

Internet research

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



Listening

3 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?

4 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.
_____, Rafael, and thank you!

5 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!*
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 / ?

Roleplay

6 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.

eWorkbook

Now watch the video for this unit.

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elicit
mess up
overdo
praise