

Objectives

- Talk about, describe and explain processes
- Use passive forms to describe processes
- Deal with questions after a presentation



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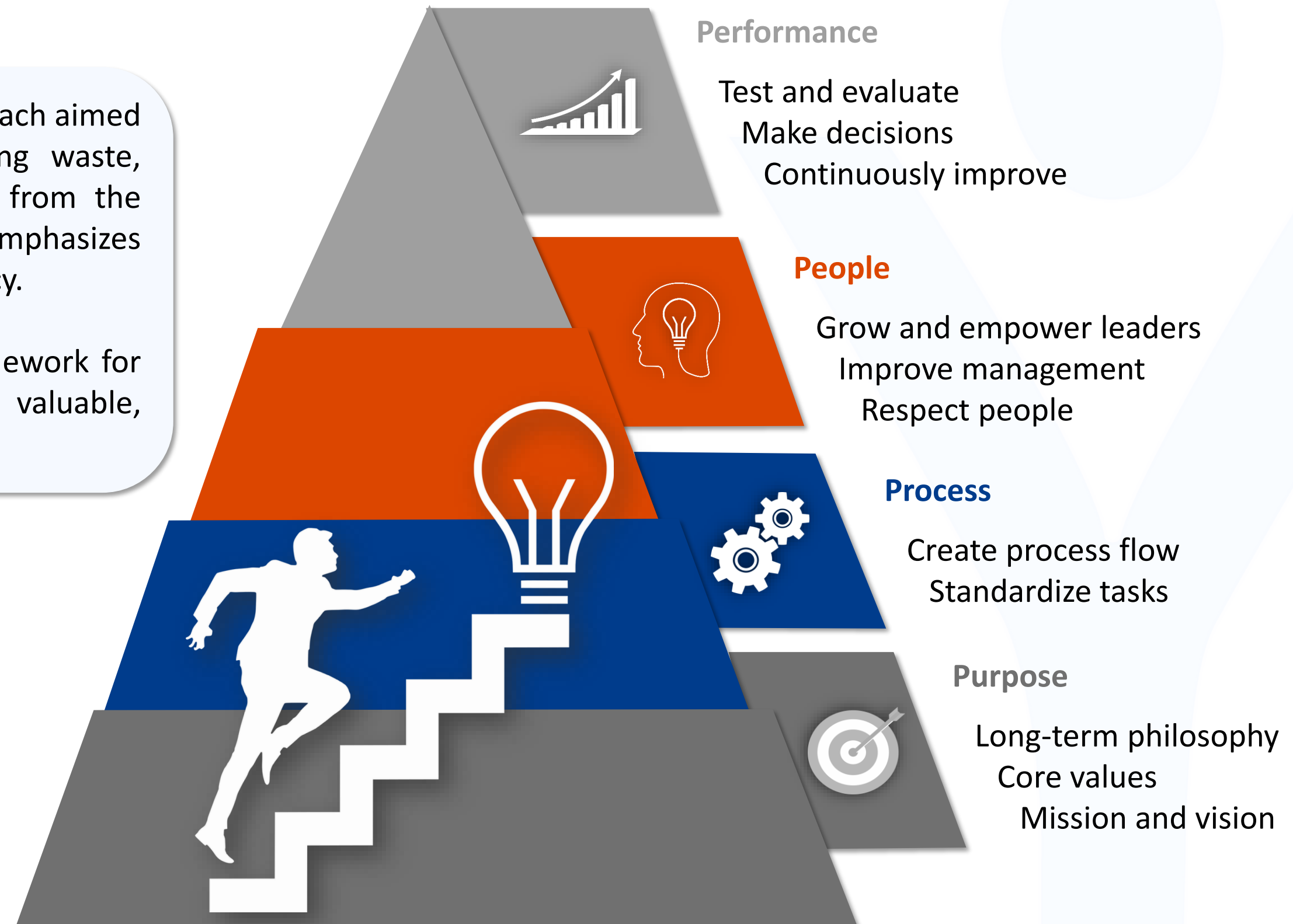
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1. Read about the 4 Ps of Lean Thinking. Does your company use this approach? Discuss it with your teacher / partner.

Lean Thinking is a management approach aimed at streamlining processes, minimizing waste, and maximizing value. It originated from the Toyota Production System and emphasizes continuous improvement and efficiency.

The 4 Ps of Lean Thinking are a framework for making organizations more efficient, valuable, and growth-oriented.





Audio
14.1

2. Listen to the audio and complete the table.

1. What is the main goal of the Five Whys technique?
2. How does the Five Whys technique help to solve problems?
3. What example is used to demonstrate the Five Whys technique?



Audio
14.1

3. Replace the underlined phrases in the sentences with their synonyms below.
Then listen again and check.

- | | | |
|--------------------|--------------|--------------------|
| • look into | • figure out | • get to the heart |
| • make the numbers | • drill down | • start off |
| • set up | • run into | • dig deeper |

1. We often face problems that seem straightforward but are actually signs of deeper issues.
2. To understand the essence of these problems and prevent them from happening again, we need to investigate them more deeply.
3. It's an incredibly useful tool that helps us explore problems more deeply to discover their true origins.
4. To begin, you take the problem you're facing and keep asking "Why?" until you find the main issue.
5. Why aren't we achieving our targets?
6. It's challenging to establish operations in China.
7. If you can find a way to manufacture in China, you can reduce costs and meet your financial goals.
8. The Five Whys technique is a simple method to analyze the root of a problem.



4. Complete the questions with the expressions below.

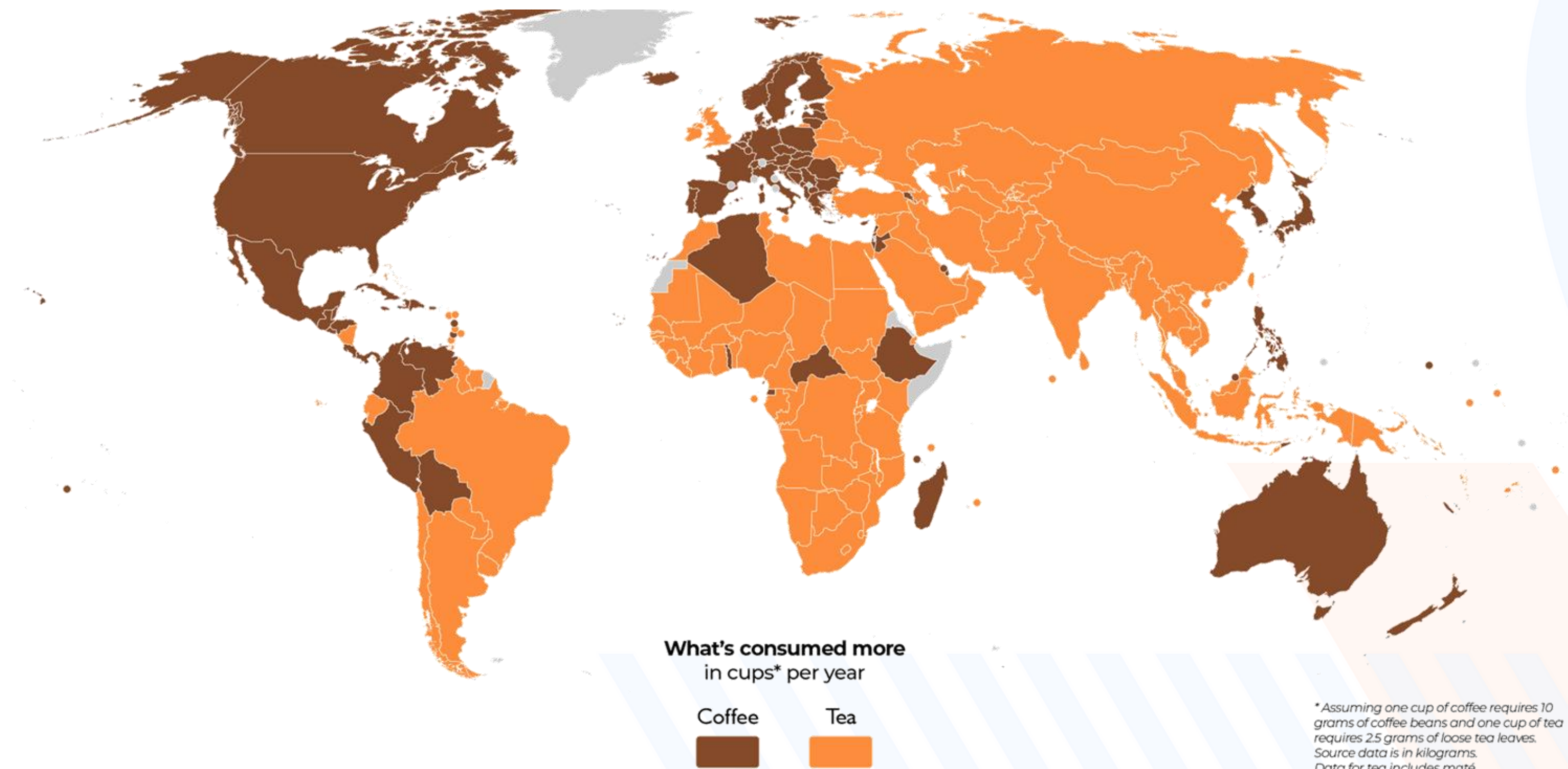
- **start off**
 - **look into**
 - **set up**
 - **dig deeper / drill down**
 - **make the numbers**
 - **run into**
 - **figure out**
 - **get to the heart**
1. Have you ever _____ unexpected challenges in life?
 2. How do you typically _____ of a complex issue?
 3. When you want to learn something new, how do you usually _____ the topic?
 4. When was the last time you had to _____ of a problem to understand it better?
 5. Have you ever failed to _____ or achieve your goals?
 6. When was your company _____?
 7. What was the most difficult problem you had to _____?
 8. When was the last time you had to _____ into a problem to understand it better?

5. Answer the questions in exercise 4.

6. Choose one of the topics below. Then begin the 5-Why Method and keep asking "Why?" until you get to the heart of the problem.

- being stressed out
- making a bad decision
- having a communication problem
- having a bad work-life balance
- failing to meet a deadline
- failing to make the numbers
- juggling too many balls
- your ideas

1. Do you prefer tea or coffee? Look at the infographic below and discuss it with your teacher / partner. What do people in your country drink?



Source: FAO; Statista, 2018-2020

Processes

2. Read half of the text about Nestle. Which questions below can you answer?

1. What was Nestle's initial marketing strategy in Japan?
2. Who is Clotaire Rapaille?
3. What marketing strategy did Rapaille suggest for Nestle in Japan?

Products are made in factories, but brands often driven by our subconscious, also marketing. A good example of this is Nestle Japan's economy was growing fast at that selling coffee there. However, Japanese people did not have the **groundwork** by running focus groups. Surprisingly, the company got ready for a big launch, spend a lot of money, but coffee didn't sell well. Japanese people like tea, not coffee. Nestle then decided to **change their tack** and hire a more typical marketer. He was actually a child psychologist, **box**. Rapaille believed that people's true desires are hidden in their subconscious. When Clotaire arrived, he was quick to understand the connection to coffee, no early childhood experience, his parents drink tea, lived with the smell of tobacco. He **planted the seed** for coffee, Rapaille recommended that children develop a taste for coffee. The company started selling drinks and lattes. Eventually, they began drinking coffee. It was a **game changer**. It **opened new doors** for Nestle's coffee over time. This shows how the power of marketing when the buyer is the hero, can really change a market.



3. Now read the whole text and answer questions (1-3).

1. What was Nestle's initial marketing strategy in Japan?
2. Who is Clotaire Rapaille?
3. What marketing strategy did Rapaille suggest for Nestle in Japan?

Products are made in factories, but brands are created in people's minds. Our decisions are often driven by our subconscious, also known as our reptilian brain. This is very important in marketing. A good example of this is Nestle's experience in Japan during the 1970s.

Japan's economy was growing fast at that time, and Nestle wanted to **turn the tables** by selling coffee there. However, Japanese people traditionally preferred tea. Nestle **lay the groundwork** by running focus groups. Surprisingly, everyone liked Nestle Coffee. The company got ready for a big launch, spending a lot on marketing and distribution. But the coffee didn't sell well. Japanese people liked the taste but still chose tea.

Nestle then decided to **change their tack** and brought in Clotaire Rapaille, who was not your typical marketer. He was actually a child psychiatrist famous for his ability to **think outside the box**. Rapaille believed that people's true desires are unconscious.

When Clotaire arrived, he was quick to understand that Japanese consumers had no connection to coffee, no early childhood association. Japanese kids grew up watching their parents drink tea, lived with the smell of tea in the air, and ate tea flavored snacks. So, to **plant the seed** for coffee, Rapaille recommended coffee candies. This allowed Japanese children to develop a taste for coffee. They started with candy, then moved to sweet coffee drinks and lattes. Eventually, they began drinking Nescafe coffee. Rapaille's approach was **a game changer**. It **opened new doors** for Nestle, transforming a nation's preference from tea to coffee over time. This shows how the process of telling a story in marketing, especially when the buyer is the hero, can really change how successful a brand becomes.

4. Find expressions in the text that mean:

1. be creative
2. something that significantly changes a situation
3. change a situation to gain advantage
4. create new opportunities
5. start an idea that will have a certain outcome in the future
6. change your approach
7. prepare the foundation for something

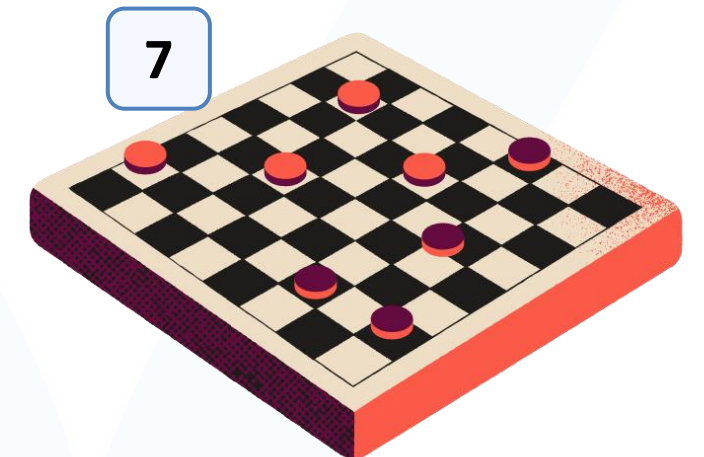
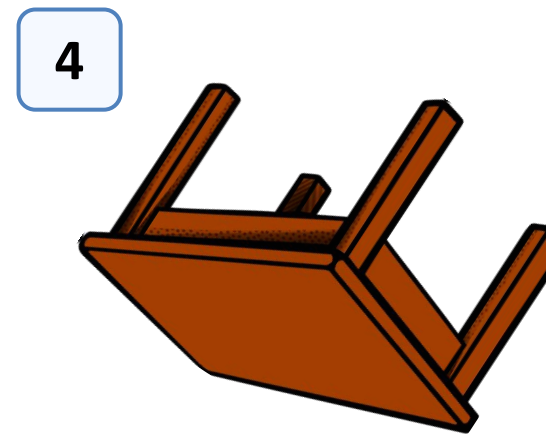
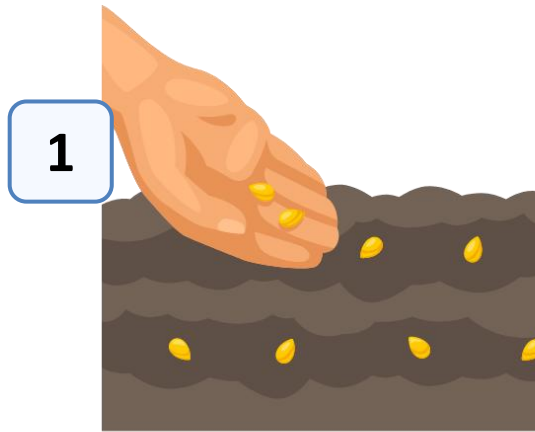
5. Match the words in A and B below to make an idiom. Then match each idiom to the following pictures (1-7) and explain the meaning.

A

- think
- turn
- game
- open
- plant
- change
- lay

B

- the groundwork
- the seed
- new doors
- the tables
- outside the box
- tack
- changer



6. Complete the sentences with the idioms from exercise 5.

1. Before we launch the business, we must _____ with thorough research.
2. They tried to _____ and make it look like they were the ones being innovative.
3. By teaching children about recycling, we _____ for environmental responsibility.
4. To solve the problem, we need to _____ and come up with creative solutions.
5. Learning a new language can _____ for your career.
6. AI is a _____ in the way we analyze data and automate complex tasks.
7. I've written twice and received no reply, so I might _____ and call the client.

7. Imagine that your company is planning to expand its operations into one of the following countries. Devise a strategy for entering this new market. Consider the following:

- market research
- cultural differences
- brand awareness
- distribution channels
- pricing strategy
- product adaptation
- customer support



Turkey



The USA



Germany



China



India



Brazil

extra vocabulary

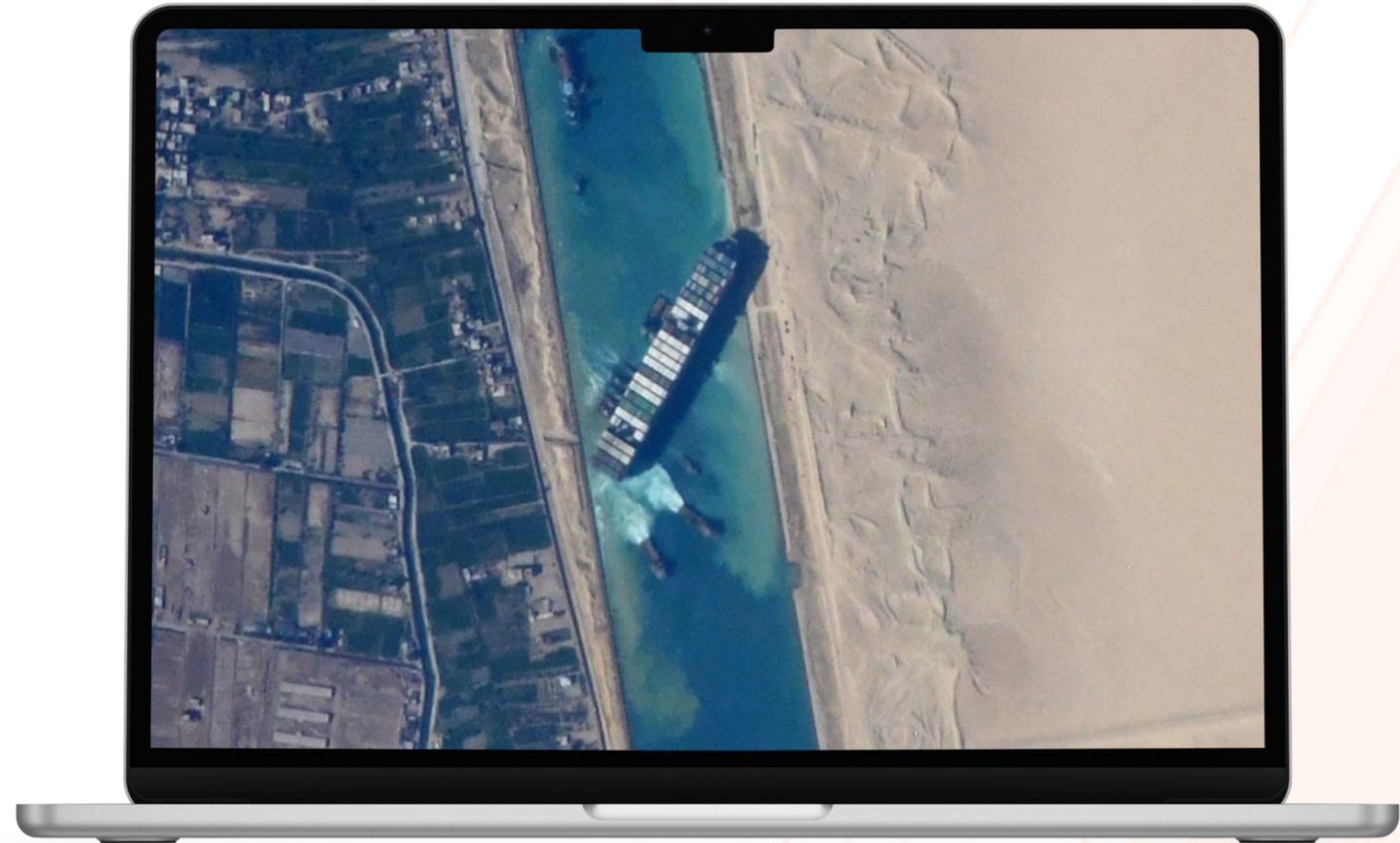
The rat race - a way of life in modern society, in which people compete with each other for power and money.

E.g. He decided to get out of the rat race, and went to work on a farm.

1. Read the situation below and answer the questions.

In March 2021, the massive container ship Ever Given was blocked in the Suez Canal, one of the world's most crucial waterways. It was stuck for six days, causing a significant backlog of ships.

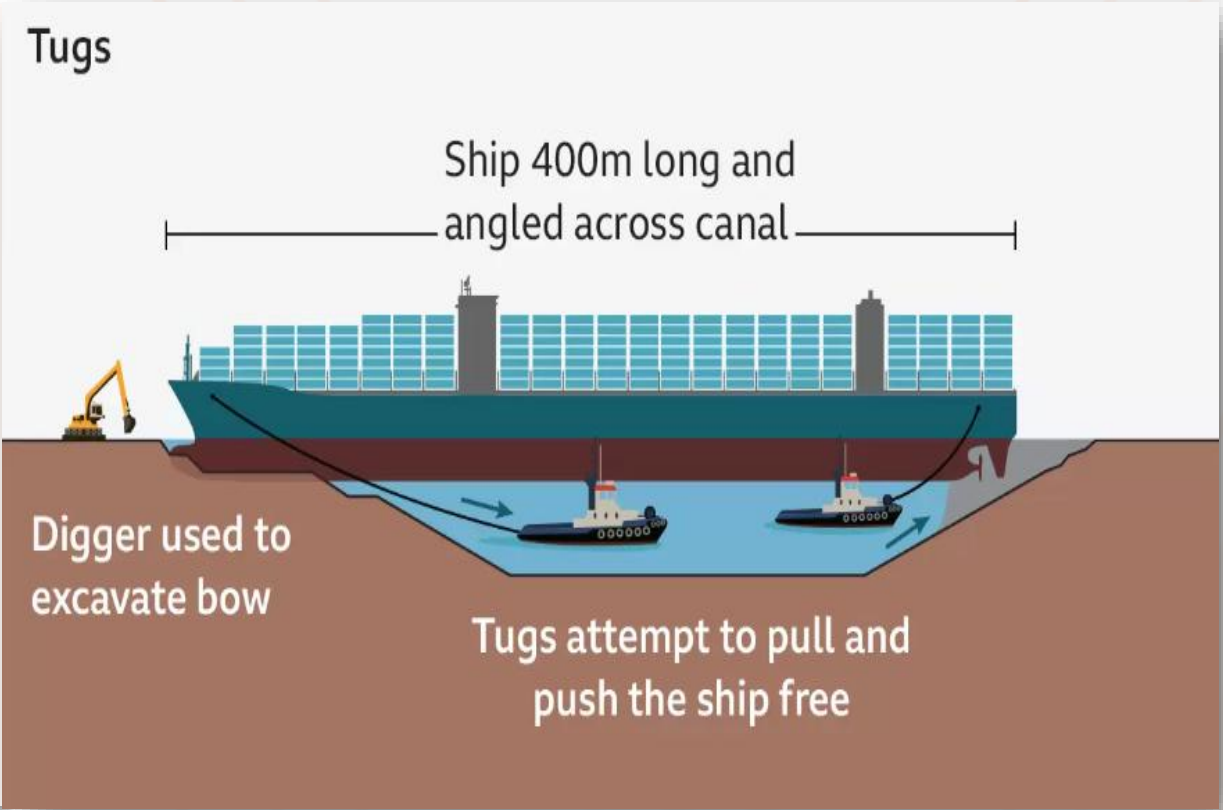
1. Why do you think it happened?
2. In your opinion, what were the consequences?
3. How do you think the problem was solved?



2. Read the text and complete the rules in the *Language point* with examples.

In March 2021, the massive container ship Ever Given **was blocked** in the Suez Canal, one of the world's most crucial waterways. It **can be described** as a monumental event that disrupted global trade. The Ever Given **was operated** by a skilled crew. However, when the vessel **was being maneuvered**, it **was lodged** across the canal due to high winds and a sandstorm. The Ever Given was stuck for six days, causing a significant backlog of ships. Salvage teams **were mobilized**, and the ship **was** eventually **refloated** using tugboats and dredgers. Tons of sand **were excavated** from the canal's banks to help dislodge the ship's bow and stern.

Maintenance and operational checks **have been conducted** regularly on the Suez Canal and this incident **is remembered** as a reminder of the fragility of global supply chains and the importance of maritime passage.



LANGUAGE POINT

We use the passive:

- 1. to emphasize what happened to something, not who did it. *E.g.* _____
- 2. to describe processes and procedures. *E.g.* _____
- 3. when the person who did the action is unknown or unimportant. *E.g.* _____
- 4. if we want to say who did the action, we use *by*. *E.g.* _____

Use *subject + be + past participle* to form the

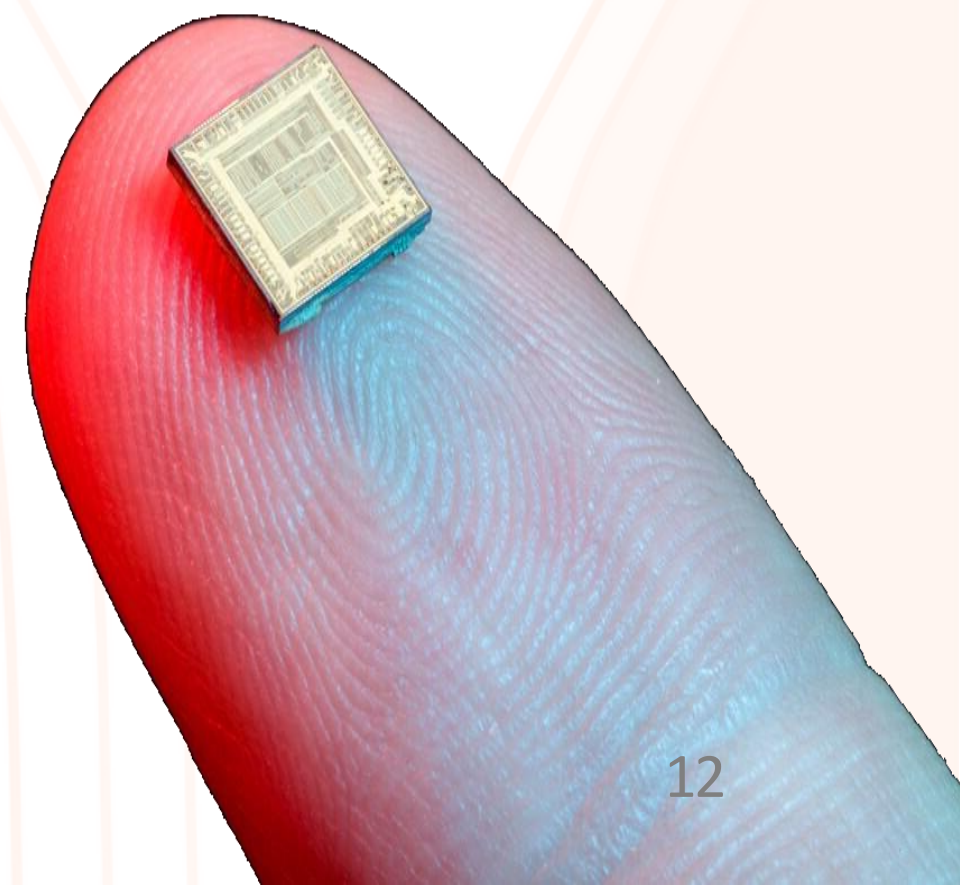
Passive	Example
Present Simple	
Past Simple	
Present Perfect	
Past Continuous	
Modal	

3. Use the passive form and rewrite the sentences so that they mean the same.

1. They've given us the green light, but it's not official yet.
2. We should avoid confrontation.
3. Three huge companies dominate the global soft drinks market.
4. We have tested every part of the software.
5. Workers in Germany make these Mercedes cars.
6. They should take into consideration all the options.
7. A mechanic is repairing my car at the moment.
8. They have given me quite a few fines over the years.
9. Doctors could implant microchips in people.

4. Complete the sentences with the correct passive form of the verbs in brackets.

1. The broken window _____ (repair) by the maintenance team last week.
2. The annual report _____ (publish) on the company's website every year.
3. Our flight to Paris _____ (cancel) due to bad weather conditions.
4. This model of car _____ (produce) in our factory since 2010.
5. The company's new strategy _____ (announce) at the meeting next Monday.
6. The results of the experiment _____ (currently analyze) by the research team.
7. The new policy _____ (not yet implement) by the management.
8. The tickets for the concert _____ (can still be purchase) online.
9. The project _____ (already complete) by the deadline.
10. The uniform _____ (must be wear) by all employees.



5. Use the notes below to describe the stages in the launch of a new virtual reality (VR) headset. Include both passive and active structures. Use words like first, next, then, and finally (*optional*).

1. concept – sketch
2. technology – select for immersive experience
3. prototype – craft
4. user interface – design
5. beta testing – perform with gamers
6. feedback – gather and analyze
7. final version – produce
8. product – reveal at an international tech expo

6. Work with your partner / teacher. Take turns to ask and answer the questions.

1. Have you ever been mistaken for someone famous?
2. Has your phone ever been stolen?
3. Were you ever picked last for a team in school?
4. Have you been surprised with a party on your birthday?
5. Was your favorite book ever turned into a movie?
6. Have you been caught in the rain without an umbrella?
7. Were you ever locked out of your house or car?
8. Have you ever been shown a random act of kindness by a stranger?

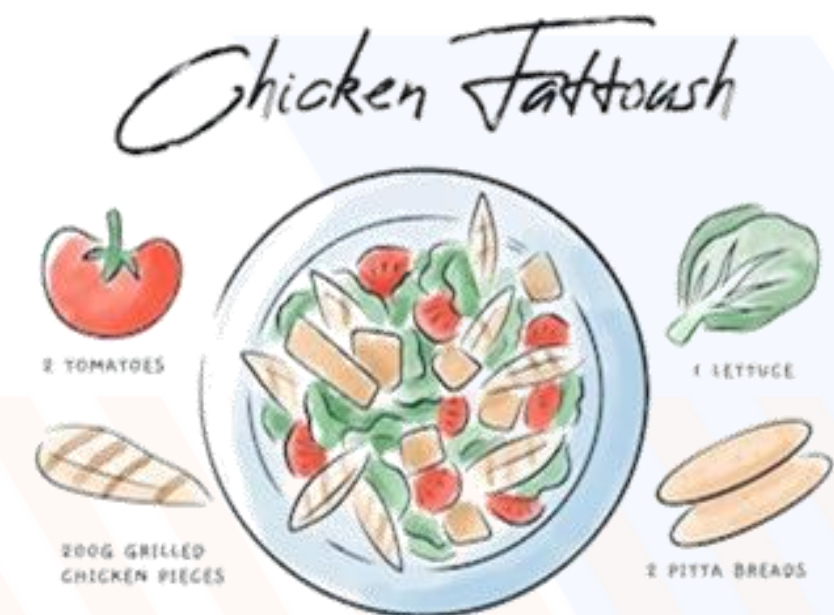
7. You are going to describe a process that you know well. Your partner / teacher will have to guess what the process is. Choose from the points below or use your own ideas.

Example:

Student A: First, the machine is loaded with dirty items. Next, the washing detergent is poured and the door is closed.

Student B: Laundry!

- a process at home or at work
- your favourite recipe
- how a product is made
- how a sport is played



1. Do the test and discuss the results with your teacher / partner.

1. Boreout is:

- a) Working excessive hours leading to burnout.
- b) Feeling energized and excited about work.
- c) Experiencing boredom and lack of engagement at work.

2. Ghosting is:

- a) Being highly responsive in business communication.
- b) Ending a business relationship or communication with a colleague or client without explanation.
- c) Regularly updating someone on your business activities.

3. Quiet quitting is:

- a) Disengaging from work while still officially employed, doing the bare minimum.
- b) Actively seeking new job opportunities.
- c) Working quietly without interacting with colleagues.

4. Boomerang employees are:

- a) Employees who frequently take short breaks.
- b) Employees who work remotely.
- c) Former employees who return to work for the same company at a later time.





Audio
14.2

2. Listen to an interview about ghosting and complete the notes.

- 1. Workplace ghosting is _____
- 2. Main stages _____
- 3. Ways to deal with ghosting _____
- 4. Consequences _____



Audio
14.2

3. Listen again and complete the sentences.

- 1. _____, can you explain to our listeners what workplace ghosting is?
- 2. _____, there are a few main stages to ghosting.
- 3. _____ the initial job offer or interview have been conducted, they are expected to continue the dialogue.
- 4. _____ note of this trend, you're better prepared to handle it.
- 5. _____ is to maintain open lines of communication, follow up regularly, and provide a positive candidate or employee experience.
- 6. _____ that while ghosting is often seen as unprofessional, it's important for companies to reflect on their work culture and hiring process.

4. Use the expressions below to explain how quiet quitting develops.

- Let me explain how ...
- The basic process is ...
- Essentially, there are main stages ...
- First of all ...
- Next / Then ...
- Following that
- Meanwhile / At the same time ...
- After that ...
- Additionally ...
- Moving forward / Going forward ...
- Finally / In conclusion ...
- It's important to note / Keep in mind ...
- As a result / Consequently ...
- In summary / In brief ...
- What you end up with is ...
- It's also worth noting that ...
- It's important to ...
- Currently ...
- In the future ...

1. **disengagement (withdrawal, indifference)**
2. **reduced effort (lower productivity)**
3. **basic duties (minimum requirements)**
4. **lack of initiative (avoiding extra work)**
5. **detachment (emotional disconnection)**
6. **job dissatisfaction**
7. **self-focus (personal priorities)**

5. Work with a partner. Explain one of the following processes (choose from the list or use your own ideas).

- How to get promoted quickly
- How to deal with ghosting
- How to use the Five Whys technique
- How to revolutionize your industry
- How to reach a decision
- How to be ahead of the game
- How to haggle

extra writing

Describe the process of burnout and its main stages (**100-120 words**).

extra vocabulary

Straightforward - easy to understand; clear.

E.g. Just follow the signs to Bradford - it's very straightforward.

1. Do the quiz and discuss the results with your partner / teacher.



1. Children ask about_____ questions a day.

A. 50

C. 200

B. 100

D. 300

2. Teachers ask about_____ questions a day.

A. 100

C. 300

B. 200

D. 400

3. An average person answers about_____ questions a day.

A. 10

C. 50

B. 30

D. 70

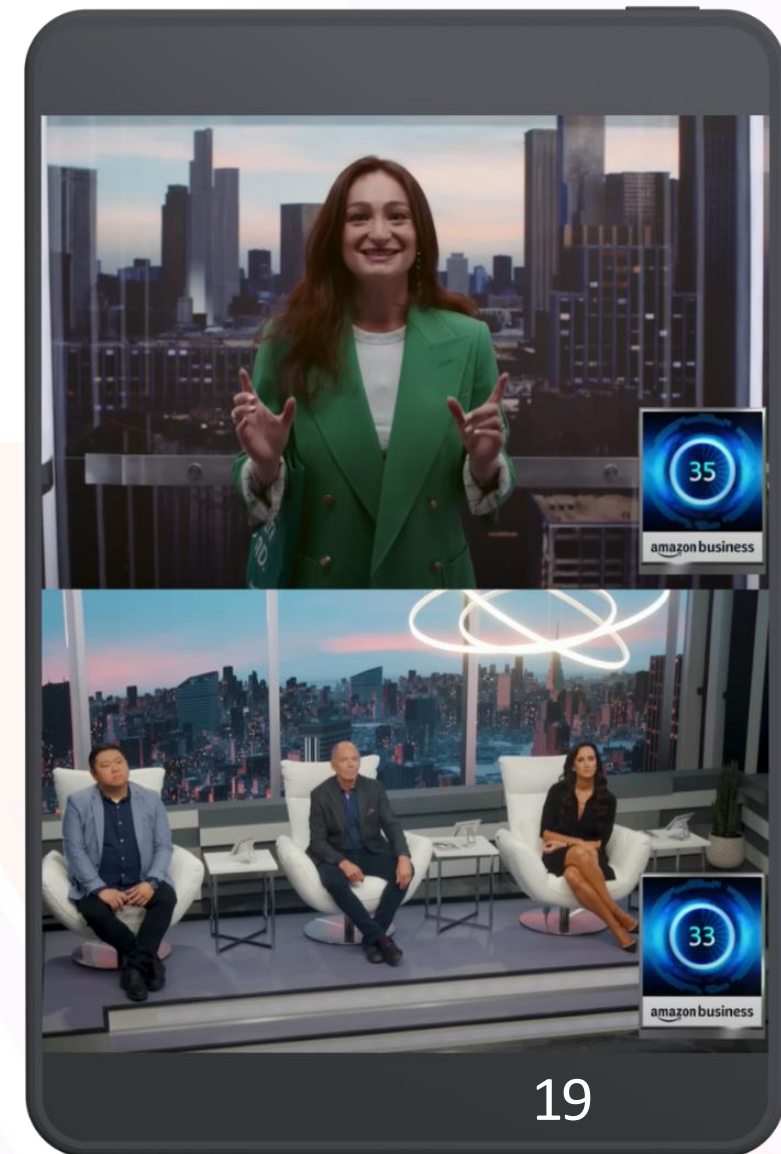
2. Read about the "Entrepreneur Elevator Pitch", then listen to the pitch and answer the questions.

The TV show "Entrepreneur Elevator Pitch" is about business people who have one minute to tell others about their business idea while in an elevator. The idea is that they have to explain their business quickly, during a short elevator ride. In the show, if the investors like the pitch, the elevator goes to the top floor where the entrepreneur can talk more and maybe get money for their business. If they don't like the pitch, the elevator goes back down and the business person leaves with no deal.



Audio
14.3

1. What does Bitewell aim to improve through food?
2. What can be treated or prevented by Bitewell's service?
3. How much is Bitewell looking to raise from investors?
4. Do you think the investors liked the pitch?





Audio
14.4

3. Listen to the conversation and note down Sam's answers to the investors' questions.



Marc Randolph,
co-founder and first
CEO of Netflix



Kim Perell,
CEO of 100.co,
serial entrepreneur
and investor

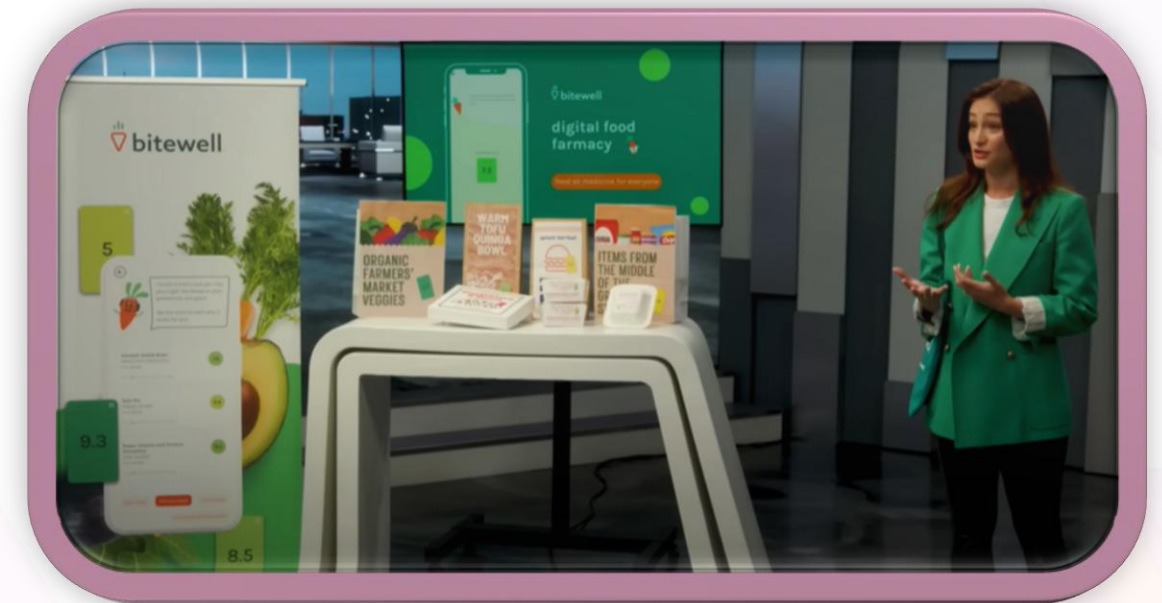


Jonathan Hung,
managing partner
of the
Entrepreneur Fund

1. Who's actually buying your product?
2. Have you considered how you will sustain such high engagement rates?
3. Would your current users be interested in additional features or services?
4. Have you thought about partnerships with food providers or wellness programs?
5. How does your revenue break down?
6. How are you managing the technical development of Bitewell?

4. Optional: Listen again and write down the phrases Sam uses to:

1. comment on the question
2. check understanding
3. check if she answered the question satisfactorily



5. Read the expressions. Ask your teacher to clarify the meaning of any you do not understand.

Asking questions

- *What are your thoughts on ...?*
- *How would ... feel about?*
- *Have you considered ...?*
- *How about ...?*
- *Would ... be interested in .?*
- *What do you think about ...?*
- *Have you thought about ...?*

Inviting questions

- *Are there any questions?*
- *Does anyone have any questions?*
- *If anyone has any questions, I'm happy to try and answer them now.*

Checking understanding

- *Sorry, I couldn't hear you. Can you repeat that?*
- *Sorry, I don't quite understand the question.*
- *Let me check I've understood you correctly.*
- *You're asking me if ... ?*

Commenting on the question

- *Thank you for that question.*
- *That's a good / a great / an important question.*
- *That's an interesting point.*

Structuring your answer

- *I think there are two parts to your question.*
- *I'll answer your first point and then deal with your second.*
- *First of all, ... and for your second point ...*

Checking you answered the question satisfactorily

- *Does that answer your question?*
- *Have I answered your question?*

6. Work with a partner. Use the key expressions to roleplay the following situation.

Student A

You're working for a European company and you think that your company should expand its market presence in Asia. You're sure that it's a key strategy for growth and reaching new customers.

Student B

You're working for a European company. Student A thinks that your company should expand its market presence in Asia. However you prefer focusing on modifying the products to suit European tastes and meet local demands.

Asking questions

- *What are your thoughts on ...?*
- *How would ... feel about?*
- *Have you considered ...?*
- *How about ...?*
- *Would ... be interested in .?*
- *What do you think about ...?*
- *Have you thought about ...?*

Inviting questions

- *Are there any questions?*
- *Does anyone have any questions?*
- *If anyone has any questions, I'm happy to try and answer them now.*

Checking understanding

- *Sorry, I couldn't hear you. Can you repeat that?*
- *Sorry, I don't quite understand the question.*
- *Let me check I've understood you correctly.*
- *You're asking me if ... ?*

Commenting on the question

- *Thank you for that question.*
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- *That's an interesting point.*

Structuring your answer

- *I think there are two parts to your question.*
- *I'll answer your first point and then deal with your second.*
- *First of all, ... and for your second point ...*

Checking you answered the question satisfactorily

- *Does that answer your question?*
- *Have I answered your question?*

7. Read the situation below and roleplay it with your teacher / partner.

Student A

You are convinced that investing in renewable energy technology is essential for the company's long-term sustainability and environmental responsibility. However, Student B prioritizes improving the company's existing operations for efficiency and cost reduction.

Student B

Student A wants to invest in renewable energy technology. You prioritize improving the company's existing operations for efficiency and cost reduction, arguing that immediate financial stability is crucial before exploring new ventures.

extra writing

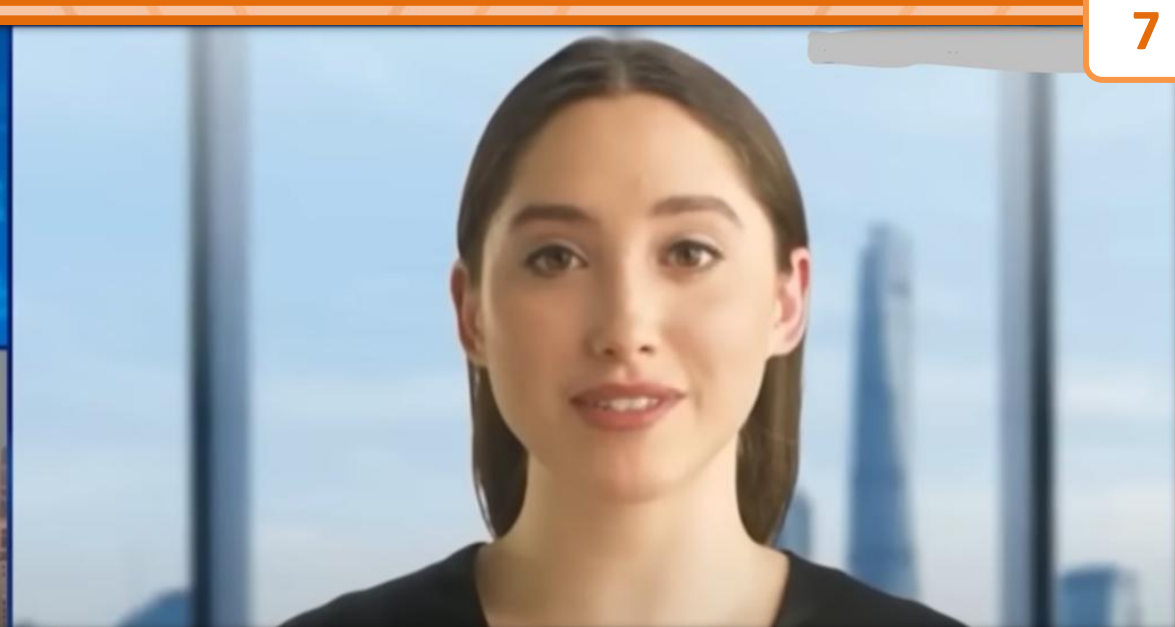
Write about your company and explain how a product is made / a service is provided (**100-120 words**).

extra vocabulary

improve / speed up / streamline a process
E.g. I knew there had to be a way to streamline the process.



1. Can you tell which person in the pictures is an AI-generated avatar and which is real? How did you guess?



Talking point

2. Read the text and answer the questions.

1. Why did Joanna make an AI avatar?
2. Did the AI pass the phone call test?
3. What was wrong with the AI on TikTok?

Joanna Stern, an American technology journalist, set herself a challenge: could she replace herself with an AI avatar for a day? Her goal was to test if the AI version of her could handle tasks, giving her more free time. Joanna worked with Synthesia, a startup, to create the avatar. They recorded her doing head movements and reading scripts in a New York studio. The AI could mimic her voice, responding with anything typed in.

For her first challenge, Joanna tested the AI in a business phone call. She asked if chatting with AI could reduce real conversations with friends. Her interlocutor didn't believe her question was AI-generated. This challenge was a success.

Next, Joanna created a TikTok video using a script written by ChatGPT about an iOS 16 tip. She was pretty impressed with the final TikTok. But TikTok was less impressed. They picked up on the fact that the avatar never moves its arms, that the mouth movements don't always match the audio and that there's little facial expression. Challenge two: fail.

The third challenge involved bank biometrics. Instead of asking security questions, some banks use your voice to confirm it's you before transferring you to a customer service rep. Joanna used her AI voice to pass a security check. The voice was convincing enough to grant her access to customer service without additional questions. Challenge three: passed.

The final challenge was video calls. Joanna used pre-recorded phrases for her avatar in meetings. However, the avatar's unnatural appearance and lack of humor were noticeable, leading to a failure in this challenge.

So, while AI voices are convincing, video clones have limitations and while you could use these to save time, people could also misuse them.



3. Answer the questions.

1. Do you believe AI avatars will become common in everyday life?
2. How might AI avatars change the way we work?
3. What are the potential risks of using AI avatars?
4. In which industries do you think AI avatars could be most beneficial?
5. What ethical considerations should be taken into account when creating AI avatars?
6. Would you trust an AI avatar to represent you? Why or why not?
7. How should we ensure the security of our identities when using AI avatars?

4. Imagine that you have a chance to create your AI avatar.

Make notes about these questions.

1. What parts of your job do you want to give to your avatar? Why?
2. What hours would you like your avatar to work?
3. How will you use the extra time you now have?

extra writing

Answer the question **(80-100 words)**

In which industries do you think AI avatars could be most beneficial?

extra vocabulary

Drastic - severe and sudden or having very noticeable effects.

E.g. In the desert there's a drastic change in temperature from day to night.

1. Match the phrases (1-9) with their definitions (a-i).

- | | |
|---------------------|---------------------------------------|
| 1. run into | a. investigate |
| 2. get to the heart | b. achieve financial targets |
| 3. look into | c. begin |
| 4. dig deeper | d. examine in detail |
| 5. start off | e. find a solution |
| 6. make the numbers | f. understand the most important part |
| 7. set up | g. come across something |
| 8. figure out | h. explore more thoroughly |
| 9. drill down | i. establish |

2. Complete the sentences with some of the phrases from exercise 1.

- | | |
|--------------|-----------|
| • tables | • seed |
| • groundwork | • changer |
| • tack | • box |
| | • doors |

1. Attending the networking event might **open new** _____ for potential partnerships.
2. To solve this problem, we need to **think outside the** _____ and come up with creative solutions.
3. With her clever strategy, she managed to **turn the** _____ in her favor during the negotiation.
4. The new technology was **a game** _____ in the industry.
5. By sharing his innovative idea, he hoped to **plant the** _____ for future development in the team.
6. When the initial plan didn't work, they decided to **change** _____ and try a different approach.
7. The company is **laying the** _____ for market development.



3. Complete the sentences with prepositions.

1. Can you look _____ the status of our order?
2. To improve our process, we'll need to drill _____ into each step.
3. I unexpectedly ran _____ an old friend at the coffee shop.
4. We need to set _____ a new system for tracking our expenses.
5. Let's start _____ the meeting with a quick overview.
6. To solve the problem, we need to get _____ the heart of the issue.
7. I'm trying to figure _____ how to fix this software bug.

4. Choose the correct option.

1. To innovate in marketing, we must **think outside the** _____.
a) circle b) cube c) box
2. With a clever move, she completely **turned the** _____ in the debate.
a) chairs b) tables c) wheels
3. The introduction of the new software was **a game** _____ in the industry.
a) board b) changer c) player
4. Attending the international conference could **open new** _____ for professional growth.
a) doors b) walls c) windows
5. The seminar was designed to plant the _____ of curiosity among students.
a) flower b) seed c) tree
6. Realizing the strategy wasn't working, the team decided to **change its** _____.
a) tack b) path c) direction
7. Before beginning the project, it's essential to **lay the** _____ with careful planning.
a) bricks b) carpet c) groundwork

5. Correct the mistakes.

Example: The project deliverables should be being reviewed regularly. _____ The project deliverables should be reviewed regularly.

1. The reports is reviewed by the manager every week.

2. The contract is signed by the CEO yesterday.

3. The new project is being developing by our team at the moment.

4. The orders has been shipped by the supplier last week.

5. The proposal must been approved by the board of directors.

6. The invoices are send by email every month.

7. The presentation was prepared by the marketing team tomorrow.

8. The company's financial statements are being auditing by the external firm currently.

6. Complete the sentences by putting the verbs in brackets into the correct passive form.

1. The new software _____ (install) on all the computers in the office last week.
2. Our product _____ (test) by the quality control team at the moment.
3. The company's financial records _____ (audit) by an external firm every year.
4. The report _____ (not submit) to the manager yet.
5. The safety regulations _____ (must follow) by all employees.
6. The annual meeting _____ (hold) in the conference room next week.
7. The keys to the office _____ (misplace) by someone.
8. The proposal _____ (not approve) by the board of directors yet.

7. Put the sentences in order to find out how to run silent meetings.

1. ____ a. In conclusion, decisions are made collectively without the need for constant verbal conversation.
2. ____ b. What you end up with is a productive meeting where everyone's thoughts are heard.
3. ____ c. Additionally, there's time for discussion and feedback.
4. ____ d. First, everyone gathers in a room.
5. ____ e. Essentially, there are a few key steps involved.
6. ____ f. After that, these written ideas are shared with the group.
7. ____ g. Next, participants write down their ideas or proposals silently.
8. ____ h. Finally, you can use silent meetings to foster a more inclusive and efficient decision-making process within your team or organization in the future.

8. Put the sentences in order to find out how to run silent meetings.

1. tool / your / team / about / new / project / How / feel / a / management / would?
2. recent / your / changes / thoughts / are / on / our / policy / What?
3. I've / understood / check / correctly / me / Let / you.
4. to / your / question / parts / are / there / two / I / think
5. interesting / That's / an / point.
6. answer / your / that / Does / question?