

2

Motivation

Starting point

1 Which of these things motivate you in your job?

- colleagues
- interesting work
- gifts for achieving targets
- promotion
- training
- flexible hours
- money
- job security

2 What else would you add to the list?

Working with words | Motivation at work

1 Have you ever worked for no money? What was your motivation?

2 Read the text about internships. Why do interns often work for no money? What is their motivation? Do you have similar internships for people in your company or country?

Internships:

a step on the career ladder or unpaid labour?

The internship is a well-known starting point for any new graduate looking for their first step onto the career ladder. It's a good way to get hands-on work experience and a sure sign to any future employer that you have plenty of **self-motivation**. Many global companies now offer internship programmes: In the USA, Google recruits 3,000 interns in the summer, promising the chance to 'do cool things that matter'. The Bank of China runs an eight-week programme. In Japan, one software company runs a four-day internship with a cash **incentive** of ¥100,000. And the 'Big Four' audit companies – Deloitte, Ernst & Young, KPMG and PWC – employ more than 30,000

interns per year in offices in different countries, which may lead to a full-time position later on.

It is true that the majority of internships do not come with a cash **reward** or the promise of a job offer. For many, an internship can mean some unpaid hours spent making coffee and doing someone's photocopying. However, you have to start somewhere and in most cases, it will **benefit** you in the long-run. Alongside some menial tasks, you'll be learning about the professional work environment and meeting future contacts. One key piece of advice when you begin is to let the company know your areas of interest; find out if they can help you improve your **performance** in certain skills. Companies **appreciate** it when interns show interest in this way and they will reward your **enthusiasm** with a reference full of **praise** and **recognition** of your **achievements**. This could make all the difference at your first interview for a paid job.

3 Read the text again. Are these statements true (T) or false (F)?

- 1 Internships are not very common. ____
- 2 You can earn money on some internships. ____
- 3 At the end, most companies offer their interns a job. ____
- 4 Don't expect every aspect of an internship to be interesting. ____
- 5 It's a good idea to tell people what you are interested in learning about. ____
- 6 Good references from an internship can help you get a job. ____

4 Look at the words in **bold** in the article in **2**. Match each word in 1–5 to the correct definition, a or b.

- 1 enthusiasm ____ / self-motivation ____
 - a a personal interest in doing something better or working harder
 - b a strong feeling of excitement or interest in something
- 2 reward ____ / incentive ____
 - a anything you receive for doing something well (e.g. money)
 - b something offered that makes you want to work harder or do better
- 3 achievement ____ / performance ____
 - a the things you have done successfully with your own effort and skill
 - b how well or how badly you do something
- 4 benefit ____ / appreciate ____
 - a to be useful to somebody or something.
 - b to recognize the good qualities of somebody.
- 5 praise ____ / recognition ____
 - a publicly saying that someone has done well
 - b telling someone that you approve of or admire what they have done

5 Discuss these questions.

- 1 What incentives does your company offer?
- 2 What are some ways that managers can recognize good performance at work?

6 ▶ **2.1** Listen to three people talking about their jobs and answer questions 1–3.

- 1 What job does each speaker do?
- 2 What benefits, rewards and incentives does their company provide?
- 3 What other factors give them job satisfaction?

7 Which of these words and phrases from the listening are material benefits? Which are non-material benefits?

*profit-sharing scheme fulfilment company car autonomy feel valued
be acknowledged commission staff discount attendance reward appreciation
on-time bonus compensation plan positive feedback (personal) development
praise satisfaction private medical insurance non-contributory pension plan
(sense of) achievement*

Material benefits: profit-sharing scheme

Non-material benefits: fulfilment

8 Work with a partner and discuss questions 1–3.

- 1 Which of the material benefits in **7** are standard in an employment contract in your country? Which are additional benefits?
- 2 How does this vary according to profession?
- 3 How important to you are the non-material benefits? How do they compare to the material benefits?

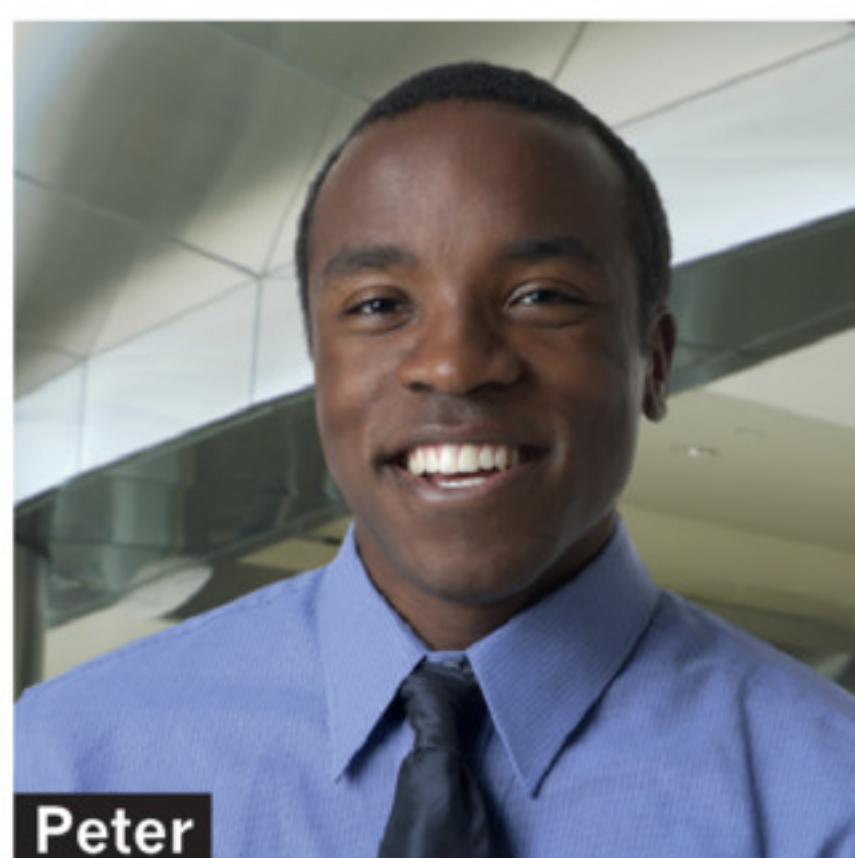
» For more exercises, go to **Practice file 2** on page 108.

9 Work in small groups. You are partners setting up your own company.

- 1 Decide on the type of company (service or product oriented) and how many employees you will need.
- 2 What benefits, rewards and incentives will you offer to your employees?
- 3 What effects will these have for both the employee and the company?
- 4 How will you make sure your employees receive some of the non-material benefits in **7**?



Claudia



Peter



Macie

Business communication | Encouraging conversation

- 1 Work in small groups. When you meet someone for the first time, how do you encourage conversation? What kinds of topics normally motivate other people to make conversation?
- 2 Read these tips and decide which five are the most useful.

Context

A global media company has organized its annual incentive event to reward its most successful members of staff – a one-week cruise. Employees from all over the world have arrived on board and are now meeting on the first evening.

THE ART OF SMALL TALK

- 1 Introduce yourself and use a 'tag line', e.g. *Hi, I'm Jules from Munich*. This can get the conversation started as your colleague can ask a question about your home town or your trip.
- 2 When your colleague introduces himself/herself, try to repeat his/her name when you reply, or use their name later in the conversation.
- 3 Break the ice with a comment about a current news story or a remark about the event you're at, its location and the weather.
- 4 Avoid these topics of conversation: your health, your private life, gossip. The best conversation topics are sports, books, theatre, movies, food, museums and travel. Try and find a shared experience or something else you have in common.
- 5 Keep the conversation flowing by not monopolizing it. Ask a question and really listen to your colleague's reply. Then respond with comments from your own personal experience and ask another question.
- 6 Ask open questions which require more than a one-word answer. If your colleague asks a *yes/no* question, give some extra information.
- 7 Use sounds like *hmm* and words like *Really* to indicate that you are listening and interested. This will motivate your colleague to tell you more.
- 8 Share information about yourself, but keep it positive. People don't like colleagues who are negative or who complain a lot.



- 3 ▶ 2.2 Read the *Context*. Listen to four conversations from the first evening of the cruise. Work with a partner and answer questions 1–2 for each conversation.

- 1 Which of the tips are used or not used?
- 2 Is the conversation successful or unsuccessful? Why?

- 4 ▶ 2.2 Listen again and answer questions 1–7.

Conversation 1

- 1 What does Harry say to start the conversation?
- 2 What phrases does he use to end the conversation?

Conversation 2

- 3 What does Paolo say to start the conversation?
- 4 How does Sonia respond?

Conversation 3

- 5 What two phrases show that the speakers are interested in what the other person has said?

Conversation 4

- 6 What phrases do Adriana and Adam use to greet each other?
- 7 How does Adriana show that she is listening?

Tip | *well* and *so*

Use *well* to introduce a piece of information in a conversation.

Use *so* to indicate you're changing the direction of the conversation topic.

A *Are you here with colleagues?*

B *No.*

A *Well, you'll soon get to know people. So, would you like another drink?*

Key expressions

Starting a conversation

Hi, I don't think we've met.
Hello. It's Adriana, isn't it?
Hello, I saw you ... but I didn't have a chance to speak to you.
I'm ...
Hello/Hi, I'm ... (from / based in ...)
Is this your first (company event)?
I thought I might see you (here).
How lovely to see you here.
How are things?

Showing interest

Really?
I see.
What a coincidence!
That's amazing!
That sounds interesting.
Oh dear ...
Oh, I'm sorry to hear that.

Keeping a conversation going

By the way ...
Well, ...
Apparently ...
I've heard ... – is that true?
In fact ...
So ...
Don't you ...?

5 ▶ 2.3 Listen to a second conversation Adriana has later in the evening. This time the conversation is successful. Number the phrases a–j in the order you first hear them (1–10). How do the phrases help the conversation flow?

- a Don't you ... ____
- b ... by the way? ____
- c What a coincidence! ____
- d So ... ____
- e Really? ____
- f In fact ... ____
- g I see. ____
- h That sounds interesting. ____
- i Well ... ____
- j Apparently ... ____

» For more exercises, go to **Practice file 2** on page 108.

6 Work with a partner.

- 1 Read conversations 1 and 4 in audio script **2.2**.
- 2 Discuss what each speaker could say to make the conversation more successful.
- 3 Now have two conversations similar to 1 and 4, using your ideas to make them more successful.

7 Work with a partner and have a conversation. Keep the conversation going as long as possible. Discuss as many of these topics as you can.

- hobbies
- TV/cinema
- work
- education
- vacation
- news
- sport
- food
- an interesting fact
- an enjoyable excursion nearby

Practically speaking | Ending and leaving a conversation

1 ▶ 2.4 When you end and leave a conversation, it is polite to give a reason and to promise future contact. Match the two parts of the phrases 1–5 to a–e. Then listen and check.

- 1 Is that the time?
- 2 Sorry, but I promised to meet someone.
- 3 I'm going to get some food.
- 4 Is that James over there?
- 5 Look, I have a meeting now.
- a But it ends at five, so perhaps we can continue our conversation then?
- b My parking ticket runs out in five minutes. Can we continue talking later?
- c I missed lunch because of a conference call. So see you later.
- d Excuse me, I really must go and speak to him.
- e But I'll come back when I've seen them. Catch you later.

2 Work with a partner and practise each situation below. Have one or two minutes of small talk, then end the conversation appropriately.

- 1 You are at a conference making conversation. You have spoken for five minutes and have run out of small talk topics.
- 2 You are just leaving work after a long day when you bump into an old client in reception who's just arrived to see someone else. The client wants to chat.
- 3 You meet a work colleague by chance at the theatre during the interval. The bell for the second half has just rung.
- 4 You meet your old manager at your child's football match. You are with your family so you don't want to talk for very long.

Language at work | Question forms

- 1 Imagine you are at a conference. Which of these questions would you use to start a conversation with someone you think you might know?
 - a It's Adriana, isn't it?
 - b I'd like to know what time the next talk starts.
 - c Aren't they based in Italy?
 - d Didn't you work for them at one time?
 - e Can you tell me which room the presentation is in?
 - f We've met before, haven't we?
- 2 Match a–f in 1 to the question types in the *Language point*. Then answer questions 1–5.

LANGUAGE POINT

Indirect questions: ____, ____

- 1 What phrases make these questions sound more polite?
- 2 After the indirect phrase, does the verb come before or after the subject?

Negative questions: ____, ____

- 3 Do the questions use the full or contracted form of the auxiliary verb?

Question tags: ____, ____

- 4 What answer do you expect with a question tag?
- 5 When the main verb is positive, what is the verb in the question tag?

» For more information, go to **Grammar reference** on page 109.

- 3 Work with a partner. Rewrite the question using the words given. Then take turns to ask and answer the questions.
 - 1 Do you come from Milan?
 You come from Milan, don't you?
 - 2 How much is the room per night?
 I'd like to know _____.
 - 3 You were with Unilever for a few years, weren't you?
 Weren't _____?
 - 4 Where do you buy your packaging from?
 Can you tell me _____?
 - 5 Do I know you from somewhere?
 I know you from somewhere, _____?
 - 6 What time does the exhibition hall open?
 Could you tell me _____?
 - 7 Do you want to meet us in the entrance after the next session?
 Why _____ in the entrance after the next session?
 - 8 Didn't they say they'd join us at seven?
 They _____ at seven, _____?

» For more exercises, go to **Practice file 2** on page 109.

Tip | Question use

Use questions to start and develop conversations in social situations

- to find out information
- to check or confirm information
- to show surprise or other emotions
- to encourage responses and keep the conversation going

- 4 Work with a partner. Think of two questions to ask in these situations. Then practise the conversations using your questions.
 - 1 Your boss is sending you to work in Hong Kong. You want to know about travel plans and accommodation.
 - 2 You are about to order a product from a supplier and want to check these details are correct:
 Price: €200 / Delivery: 5 days / Delivery charge: €8 / Guarantee: 1 year
 - 3 You're at a conference and meet someone who you went to school with.
 - 4 You're waiting for a job interview. Talk to a person waiting with you.

TALKING POINT

Ten magically motivating words

Language is one of the most powerful tools when it comes to persuading customers. Certain motivating words and phrases will always have a magical effect on your customer's decision-making. Try any of these ten out in your next email, social media or blog post, and see which ones generate the best response.

- 1 **You (or Your)** Speak to the customer, about the customer, not about you.
- 2 **Because** Give a reason to take action.
- 3 **Free** Everyone likes 'free', don't they?
- 4 **New** Customers are interested in the newest or being the first.
- 5 **Easy** Let them know how easy life will be with your product or service.
- 6 **Sale** A traditional marketing word but it still motivates.
- 7 **Off** The suggestion of a discount always gets interest.
- 8 **Now** It's a call to action. Shop now, Act now, Subscribe now.
- 9 **Best sellers** People like to know they are buying what's popular.
- 10 **Thank you** Show your customer you love them!

Of course, you will want to use other words, including those specific to your product or service, but whatever you add, try to avoid words and phrases like *Hurry!*, *Look inside*, *Guaranteed*, and *Once in a lifetime*. These feel out-of-date and insincere, and definitely avoid **USING CAPITALS SO IT SEEMS LIKE YOU ARE SHOUTING AT YOUR CUSTOMERS!!!**

Discussion

- 1 How motivated do you think you are to buy products or services when you see adverts or read emails and social media from companies?
- 2 Think about your own company's advertising in English or in other languages. Does it often use the kinds of motivational words listed in the article?
- 3 Why do you think the writer says the words at the end can demotivate customers? How do you feel when you read an email or text using CAPITAL LETTERS?

Task

- 1 Think of five words that are specific to your product or service and that you think would motivate customers. Read them to your partner and explain your choices.
- 2 Work with a partner. Discuss and write a marketing email to send to customers announcing a new product or service. It could be from your own company or from a fictional business. Try to use as many motivating words from your list in 1 as possible.
- 3 Swap your email with another pair. Underline any words which you think are motivating and then give the other pair feedback on their use of motivational language. Did the email make you want to buy their product or use their services?