

Search for the keywords how to manage difficult people. Draw up a list of your top ten tips.

## Listening

2 1:60–1:61 Listen to two interviews between Mrs Gómez, a store manager in the Philippines, and Rafael, a department supervisor. Answer the questions.

- 1 What did Rafael a) do right and b) do wrong?
- 2 How do you think Rafael feels at the end of each interview?

2 1:60–1:61 With a partner, find suitable words to complete the useful expressions for coaching in the checklist. Then listen again and check your answers.



## Useful expressions: Coaching

Setting the scene
As you, the last three weeks have been really busy. It there was a problem with
Giving praise
to you, everything has gone really smoothly.  I want to say how much I your  I'm very for the support you have me personally.  These are qualities the company
Diagnosing a problem
Can you tell me what? Do you have any ideas why?
Committing to action
What do you think we can do to this doesn't happen again? So if you need help, you will to me, won't you?
Concluding
Let's just what we have agreed

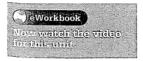
in a month's time to see how you're getting on.

- When giving constructive criticism, asking questions rather than making statements helps to reduce tension and establish a dialogue. Translate Mrs Gómez's thoughts into the questions you heard her use by putting the words into the correct order.
- 1 I want to see you in my office, now! Could / a / have / I / word / just / ?
- 2 You should know better than to be rude to a customer!
  You / afford / basic / can / can't / care / customer / forget / skills, / to / you / your /?
- 3 You're not a beginner any more!

, Rafael, and thank you!

You've / for, / been / now / three / us / what, / with / years / ?

- 4 If this happens again, you're out!
  - You / can / consequences, / do / don't / have / kind / problem / this / of / realize / serious / you / ?
- 5 That's all, we've already wasted enough time on this! Is / add / anything / like / else / there / to / you'd /?
- 6 I take it you understand that. Are / comfortable / that / with / you / ?



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## Roleplay

With a partner, take turns to be a manager and an employee. Decide what the employee has done right or wrong, and roleplay interviews recognizing merit or giving constructive criticism. Follow the procedures in Exercise 2.