

mYngle

Business Upper Intermediate

Homework - Unit 14: Performance



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

- | | |
|--------------------------|---|
| 1. address concerns | a. Helpful and positive suggestions for improvement. |
| 2. monitor performance | b. Grading or evaluation by people who are at the same level as you. |
| 3. performance appraisal | c. Say what you think or feel. |
| 4. agree objectives | d. A review of how well you're doing at your job. |
| 5. respond to criticism | e. Deal with issues or worries. |
| 6. express views | f. Watch and check how well something or someone is doing. |
| 7. peer rating | g. Something used to help you improve or grow. |
| 8. development tool | h. Set shared goals or targets. |
| 9. constructive feedback | i. Answer back when someone says something negative about you or your work. |

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

1. The manager scheduled a meeting to _____ raised by the team regarding the new software.
2. In the town hall meeting, employees had a chance to _____ about the company's new policies.
3. The supervisor will _____ over the quarter to determine if the new training methods are effective.
4. After presenting her idea, Lisa was eager to receive _____ from her colleagues.
5. The best leaders are those who can gracefully _____ and use it as a platform for growth.
6. After the quarterly _____, Susan received constructive feedback that helped her improve her sales technique.
7. In addition to manager evaluations, the company also incorporates a _____ system to get a well-rounded view of an employee's performance.

3. Match 1-9 with a-i.

- | | |
|-----------------|-----------------|
| 1. address | a. views |
| 2. monitor | b. feedback |
| 3. performance | c. tool |
| 4. agree | d. rating |
| 5. respond | e. to criticism |
| 6. express | f. performance |
| 7. peer | g. appraisal |
| 8. development | h. objectives |
| 9. constructive | i. concerns |

5. Answer the questions about the text.

1. What was Amazon originally started as?
2. How does Amazon use performance appraisal in its organization?
3. What is the role of peer rating in Amazon's corporate culture?
4. What measures does Amazon take to address concerns about worker conditions and competitive practices?
5. How does Amazon respond to criticism it receives?

4. Complete the text with the phrases from exercise 3.

Amazon, a global e-commerce and cloud computing giant founded by Jeff Bezos in 1994, originally started as an online bookstore. Amazon has exponentially expanded its offerings to include almost every conceivable product, as well as services like streaming media, artificial intelligence, and cloud computing through its subsidiary, Amazon Web Services (AWS).

To sustain its market leadership and continue innovating, Amazon employs a range of managerial and organizational techniques.

(1)_____ is a cornerstone. Employees are regularly evaluated on various performance metrics to ensure they meet and exceed expectations. This process not only helps to (2)_____ but also provides a platform for superiors and peers to offer (3)_____. Employees are encouraged to (4)_____ during these appraisals, fostering an environment of open dialogue and continuous improvement.

Amazon's corporate culture places significant emphasis on (5)_____. This internal mechanism allows employees to evaluate each other based on teamwork, leadership, and job performance. It acts as a (6)_____ that facilitates self-improvement and professional growth within the organization. Management and team members (7)_____ at the start of evaluation periods, ensuring everyone is aligned in their goals.

However, Amazon has not been without its share of criticism. Issues such as worker conditions in fulfillment centers and its competitive practices have been brought to the forefront. The company does make efforts to (8)_____ by initiating internal reviews and upgrading facilities or processes where necessary. Publicly, Amazon has sought to (9)_____ by publishing reports detailing improvements and sustainability initiatives, although public opinion varies on the efficacy of these actions.

In a rapidly evolving marketplace, Amazon continues to adapt its strategies to meet both business goals and employee needs. Through the use of (10)_____, (11)_____, and other (12)_____, Amazon strives to maintain a workforce that is both skilled and motivated. (13)_____ loops and the freedom for employees to (14)_____ contribute to its agile and responsive business model. Thus, Amazon demonstrates how incorporating these managerial and organizational elements can lead to a dynamic, continually evolving enterprise capable of maintaining leadership in a highly competitive industry.

1. Match the halves of the sentences.

1. The teacher went **beyond the** _____
 2. I need to **get up to** _____
 3. Tina is such a **go-** _____
 4. He **prides himself** _____
 5. To ensure customer satisfaction, the store always **goes the** _____
 6. Sarah seems to **have a** _____
 7. As soon as we received the funding, we **hit the ground** _____
 8. After months of working together, I felt comfortable enough to **take her into my** _____
 9. Please **keep me in the** _____
 10. Unfortunately, his efforts didn't **make the** _____
 11. I can't **make heads or** _____
- a. **loop** if there are any changes to the schedule.
 - b. **speed** on the latest changes in tax law before filing my return.
 - c. **running** and started the research phase.
 - d. **extra mile** with their service.
 - e. **tails** of this new software; it's too complicated for me.
 - f. **grade**, and he was not promoted.
 - g. **call of duty** by creating personalized study plans for each student.
 - h. **getter** that she already found three potential clients in her first week on the job.
 - i. **confidence** and share my future plans.
 - j. **knack** for picking up new languages quickly.
 - k. **on** his extensive collection of vintage records.

2. Match the phrases (a-k) with their opposites in sentences 1-11.

- | | | |
|--------------------------------------|---|-----------------------------------|
| a. Make the grade | e. Have a knack for something | h. h. Hit the ground running |
| b. Go the extra mile | f. Get up to speed | i. i. Beyond the call of duty |
| c. Take someone into your confidence | g. (Not) make heads or tails of something | j. j. Keep someone in the loop |
| d. Go-getter | | k. k. Pride yourself on something |

1. I don't give myself any credit for my cooking skills; it's all thanks to my mom's recipes.
2. He usually does the bare minimum when it comes to school projects.
3. She did what was required, but didn't lift a finger more to help the team.
4. After hours of studying, I can finally understand this clearly.
5. We struggled to get started on the project due to a lack of clear direction.
6. Even after weeks of training, she's still struggling to catch on.
7. I don't have the slightest talent for painting; it's a struggle every time.
8. They made all the decisions and left me out of the loop.
9. I don't trust him enough to share my secrets.
10. Unfortunately, his performance didn't meet the minimum requirements.
11. She's quite laid-back and not very ambitious, so she's happy with whatever comes her way.

3. Complete sentences 1-11 with the words below.

- speed
- go
- call
- heads or tails
- ground
- pride
- loop
- knack
- mile
- grade
- confidence

1. Despite studying for weeks, she was disappointed to find out she didn't **make the** _____ needed to pass the course.
2. He really **went the extra** _____ to help his teammates, staying late to finish the project.
3. After years of friendship, she finally **took him into her** _____ and shared her biggest secret.
4. Maria is such a _____ **-getter**; she's already completed all the tasks for the week.
5. He seems to **have a** _____ **for** solving complex math problems effortlessly.
6. Please **get up to** _____ on the project details before the meeting on Thursday.
7. I couldn't **make** _____ **of** the legal document, so I hired a lawyer to explain it to me.
8. As soon as he joined the company, he **hit the** _____ **running**, taking on multiple responsibilities right away.
9. The firefighter went **beyond the** _____ **of duty** when he saved not just the family but also their pets from the burning building.
10. I would appreciate it if you could **keep me in the** _____ regarding any updates on the project.
11. She _____ **herself on** her ability to connect with people from all walks of life.

1. Put the phrases (1-10) into the following categories (a-d).

a) asking about performance	b) giving feedback on performance	c) requesting/ giving advice to improve performance	d) justifying/ explaining results
			E.g. 1. My big challenge was ...

- ~~1. My big challenge was ...~~
- 2. What do you consider were your successes and failures?
- 3. You demonstrated ...
- 4. Are there any areas you feel you need to improve on?
- 5. I must say, we're very happy with ...
- 6. You should / shouldn't have ...
- 7. I learned from the experience ... and now ensure that ...
- 8. You've managed to ...
- 9. On a less positive note ...
- 10. Feedback from ... has been (positive / satisfactory / poor).
- 11. There's definitely room for improvement
- 12. How can I improve my chances of ...?
- 13. How should I do this?
- 14. I gained (some) valuable insights (into) ...
- 15. You have a tendency ...
- 16. In terms of my main success, ...

2. Put the conversation in order.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____

Manager: To be honest, the communication issue was the major point of concern. Otherwise, you've been doing quite well.

Employee: I appreciate the feedback and will work on improving my communication skills.

Employee: Thank you for the opportunity. I feel that I've generally done well this year. **I gained some valuable insights into** effective project management, and now I'm more proactive about delegation and deadlines.

Employee: Well, **I learned from the experience of missing a deadline**, and now ensure that I start projects well ahead of time. However, on the success side, **I've excelled at** improving customer satisfaction rates.

Manager: Excellent. **You demonstrated a strong ability** to adapt and grow. However, **on a less positive note, you do not always communicate well** with your team members.

Manager: Good afternoon. As part of your annual review, **I'd like you to tell me how you see your progress over the last year.**

Employee: Yes, I acknowledge that. **Has there been anything you have found difficult to cope with** regarding my performance?

Manager: That's good to hear. **What do you consider were your successes and failures?**

3. Complete the conversation with the phrases below.

- Are there any areas you feel you need to improve on?
- Were there any constraints that affected your performance?
- Has there been anything you have found difficult to cope with?
- You've managed to
- You demonstrated
- One area I'd like to mention is
- On a less positive note
- I found it difficult
- I should have done
- With hindsight,
- I take on board what you're saying
- I'll bear those ideas in mind.
- Well, speaking openly
- What do you consider were your successes and failures?

Manager: So, let's dive into your performance review. _____^{1?}

Employee: _____², I think one of my successes has been my ability to _____³ keep the team morale high during this difficult transition period. However, _____⁴, my big challenge was struggling with time management for the initial few weeks.

Manager: _____⁵. _____^{6?}

Employee: _____⁷ to cope with the outdated software we were using. It slowed down productivity considerably.

Manager: I understand. _____^{8?}

Employee: Aside from the software issues, _____⁹ a better job at prioritizing tasks. I ended up missing a couple of deadlines.

Manager: Alright. _____^{10?}

Employee: _____¹¹, I should have focused more on my communication skills, especially in terms of keeping everyone in the loop about project updates.

Manager: _____¹² your ability to go the extra mile with service. _____¹³ a knack for customer interaction.

Employee: Thank you, I appreciate that feedback. _____¹⁴ as I aim to improve further.

Manager: Great, just make sure to also get up to speed on the new software we'll be using from next month.

Employee: Absolutely, I'm already hitting the ground running with the training for it.

4. Put the conversation in order.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____
- a. **John:** What I'm saying is, we need more time for quality work.

b. **Karen:** Just to clarify, are you suggesting we extend them?

c. **John:** I realize it isn't easy for you to hear this.

d. **Karen:** It wasn't an easy decision to make.

e. **John:** There's something we need to discuss. I'm going to get straight to the point. The deadlines are too tight.

f. **Karen:** So, to put it differently, you're saying that quality is compromised?

g. **John:** Exactly.

h. **Karen:** The fact of the matter is that we were pressured to set those timelines.

i. **John:** Could I have a quick word with you?

j. **Karen:** Sure, what's up?

k. **Karen:** I see what you mean.

l. **Karen:** Alright, let's adjust the timelines then.

5. Complete the conversation with the phrases below.

- Could you elaborate on that?
- I know how you feel.
- So, to put it differently,
- What I'm saying is,
- I see what you mean.
- I'm going to get straight to the point.
- If I follow you correctly,
- I need to talk to you about something,
- The fact of the matter is

Emily: _____1, Sarah.

Sarah: Sure, what's going on?

Emily: _____2 I think our team is falling behind on the project, and it's causing stress for everyone.

Sarah: _____3 The last couple of weeks have been really tough.

Emily: _____4, if we don't make some changes, we'll miss our deadlines.

Sarah: _____5 The pressure is getting to me too.

Emily: _____6, we're all feeling the heat, and something needs to change or we're not going to make it.

Sarah: _____7 Are you suggesting a specific action?

Emily: _____8, maybe we can approach the manager for an extension or additional resources.

Sarah: _____9, you think we should be upfront about our situation and ask for help.

Emily: Exactly, that's what I'm suggesting.

Asking about performance

- *What do you consider were your successes and failures?*
- *Are there any areas you feel you need to improve on?*
- *Were there any constraints that affected your performance?*
- *Has there been anything you have found difficult to cope with?*
- *I'd like you to tell me how you see your progress over the last year.*

Giving feedback

- *I must say, we're very happy with ...*
- *You've excelled at ... (making sure everything runs smoothly)*
- *You demonstrated ...*
- *You've managed to ...*
- *You respond quickly to ...*
- *One area I'd like to mention is ...*
- *On a less positive note ...*
- *Feedback from ... has been (positive / satisfactory / poor).*
- *You have a tendency ... / You tend to (lack organization there).*
- *You find it difficult ...*
- *You do not always ...*
- *You keep ...*
- *You should / shouldn't have (done) ...*
- *You could have ... (done)*
- *There's definitely room for improvement*
- *I'd like to hear your thoughts on that.*

Explaining results

- *On the whole, it turned down to be (a success, a great learning process, incredibly challenging)*
- *In terms of my main success, ...*
- *I think overall, (it's been good / it could have been better)*
- *If I'd ... I might have ...*
- *Although ... didn't go to plan, on the other hand, ... gave me an opportunity to ...*
- *Despite the fact that ...*
- *I gained (some) valuable insights (into) ... and now ...*
- *I learned from the experience ... and now ensure that ...*
- *This challenge provide an invaluable lesson ... and moving forward...*
- *With hindsight, ...*
- *I take on board what you're saying*
- *I'll bear those ideas in mind.*
- *My big challenge was ...*
- *Well, speaking openly ...*
- *If I'd planned more carefully at the beginning, I could/would have (done) ...*

Requesting and giving advice

- *How can I improve my chances of ...*
- *How should I do this?*
- *What's the best way to ... ?*
- *You ought to ...*
- *(I think) you need to ...*

Third conditional

- 1. Use the third conditional to talk about things that did not happen in the past (imagining what would have happened if things had been different). It is often used to criticize past actions or to express regrets. In the if clause we talk about the imagined past situation; in the other clause we talk about the imagined past result.

Past situation	Past result
If + past perfect	would(n't) have + past participle
<i>If you'd read the contract,</i>	<i>you wouldn't have made the error.</i>
<i>If I'd prepared my speech better,</i>	<i>I would have had a better performance</i>

- 2. Notice how negative changes to positive and positive changes to negative.
Real past: **You didn't read** the contract. (negative) Imagined past: **If you'd read** the contract. (positive)
Real result: **I made** the error. (positive)
Imagined result: **I wouldn't have made** the error. (negative)
- 3. In the result clause, use *might have* or *could have* to talk about a less certain result.
If you'd helped me, we could have gone home earlier.



Mixed conditional

Change the verb forms in conditional sentences to talk about an imagined past situation and present result.

Past situation	Past result
<i>If + past perfect</i>	<i>would(n't) + present infinitive</i>
<i>If you'd heard what I said,</i>	<i>we wouldn't be in trouble right now.</i>
<i>If I hadn't been promoted,</i>	<i>I would still be working at reception.</i>

Perfect modals

- 1. Use *could have*, *might have* and *would have* to talk about something that was possible in the past but didn't happen.
*It's a good thing you didn't invest in bitcoin - you **could** / **might** / **would have** lost everything.*
- 2. *Could have* and occasionally *might have* can be used to express irritation and criticism.
*I was expecting you at the meeting - you really **could** / **might have** told me you weren't going to come.*
- 3. Use *should have* to criticize what people have or haven't done.
*You **should have** asked me for authorization – you **shouldn't have** made the decision yourself.*



1. Complete sentences 1-8 with the correct form of the verbs in brackets.

- 1. If she ____ (not forget) her umbrella, she wouldn't have gotten wet.
- 2. If I ____ (know) you were in town yesterday, I would have called you.
- 3. He would be healthier now if he ____ (stop) smoking years ago.
- 4. If they ____ (not miss) the bus, they ____ (be) here by now.
- 5. She wouldn't have been tired this morning if she ____ (go) to bed earlier last night.
- 6. If he ____ (have) the address, he would come to the party tonight.
- 7. She would have passed the exam if she ____ (study) harder.
- 8. If I ____ (win) the lottery, I would have traveled around the world.

2. Find and correct 11 mistakes in conditional sentences.

Navigating through this past year has been enlightening, to say the least. **If I'd prioritizing my tasks more diligently, I might avoiding** the stress associated with last-minute deadlines. **If we'd assessed market trends more meticulously, we could adjusted** our Q2 strategies to be more aligned with industry shifts.

However, there's a silver lining. **If we wouldn't missed our Q2 targets, we probably wouldn't shifting** our focus toward customer engagement, a move that eventually led to a 15% growth in our customer base. This was an unexpected yet welcome turn of events. Work-life balance has been a persistent challenge for me. **If I will set clearer boundaries at the start of the year, I wouldn't finded myself** struggling with burnout midway through. On a different note, **if our team hadn't been so resilient, we wouldn't bounces back** so effectively from our initial setbacks.

Regarding my long-term career growth, **If I has paid more attention to networking earlier, my job might been easier. If we hadn't adopted new technologies last quarter, we will still be stuck** in time-consuming manual processes.

In summary, **if I hadn't stumbled through these numerous challenges, I wouldn't grew** as much as I have, both professionally and personally. The lessons have been hard but valuable, and I'm eager to bring this newfound wisdom into the coming year.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____
- 11. _____

3. Choose the correct verb form.

1. If they (**was/were**) more careful, they (**won't have lost/wouldn't have lost**) the game.
2. He (**would be/would have been**) happier now if he (**makes/had made**) different choices in the past.
3. If she (**had saved/would save**), she (**is/would be**) rich now.
4. If I (**have/had had**) a map yesterday, we (**aren't/wouldn't be**) lost now.
5. We (**would have gone/would go**) on vacation if it (**didn't rain/hadn't rained**).
6. You (**would enjoy/will enjoy**) the party more if you (**knew/had known**) more people there.
7. If you (**listened/had listened**) to me, you (**didn't make/wouldn't have made**) that mistake.
8. She (**will get/would have gotten**) the job if she (**has/had had**) more experience.
9. If they (**have won/had won**) the lottery, they (**are traveling/would have traveled**) the world by now.
10. If she (**was/had been**) more disciplined as a student, she (**has/would have**) a better job today.



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Business Upper Intermediate

Unit 14: Performance

Homework – Answer Key

Exercise 1

- **Address Concerns: (e)** Deal with issues or worries.
- **Monitor Performance: (f)** Watch and check how well something or someone is doing.
- **Performance Appraisal: (d)** A review of how well you're doing at your job.
- **Agree Objectives: (h)** Set shared goals or targets.
- **Respond to Criticism: (i)** Answer back when someone says something negative about you or your work.
- **Express Views: (c)** Say what you think or feel.
- **Peer Rating: (b)** Grading or evaluation by people who are at the same level as you.
- **Development Tool: (g)** Something used to help you improve or grow.
- **Constructive Feedback: (a)** Helpful and positive suggestions for improvement.

Exercise 2

1. The manager scheduled a meeting to **address concerns** raised by the team regarding the new software.
2. In the town hall meeting, employees had a chance to **express views** about the company's new policies.
3. The supervisor will **monitor performance** over the quarter to determine if the new training methods are effective.
4. After presenting her idea, Lisa was eager to **receive constructive feedback** from her colleagues.
5. The best leaders are those who can gracefully **respond to criticism** and use it as a platform for growth.
6. After the quarterly **performance appraisal**, Susan received constructive feedback that helped her improve her sales technique.
7. In addition to manager evaluations, the company also incorporates a **peer rating** system to get a well-rounded view of an employee's performance.

Exercise 3

1. address (i) concerns
2. monitor (f) performance
3. performance (g) appraisal
4. agree (h) objectives
5. respond (e) to criticism
6. express (a) views
7. peer (d) rating
8. development (c) tool
9. constructive (b) feedback

Exercise 4

1. Performance appraisal
2. Monitor performance
3. Constructive feedback
4. Express views
5. Peer rating
6. Development tool
7. Agree on objectives
8. Address concerns
9. Respond to criticism
10. Performance appraisals
11. Peer rating
12. Developmental tools
13. Constructive feedback loops
14. Express views

Exercise 5

1. Amazon was originally started as an online bookstore.
2. Amazon uses performance appraisal as a cornerstone for evaluating employees on various metrics to ensure they meet and exceed expectations. It also provides a platform for superiors and peers to offer constructive feedback.
3. In Amazon's corporate culture, peer rating allows employees to evaluate each other based on teamwork, leadership, and job performance. It serves as a development tool for self-improvement and professional growth.
4. Amazon addresses concerns by initiating internal reviews and upgrading facilities or processes where necessary.
5. Amazon responds to criticism by publishing reports detailing improvements and sustainability initiatives.

Exercise 1

1. The teacher went **beyond the (g) call of duty** by creating personalized study plans for each student.
2. I need to **get up to (b) speed** on the latest changes in tax law before filing my return.
3. Tina is such a **go (h) getter** that she already found three potential clients in her first week on the job.
4. He **prides himself (k) on** his extensive collection of vintage records.
5. To ensure customer satisfaction, the store always **goes the (d) extra mile** with their service.
6. Sarah seems to **have a (j) knack for** picking up new languages quickly.
7. As soon as we received the funding, we **hit the ground (c) running** and started the research phase.
8. After months of working together, I felt comfortable enough to **take her into my (i) confidence** and share my future plans.
9. Please **keep me in the (a) loop** if there are any changes to the schedule.
10. Unfortunately, his efforts didn't **make the (f) grade**, and he was not promoted.
11. I can't **make heads or (e) tails of** this new software; it's too complicated for me.

Exercise 2

- (1) I **don't give myself any credit for** my cooking skills; it's all thanks to my mom's recipes
(k) Pride yourself on something.
- (2) He usually **does the bare minimum** when it comes to school projects
(b) Go the extra mile.
- (3) She did what was required, but **didn't lift a finger more** to help the team
(i) Beyond the call of duty.
- (4) After hours of studying, I can finally **understand this clearly**.
(g) (Not) make heads or tails of something.
- (5) We **struggled to get started** on the project due to a lack of clear direction.
(h) Hit the ground running.
- (6) Even after weeks of training, she's still **struggling to catch on**.
(f) Get up to speed.
- (7) I **don't have the slightest talent for** painting; it's a struggle every time.
(e) Have a knack for something.
- (8) They made all the decisions and **left me out of the loop**.
(j) Keep someone in the loop.
- (9) I **don't trust him enough to share** my secrets.
(c) Take someone into your confidence.
- (10) Unfortunately, his performance didn't **meet the minimum requirements**.
(a) Make the grade.
- (11) She's quite **laid-back and not very ambitious**, so she's happy with whatever comes her way.
(d) Go-getter

Exercise 3

1. **Make the grade:** *Despite studying for weeks, she was disappointed to find out she didn't make the grade needed to pass the course.*
2. **Go the extra mile:** *He really went the extra mile to help his teammates, staying late to finish the project.*
3. **Take someone into your confidence:** *After years of friendship, she finally took him into her confidence and shared her biggest secret.*
4. **Go-getter:** *Maria is such a go-getter; she's already completed all the tasks for the week.*
5. **Have a knack for something:** *He seems to have a knack for solving complex math problems effortlessly.*
6. **Get up to speed:** *Please get up to speed on the project details before the meeting on Thursday.*
7. **(Not) make heads or tails of something:** *I couldn't make heads or tails of the legal document, so I hired a lawyer to explain it to me.*
8. **Hit the ground running:** *As soon as he joined the company, he hit the ground running, taking on multiple responsibilities right away.*
9. **Beyond the call of duty:** *The firefighter went beyond the call of duty when he saved not just the family but also their pets from the burning building.*
10. **Keep someone in the loop:** *I would appreciate it if you could keep me in the loop regarding any updates on the project.*
11. **Pride yourself on something:** *She prides herself on her ability to connect with people from all walks of life.*

Exercise 1

(a) Asking about performance	(b) Giving feedback on performance	(c) requesting/ giving advice to improve performance	(d) Justifying / explaining results
(2) What do you consider were your successes and failures? (4) Are there any areas you feel you need to improve on?	(3) You demonstrated... (5) I must say, we're very happy with ... (6) You should / shouldn't have ... (8) You've managed to... (9) On a less positive note ... (10) Feedback from ... has been (positive / satisfactory / poor). (11) There's definitely room for improvement (14) I gained (some) valuable insights (into) ... (15) You have a tendency ...	(16) In terms of my main success, ...	(1) My big challenge was... (12) How can I improve my chances of ...? (7) I learned from the experience ... and now ensure that ... (13) How should I do this?

Exercise 2

1. **Manager:** Good afternoon. As part of your annual review, *I'd like you to tell me how you see your progress over the last year.*
2. **Employee:** Thank you for the opportunity. I feel that I've generally done well this year. *I gained some valuable insights into* effective project management, and now I'm more proactive about delegation and deadlines.
3. **Manager:** That's good to hear. *What do you consider were your successes and failures?*
4. **Employee:** Well, *I learned from the experience of missing a deadline,* and now ensure that I start projects well ahead of time. However, on the success side, *I've excelled at* improving customer satisfaction rates.
5. **Manager:** Excellent. *You demonstrated a strong ability* to adapt and grow. However, *on a less positive note, you do not always communicate well* with your team members.
6. **Employee:** Yes, I acknowledge that. *Has there been anything you have found difficult to cope with* regarding my performance?
7. **Manager:** To be honest, the communication issue was the major point of concern. Otherwise, you've been doing quite well.
8. **Employee:** I appreciate the feedback and will work on improving my communication skills. How does that look? Would you like to add or modify anything?

Exercise 3

Manager: So let's dive into your performance review. (1) What do you consider were your successes and failures?

Employee: (2) Well, speaking openly, I think one of my successes has been my ability to (3) You've managed to keep the team morale high during this difficult transition period. However, (4) on a less positive note, my big challenge was struggling with time management for the initial few weeks.

Manager: (5) I take on board what you're saying. (6) Were there any constraints that affected your performance?

Employee: (7) I found it difficult to cope with the outdated software we were using. It slowed down productivity considerably.

Manager: I understand. (8) Has there been anything you have found difficult to cope with?

Employee: Aside from the software issues, (9) I should have done a better job at prioritizing tasks. I ended up missing a couple of deadlines.

Manager: Alright. (10) Are there any areas you feel you need to improve on?

Employee: (11) With hindsight, I should have focused more on my communication skills, especially in terms of keeping everyone in the loop about project updates.

Manager: (12) One area I'd like to mention is your ability to go the extra mile with service. (13) You really demonstrated a knack for customer interaction.

Employee: Thank you, I appreciate that feedback. (14) I'll bear those ideas in mind as I aim to improve further.

Manager: Great, just make sure to also get up to speed on the new software we'll be using from next month.

Employee: Absolutely, I'm already hitting the ground running with the training for it.

Exercise 4

1. **[i]** John: Could I have a quick word with you?
2. **[j]** Karen: Sure, what's up?
3. **[e]** John: There's something we need to discuss. I'm going to get straight to the point. The deadlines are too tight.
4. **[k]** Karen: I see what you mean. The fact of the matter is that we were pressured to set those timelines.
5. **[c]** John: I realize it isn't easy for you to hear this.
6. **[d]** Karen: It wasn't an easy decision to make. Just to clarify, are you suggesting we extend them?
7. **[a]** John: Yes, what I'm saying is, we need more time for quality work.
8. **[f]** Karen: So, to put it differently, you're saying that quality is compromised?
9. **[g]** John: Exactly.
10. **[l]** Karen: Alright, let's adjust the timelines then.

Exercise 5

Emily: (1) I need to talk to you about something, Sarah.

Sarah: Sure, what's going on?

Emily: (2) I'm going to get straight to the point. I think our team is falling behind on the project, and it's causing stress for everyone.

Sarah: (3) I see what you mean. The last couple of weeks have been really tough.

Emily: (4) The fact of the matter is, if we don't make some changes, we'll miss our deadlines.

Sarah: (5) I know how you feel. The pressure is getting to me too.

Emily: (6) So, to put it differently, we're all feeling the heat, and something needs to change or we're not going to make it.

Sarah: (7) Could you elaborate on that? Are you suggesting a specific action?

Emily: (8) What I'm saying is, maybe we can approach the manager for an extension or additional resources.

Sarah: (9) If I follow you correctly, you think we should be upfront about our situation and ask for help.

Emily: Exactly, that's what I'm suggesting.

Exercise 1

1. If she **hadn't forgotten** her umbrella, she wouldn't have gotten wet.
2. If I **had known** you were in town yesterday, I would have called you.
3. He would be healthier now if he **had stopped** smoking years ago.
4. If they **hadn't missed** the bus, they **would be** here by now.
5. She wouldn't have been tired this morning if she **had gone** to bed earlier last night.
6. If he **had** the address, he would come to the party tonight.
7. She would have passed the exam if she **had studied** harder.
8. If I **had won** the lottery, I would have traveled around the world.

Exercise 2

Original: **If I'd prioritizing my tasks more diligently, I might avoiding** the stress associated with last-minute deadlines.

Corrected: (1) *If I'd prioritized my tasks more diligently, (2) I might have avoided* the stress associated with last-minute deadlines.

Original: **If we'd assessed market trends more meticulously, we could adjusts** our Q2 strategies to be more aligned with industry shifts.

Corrected: If we'd assessed market trends more meticulously, (3) *we could have adjusted* our Q2 strategies to be more aligned with industry shifts.

Original: **If we wouldn't missed our Q2 targets, we probably wouldn't shifting** our focus toward customer engagement.

Corrected: (4) *If we hadn't missed our Q2 targets, (5) we probably wouldn't have shifted* our focus toward customer engagement.

Original: **If I had set clearer boundaries at the start of the year, I wouldn't finded myself** struggling with burnout midway through.

Corrected: If I had set clearer boundaries at the start of the year, (6) *I wouldn't have found myself* struggling with burnout midway through.

Original: **If our team hadn't been so resilient, we wouldn't bounces back** so effectively from our initial setbacks.

Corrected: If our team hadn't been so resilient, (7) *we wouldn't have bounced back* so effectively from our initial setbacks.

Original: **If I has paid more attentions to networking earlier, my job might been easier.**

Corrected: (8) *If I had paid more attention to networking earlier, (9) my job might have been easier.*

Original: **If we hadn't adopted new technologies last quarter, we will still be stuck** in time-consuming manual processes.

Corrected: If we hadn't adopted new technologies last quarter, (10) *we would still be stuck* in time-consuming manual processes.

Original: **If I hadn't stumbled through these numerous challenges, I wouldn't grew** as much as I have.

Corrected: If I hadn't stumbled through these numerous challenges, (11) *I wouldn't have grown as much as I have.*

Exercise 3

1. were, wouldn't have lost
2. would be, had made
3. had saved, would be
4. had had, wouldn't be
5. would have gone, hadn't rained
6. would enjoy, had known
7. had listened, wouldn't have made
8. would have gotten, had had
9. had won, would have traveled
10. had been, would have