.*
- *Passive: Sarah **was told** the new deadline.*

Verbs like *agree*, *suggest*, *decide* cannot take an indirect object and are structured differently:

- *It was decided that the proposal **would be accepted**.*

1. Rewrite sentences (1-8) with passive forms using the prompts in brackets. The underlined words are not relevant in the passive sentence.

1. Shops were selling six of our goods every minute in 2024. (past continuous)

_____.

2. A worker had been managing your request, but then the entire system malfunctioned. (past continuous)

_____.

3. Someone is going to compose a formal reply to address your grievances. (going to)

_____.

4. We asked him to email us the specifics, but he didn't get back in contact with us. (perfect -ing form, start the sentence with the -ing form)

_____.

5. Someone chose me. It was a significant privilege. (perfect infinitive, start the sentence with to)

_____.

6. The immigration department will examine you before they permit you to register for employment here. (will + present simple)

_____.

7. Someone might have delivered the flowers yesterday. (might + perfect)

_____.

8. We have processed 59,000 requests – a remarkable quantity. (present perfect)

_____.

Answer Key

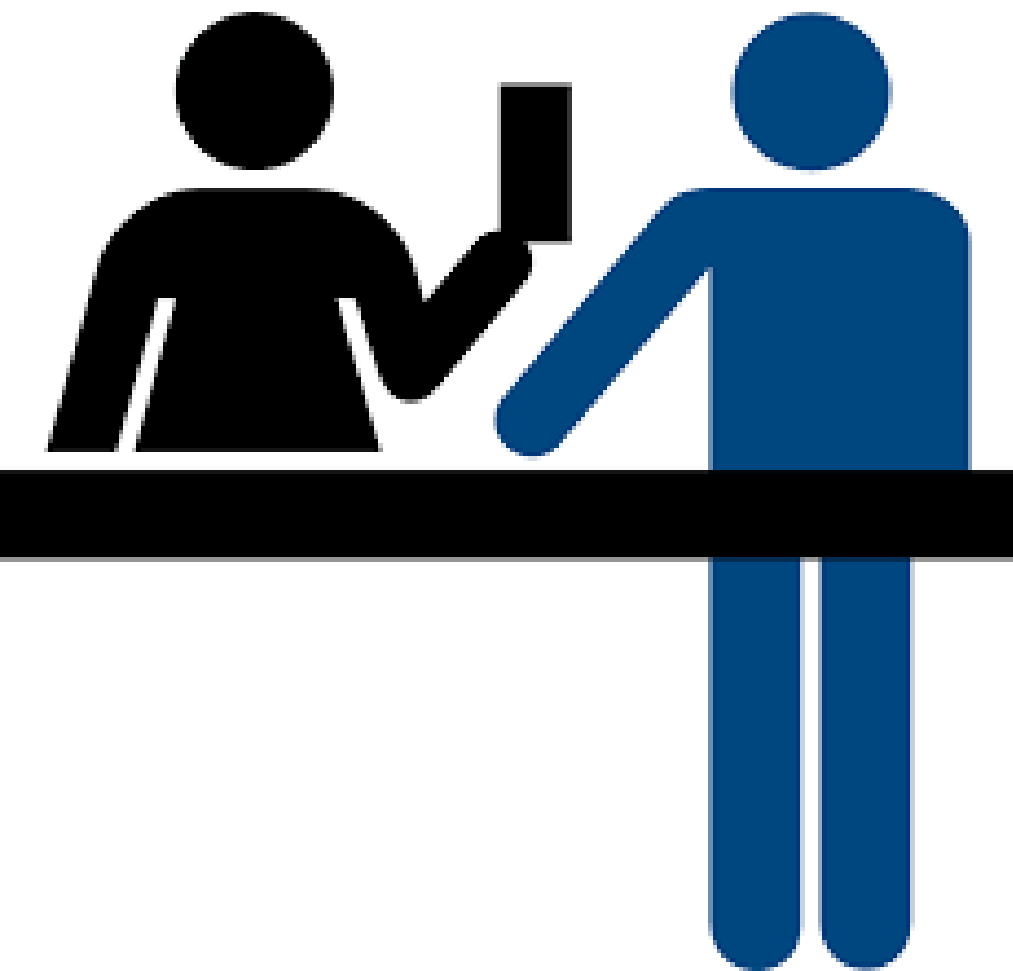
1. Six of our goods were being sold by shops every minute in 2024.
2. Your request had been managed by a worker, but then the entire system malfunctioned.
3. A formal reply is going to be composed to address your grievances.
4. Being asked to email us the specifics, he didn't get back in contact with us.
5. To be chosen was a significant privilege for me.
6. You will be examined by the immigration department before being permitted to register for employment.
7. The flowers might have been delivered yesterday.
8. 59,000 requests have been processed — a remarkable quantity.

2. Choose the correct words in *italics*.

By the end of the year, the third quarter's losses 1. *had been more than made up for / had more than made up for* by final quarter gains. This 2. *was put / put* us back on target for a strong year-end outcome, and indeed, when our annual statistics 3. *were published / published*, they 4. *showed / were showed* a year of record-breaking profits.

These profits 5. *were divided / divided* as follows: 50% 6. *was reinvested / reinvested* in the organization, we 7. *paid out / were paid out* 20% as bonuses to staff, and the remaining 30% 8. *went / was gone* into dividends for shareholders. Our dividend 9. *raised / was raised* to 8%, the highest in several years.

10. *Looking / Being looked* towards future opportunities, we're delighted 11. *to have been invited / to have invited to* 12. *be put in / to put in* a proposal for the competition 13. *to build / to be built* a major new skyscraper in London. 14. *Having been voted / Having voted* the UK's most innovative architectural firm for the third time consecutively, we 15. *anticipate / are anticipated* success in this.



Answer key

1. had been more than made up for
2. was put
3. were published
4. showed
5. were divided
6. was reinvested
7. paid out
8. went
9. was raised
10. Looking
11. to have been invited
12. to put in
13. to build
14. Having been voted
15. anticipate

Key Expressions

Giving information from other sources / distancing

- *A decision was taken ...*
- *It has been agreed that ...*
- *It is proposed that ...*
- *My understanding is ...*
- *Apparently ...*
- *As I understand it ...*

Focusing on positive benefits

- *What this will allow us to do is ...*
- *... is something we couldn't do before.*
- *... it will be well worth ...*
- *In the longer term, the benefits are clear.*
- *Another great thing about this development is ...*

Making people feel involved

- *You are crucial to ...*
- *Each one of you has a key role to play in ...*
- *I'd like to see all of you ... -ing*
- *I would encourage all of you to ...*

Expressing concerns

- *I understand the reasons for ... ,*
- *but I'm slightly concerned about ...*
- *I have some reservations/concerns about ...*

Responding to concerns

- *That's a valid point, but ...*
- *I really don't see this as a problem.*
- *I understand where you're coming from ...*
- *I understand your concerns,*
- *but I think we need to look at the positive side.*
- *... let's give this a chance to work.*

Asking for assurance

- *I wonder if you have any information about this?*
- *Can you assure us/give us an assurance that ...?*
- *What assurance can you give us that ...?*
- *Are there any guarantees that ...?*