



BUSINESS ENGLISH PHRASES

Management In English Super Triple Pack

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BUSINESS ENGLISH PHRASES

Management Series 1 Leading And Facilitating Meetings

Introduction	<p>I'd like to start by welcoming Ms. Ogoya. Thank you for taking the time to attend this meeting. I'd like to introduce the European VP of Sales, Chiara Baresi.</p>
Start a meeting	<p>Ok shall we make a start? Let's start with the first point on the agenda. Right, let's begin. The first item on the agenda is the sales and marketing budget.</p>
State meeting objective	<p>We're here today to solve the problem of how we can identify new customer trends. The purpose of this meeting is to brainstorm ideas for identifying new customer trends. I've organised this meeting to discuss how to identify new customer trends.</p>
Establish meeting rules	<p>How can we have more effective meetings? What can we do to overcome typical meeting problems? Does anybody have any suggestions for a meeting rule or meeting rules?</p>
Dealing with people: dominant people	<p>Thanks for your contribution Paz, but we need consensus on this. (John), I'd like to hear what other people think. Jose, what were you saying?</p>
Dealing with people: not participating (shy).	<p>So Sarah, how do you think we should approach this? Great idea Sarah, go on. If nobody has any better ideas, how about we move on to the next item on the agenda?</p>
Dealing with people: respond negatively or aggressively	<p>Mario, you obviously feel strongly about this. Can you explain why? Mario thank you for your comments. We'll take them into consideration. Remember our meeting rules, let's keep our opinions objective.</p>
Dealing with people: introduce irrelevant topic	<p>We haven't got much time here so could everyone focus on this point. It is important that we keep to the point on this. Thanks for your comment we'll make a note of that.</p>
Moving to next point	<p>Right, I think we've covered this item on the agenda. Have we finished this item? Any other ideas or comments? Let's move onto the next point on the agenda, Sales Forecasts.</p>
Facilitation techniques: positive encouragement	<p>That's a good idea Sarah. How would it work? Interesting point Li. Can you explain it in more depth? (Li) I think the basic idea is good. Can you go into more detail?</p>

Facilitation techniques: one idea stimulates another idea.	That's a good starting point. Let's have some more ideas. That's a good idea. Let's expand on that, any suggestions? Interesting idea. Everybody, more ideas please.
Facilitation techniques: distort an idea and combine ideas.	What if we changed some of the variables, such as the timeframe for the project? What if we combined the first idea with the second? What would happen if we combined point 1 and point 2?
Facilitation techniques: meeting rules	Maria, remember the meeting rule - to make objective opinions. Let's all remember the meeting rule - to discuss, don't argue. Let's stop here , please remember the meeting rule - to respect the time allocated to each agenda point.
Facilitation techniques: meeting rules	I've noticed that our energy levels have dropped. Let's have a break. I've noticed that we're arguing and not discussing. Why don't we have a break? I've noticed that we've gone off the point. Let's keep to the agenda.
Facilitation techniques: passing responsibility	Sarah, you're the expert in this area, can you lead this point? Maria, I'd like you to lead the discussion of this point. I think Li is best positioned to lead in this point.
Summarise	Before we close, let me summarise the main points. So to sum up , we discussed 3 main points. Shall I go over the main points of the meeting?

Open a discussion	<p>I have the feeling there might be some issues we need to deal with.</p> <p>I sense there might be some areas you're not satisfied with.</p>
Open a discussion	<p>Is there anything you'd like to tell me about?</p> <p>Is there anything on your mind?</p>
Identifying the problem	<p>I've noticed that you seem to be working late these weeks.</p> <p>Could you help me get a clearer picture of the current situation?</p>
Identifying the problem	<p>It seems to me that you're working late these weeks.</p> <p>I know there is a good reason for this and I'm very concerned to know what it is.</p>
Active listening: Acknowledge	<p>Ok.</p> <p>Uh huh.</p> <p>Mmm.</p>
Active listening: Repeat a key word	<p>I see, "frustrating delays".</p> <p>"Poor communication".</p> <p>"Need extra help".</p>
Active listening: Show empathy	<p>Yes I understand what you mean.</p> <p>I can see you feel strongly about this.</p> <p>I can see your point of view.</p>
Asking for their opinion and summarising	<p>How do you think we should solve this problem?</p> <p>What's your opinion? How can we resolve this problem?</p> <p>Interesting point. Ok to summarise, you think we should improve communication, is that correct?</p>
Stating shared goals	<p>We're all in this together.</p> <p>We're all working towards the same goal.</p> <p>We're all on the same side.</p> <p>Everyone agrees on the fundamental objectives.</p>
Giving positive feedback	<p>Great suggestion.</p> <p>I really think that's a good idea.</p> <p>I like that approach.</p>
Giving positive feedback	<p>I'm glad you suggested that.</p> <p>That sounds like it might work well.</p>
Agreeing action	<p>All right, here's what we'll do.</p> <p>All right, here's what we can do.</p> <p>Here's a way we'll move forward.</p> <p>Here's a way we can move forward.</p> <p>Here's what we'll do to tackle this problem.</p> <p>Here's what we can do to tackle this problem.</p>
Planning follow-up actions	<p>Let's try this out. Then meet again in a month's time to take stock.</p> <p>Let's get the ball rolling and get back together in a couple of weeks to see how it's going.</p>
Planning follow-up actions	<p>Let's start with this and see how it works. We'll check again next Tuesday to see if there's been any change.</p> <p>Let's get things started. Then we can discuss it at</p>

our weekly meeting.

Open a discussion	<p>I have the feeling there's something wrong. Do you want to talk about it? Do you want to talk? I have the feeling there might be some issues we need to deal with. I sense there might be some areas you're not satisfied with.</p>
Open a discussion	<p>Is there anything you'd like to tell me about? Is there anything on your mind? Is there a problem or issue you'd like to tell me about?</p>
Identifying the problem	<p>Can you help me see the problem? Can you help me understand the problem? I've noticed that you seem to be working late these weeks. Could you help me get a clearer picture of the current situation?</p>
Identifying the problem	<p>It seems to me that you're frustrated by poor communication. I know there is a good reason for this and I'm very concerned to know what it is.</p>
Active listening: Acknowledge	<p>Ok. Yes. Mmm. Uh huh.</p>
Active listening: Repeat a key word	<p>I see, "frustrating". "Communication problems". "Very tight deadlines". Mmm.</p>
Active listening: Show empathy	<p>I hear what you say. Yes I understand what you mean. I can see you feel strongly about this. I can see your point of view.</p>
Asking for their opinion and summarising	<p>How do you think we should solve this problem? What's your opinion, how can we resolve this problem? Interesting point. Ok to summarise, you think we should, "work better together with more communication", is that correct?</p>
Stating shared goals	<p>We're all on the same team. We're all in this together. We're all working towards the same goal. We're all on the same side. Everyone agrees on the fundamental objectives.</p>
Giving positive feedback	<p>Great suggestion. I really think that's a good idea. I like that approach. I'm glad you suggested that. That sounds like it might work well.</p>
Agreeing action	<p>All right, here's what we'll do. All right, here's what we can do. Here's a way we'll move forward.</p>

	<p>Here's a way we can move forward. Here's what we'll do to tackle this problem. Here's what we can do to tackle this problem.</p>
Planning follow-up actions	<p>Let's try this out. Then meet again in a month's time to take stock. Let's get the ball rolling and get back together in a couple of weeks to see how it's going. So when can we next meet?</p>
Planning follow-up actions	<p>Let's start with this and see how it works. We'll check again next Tuesday to see if there's been any change. Let's get things started. Then we can discuss it at our weekly meeting.</p>

Understanding our own culture and other cultures	<p>We firstly all need to understand our own culture and how that affects the team.</p> <p>Then we all need to understand the other cultures of team members and how that affects the team.</p> <p>Can anybody give an example of cultural stereotypes about their own culture? About another culture?</p>
Establishing communication rules	<p>We all need to remember to speak a neutral English, especially the native English speakers.</p> <p>I suggest we avoid using cultural stereo-types.</p> <p>Perhaps we could all try to avoid using local slang, jargon and expressions.</p> <p>Does anybody have any communication rules to help us work better as an international team?</p> <p>Does anybody have any examples of best practices?</p>
Establishing communication rules	<p>What communication style works best for you?</p> <p>What communication style works worst for you?</p> <p>Describe a good communicator and what they do?</p> <p>Is body language important for you in communication?</p>
Active Listening: Cultural questions	<p>Can you explain it from your cultural perspective?</p> <p>How was this problem solved in your country?</p> <p>Can you describe how the relationship worked with your last manager?</p> <p>For example, what worked best and what didn't work?</p> <p>What are the work differences between here and in your own country?</p> <p>What are the work similarities between here and in your own country?</p>
Active Listening: Open questions	<p>What sort of problem is it?</p> <p>Could you tell me about why you think this happens?</p> <p>What's your opinion about this?</p>
Active Listening: Show interest	<p>Mmm, really?</p> <p>That's interesting.</p> <p>Right. I see.</p> <p>OK. I see.</p>
Active Listening: Show empathy	<p>I understand what you're saying.</p> <p>I know what you mean.</p> <p>That must have been difficult.</p>
Active Listening: Ask for details	<p>So what exactly happened?</p> <p>What specifically did you do?</p> <p>Could you go into more detail about this point?</p>
Active Listening: Clarify information	<p>Are you saying that "it was too complex to solve"?</p> <p>What do you mean by "too complex"?</p> <p>Could you explain that more simply?</p>
Active Listening: Reflective questions	<p>So, "you're worried about the deadline."</p> <p>If I understand you, "you're worried about the deadline."</p>

	What you're saying is , "you're worried about the deadline."
Active Listening: Summarise	So , "you think the deadline is unrealistic". What you're saying is , "the deadline is unrealistic." So to summarise , "the deadline is unrealistic."

Getting Attention: Ask a question or rhetorical question	Have you ever wondered why BBDA isn't in China? What if BBDA had been in China since 2000? How many of you use social networks? And Chinese social networks?
Getting Attention: Surprising fact	BBDA made a loss of \$240,000 due to poor planning. Here's a little known fact BBDA is popular in Guangdong in South China with wholesalers. Did you know that BBDA is popular in Guangdong in South China with wholesalers?
Getting Attention Showing a visual	Have a look at this graph. As you can see sales have risen by 9%. Let's look at the rise of Operational Costs. As you can see in this graph market share has fallen by 15%.
Need: Origin of a problem	Well, the problem started in May 2004. Well, this issue goes back to June last year. The root cause of the problem is in Operations. We can trace the origin of this issue to Operations.
Need: Background information	The problem was due to rising transport costs. The problem was because of rising transport costs. The problem was owing to rising transport costs The problem was caused by rising transport costs.
Solution	Building a Logistics Hub in Guangdong Province is an effective way to reduce transport costs. I propose we build a Logistics Hub in Guangdong so we can benefit from reduced transport costs. Implementing the solution of building a Logistics Hub in Guangdong will lead to reduced transport costs.
Solution	Building a Logistics Hub in Guangdong Province will give us reduced transport costs. Building a Logistics Hub in Guangdong Province will help us to greatly reduce transport costs. Building a Logistics Hub in Guangdong Province ensures we can greatly reduce transport costs.
Visualisation: Positive Outcomes	Under this plan we could see as much as a 35% increase in revenues. Imagine this - it could increase revenues by 35%. By implementing this plan immediately the company will see a 35% increase in revenues.
Visualisation: Negative Outcomes	If we don't adopt this proposal there's no telling what could happen. Without quick action the situation could worsen. If we don't do anything the situation is going to get a lot worse.
Call to Action	We need quick action and we need it now. I recommend that we implement in 2 weeks. I need your help to implement a winning solution for all of us. The first thing we need to do is to design a feasible

	timeframe.
Call to Action	What we have to do is to choose a solution now. Do we wait to see what happens or do we act now to move this company forward? I challenge all of you to exceed your targets by 10%, starting today.

*This Business English Phrase Sheet is based on the popular Business Communication Technique "Monroe's Motivated Sequence".

Author

My name is Christopher Wright and co-director of The English Training Company (www.englishco.com).

I'm a Business English trainer and have books and articles published by Amazon, Oxford University Press and McGraw Hill.

And my company and I have helped thousands of professionals like you succeed in Business English and to speak, meet and present in English with confidence!



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