

3D, Page 26, Exercises 3 and 5

A = Man, M = Monika Nowak

A: What was your biggest mistake at work?

M: I think it was when I worked at a paper-making plant. I was in charge of a project to speed up production but I slowed it down instead.

A: Oh no. What happened?

M: Well, we needed to improve the efficiency of our machines. There were lots of new technologies on the market. I read the sales brochures and they all looked great.

A: How much did they cost?

M: Oh, not a lot. It wasn't a big investment so my project plan looked excellent. We could install the different technologies in three months and increase production by five per cent.

A: So what went wrong?

M: Well, we installed the first technology on every machine in the plant.

A: Did it take long?

M: No, we did it overnight. But the next day we had a big problem. Every machine shut down.

A: Oh no.

M: The technology didn't work.

A: All the machines stopped working?

M: Yes, the plant manager went crazy.

A: So what did you do?

M: I learnt my lesson. I threw away my project plan and I started testing. I ran tests on all the new technologies one by one.

A: And how did it go?

M: Well, we learnt a lot. Some didn't work.

A: Ah ...

M: And some worked really well – much better than we expected. We installed the best ones – but one machine at a time.

A: How long did it take?

M: A year.

A: But did you achieve your targets?

M: Well, we missed the deadline. But nobody cared because the results were so good. We exceeded the targets. Production went up by fifteen per cent.

A: Not five?

M: No, fifteen.

A: Fantastic!

4B, Page 30, Exercise 3, 4, 5 and 6

1

We can't give expensive gifts to customers because it's against the law here. But we often give them small promotional items with our company name and logo – things like pens and sweatshirts. I took some sweatshirts to Europe last month. I thought I could give them to customers but our agent said our company name and logo was too big. He told me to take them home again because they weren't fashionable. I gave them to the woman who cleaned my hotel room instead. She gave me the biggest smile you ever saw.

2

We wanted to give our business partners in Korea a very special gift to celebrate our tenth anniversary. We contacted a glass factory in our town and asked them to make a glass vase – just for us. Well, they did and it was beautiful. I didn't want it to break, so I carried it in my hand luggage. It was one of the worst journeys of my life. I had to carry the vase through three different airports and it was really heavy. But it was the ideal gift because it was high quality and it came from our city.

3

When I retired, the company gave me a gold watch and my co-workers gave me some golf clubs. They were very generous. But the best gift I had came from my friends in the post room and it's a game. It's like Monopoly but you don't buy streets and houses. You buy James Bond films instead. It was the least expensive gift but it's the one I enjoy the most. They knew I was a James Bond fan.

4

I gave a keynote speech at a conference in Singapore. The conference organizers paid for my airfare, but that was all. I didn't care because the most important people in my field were there and I loved Singapore. And on the last day of the conference, the organizers gave me a silver necklace. I didn't expect it so it was a wonderful surprise. It's the prettiest necklace I own.

5

The most unusual gift we received for Christmas was a picture of a goat – yes, really, a goat! My sister thinks Christmas is too commercial so this year she didn't buy gifts. She gave money to charity instead. The charity gives goats to families in Africa and she sent us a picture of the goat she paid for. My wife wasn't pleased. She thinks my sister-in-law is lazy and she didn't want to go shopping. But I liked it. It was nicer than last year's present. She usually gives me socks.

4C, Page 32, Exercises 3 and 4

1

A = Woman 1, B = Woman 2

A: Is it OK? I didn't know what colour to get.

B: Yellow is perfect! It's just what I wanted. I love it.

A: Oh, I'm so glad. Does it fit?

2

A = Man, B = Woman

A: That was a great presentation. Well done!

B: I was very nervous and I think I spoke too fast, but it's very kind of you to say so.

A: No, no, not at all. It was really very good.

3

A = Man 1, B = Man 2

A: It's a cheque – to help with the school bills.

B: Are you sure that's all right? I'll pay you back as soon as I can. Thank you so much!

A: Don't mention it. We're happy we can help.

4

A = Woman, B = Man

A: It's raining out. Let me give you a lift.

B: Oh, wow! You're a lifesaver.

A: No problem. I'm going your way, anyway.