



École de la fonction
publique du Canada

Canada School
of Public Service

ÉCOLE DE LA FONCTION
PUBLIQUE DU CANADA
CANADA SCHOOL
OF PUBLIC SERVICE



Counselling/Advising

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Credits

Development and Learning Technologies Directorate
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Introduction

PURPOSE

The purpose of *Interaction Canada: Phase 3 Level C* is to provide you with many opportunities to practise the functions, grammar and strategies you learned in the first two phases of the program.

DESCRIPTION

This book is divided into five sections, one for each Second Language Exam (SLE) objective:

- Explaining/Describing
- Supporting Opinions / Defending Points of View
- Counselling/Advising
- Handling Hypothetical Questions
- Handling Complex Work-Related Situations

In addition, an appendix lists exponents for each of the functions mentioned in the sections.

Each activity section consists of an introductory page and 20 independent activities. Each activity contains four boxes.

The first box presents a situation, drawn from work or personal life, which will allow you to practise one of the SLE objectives. The next two boxes present functions and grammar to use in each activity. The functions are also found in the appendix. The fourth box presents vocabulary.

In separate files you will find Templates, a Feedback sheet and a Self-Performance Checklist that should be adapted to your needs, then printed or copied and used with each of the activities. The templates allow you and your teacher to set target language for each practice of a situation. Feedback sheets are used to monitor your progress and help you to focus on areas to improve. The checklist is provided to help you assess how well you believe you have mastered the functions, grammar and vocabulary focussed on in each activity.

Interaction Canada: Phase 3 Level C is designed for maximum flexibility. You can use it in many different ways. Each SLE objective section and each activity is independent; you can work on any one without having completed work on any of the others. This means that you can choose your own route through the materials; for example, you might want to focus only on those sections dealing with the SLE objectives which are difficult for you; within those sections you could work on any or all of the situations in the order they are presented or in any order you choose.

In addition, you are encouraged to adapt any situation to bring it closer to your own experience.

The activities are designed for use with a *partner*. In each activity, you could be either the major or the minor speaker. Specific instructions for the major speaker appear in each situation; general instructions for the minor speaker appear only in the introductory part to each section (see note later for more detail).



To get the most out of each activity, you may wish to tape the interaction and later review the tape to pin point where you need improvement.

PERFORMANCE OBJECTIVES

The activities are designed to give you practice speaking with the proficiency and fluency consistent with the performance standards for Level C. In specific terms, this level of performance requires you to:

- use precise vocabulary to convey exact meaning;
- link sequences of events in time;
- link facts in logical sequence;
- link sentences effectively to convey complex ideas;
- discuss a broad variety of topics;
- expand on topics with ease.

At the same time, you are expected to:

- hesitate rarely, except for ideas;
- have natural delivery;
- understand readily and accurately what is said to you;
- be easily understood.

Since all the activities could be performed at a B level of proficiency, it is up to you to make the extra effort required to bring your performance up to a C level. Use the above information to guide your planning, performance and subsequent self-evaluation of each activity you tackle.

A reminder of Level C performance standards appears on the introductory page of each section.

HOW TO PROCEED

Find a partner. With your partner choose a situation and decide who will be the major and minor speakers. Partners can be a native speaker or your teacher during one-on-one oral interaction practice sessions.

MAJOR SPEAKER:

The approach you choose at this point depends on your learning style.

1. To begin you may prefer to prepare each step carefully, following these steps:

- think about the situation;
- discuss the possibilities with your partner;
- study the functions listed:
 - decide which functions you will focus on and set them as targets on your template;
 - check the appendix for exponents and add them to your template;
- study the grammar listed:
 - decide which structures you will need and note them on your template;
 - review these structures, if necessary;

- study the vocabulary listed:
 - decide which words you will use and set targets on your template;
 - think of any other words you might need or want to use and add them to the template;
- if you decide to record, turn on your tape recorder;
- do the activity with your partner.

When you are finished:

- if you recorded the activity, listen to your recording;
- analyze your performance, using the evaluation checklist to determine your strengths and weaknesses;
- (if you have done the activity as a one-on-one with your teacher, he or she should give you feedback using the Feedback sheets);
- try to improve any weaknesses:
 - check the appendix for additional exponents for the functions you need;
 - review any necessary grammar;
 - review any necessary vocabulary.

You can redo each activity as many times as you feel you need to. Modify the situation to make it more interesting. Change your language targets on your template. Add functions and vocabulary to help you improve your performance and keep the activity interesting and challenging.

Now REPEAT the activity and see if you can do better this time.

2. You may also want to deep-end an activity from time to time (i.e. attempt the activity without preparing first), follow these steps:
 - think about the situation;
 - glance at the functions, grammar and vocabulary;
 - if you decide to record the activity, turn on your tape recorder;
 - do the activity with your partner.

Again, repeat the activity until you feel you are comfortable and happy with the result.

Minor speaker:

You will take the part of the secondary person in the situation. This person may be the boss, a colleague, a friend, an interviewer or a workshop participant.

Your job is to help your partner speak English at the Level C standard.

The introductory page for each SLE section provides suggestions for eliciting more language from your partner.

Study this page while your partner prepares. If you need to review exponents for the functions listed on this page, turn to the appendix pages for those functions.

TEMPLATES AND FEEDBACK SHEETS FOR STUDENTS AND TEACHERS

Situations can be used as they are presented in Phase 3 or adapted using a template to better reflect the students' realities. The templates for Phase 3 are intended to give students and teachers the opportunity to customize each suggested situation for oral interaction practice to each student's real-life situation and language needs. Students and teachers should select target functions, grammar and vocabulary to practise rather than try to do everything suggested in each situation in Phase 3. Situations can be used several times by readapting them and by adding to or changing the target language for each additional practice.

For a first practice, students and teachers should both have a copy of the template of the situation and the targeted language. Students use their sheet as a “cheat sheet” to remind them to include the language they have targeted. For a second practice, perhaps on another day, another sheet could be developed including some of the original targets that need the most practice plus a few new ones. For a third or any subsequent practices, only the teacher would have a copy of the template; the student would now rely on memory and knowledge.

Feedback sheets are intended to give students an idea of how well they did during their practices and to point out areas for improvement. Space is provided for general comment as well as for targeted functions, grammar and vocabulary.

On the next few pages you will find examples of two templates and one feedback sheet for a situation from EXPLAINING AND DESCRIBING.

Students and teachers are encouraged to adapt templates and feedback sheets to fit student's needs. Print the sheets for use during one-on-one oral interaction practice sessions.

Student: _____

Date: ____/____/____

SITUATION: (WRITE YOUR OWN SITUATION OR COPY AN ADAPTED SITUATION HERE):

FUNCTIONS YOU MAY WISH TO USE: CHOOSE THE FUNCTIONS YOU WANT TO FOCUS ON FOR DESCRIBING PRESENT REPEATED ACTIONS.

GRAMMAR: CHOOSE THE GRAMMAR YOU WANT TO TARGET FOR THIS PRACTICE.

VOCABULARY: CHOOSE VOCABULARY YOU WISH TO PRACTISE.

Student: _____

Date: ____/____/____

SITUATION: COPY OR WRITE THE SITUATION IN THIS BOX.

Language function 1: _____

• _____

Language function 2: _____

• _____

Language function 3: _____

• _____

Language function 4: _____

• _____

Language function 5: _____

• _____

• _____

Language function 6: _____

• _____

• _____

Some useful **expressions and vocabulary** in this context

Some **relevant facts** about this situation

Feedback Sheet

Student: _____

Instructor: _____

Date: ____/____/____

Language Used	Misuse/No use	Some problems	Okay	Comments
Language Functions				
Vocabulary				
Modals				
Connectors				
Prepositions				
Conditions				
Imperative/ Negative imperative				
Negative infinitive				
Gerunds				
Other				

INSTRUCTIONS

Ask your partner to help you by taking the minor role in the activity and by doing some or all of the following:

- asking for clarification
- paraphrasing to check understanding
- using direct and indirect questions to:
 - get more information
 - ask for explanations
 - ask for examples
 - ask for details
 - ask for reasons
- raising objections (e.g. saying why your advice wouldn't work)

LEVEL C PERFORMANCE STANDARDS

You need to:

- use precise vocabulary to convey exact meaning;
- link sequences of events in time;
- link facts in logical sequence;
- link sentences effectively to convey complex ideas;
- discuss a broad variety of topics;
- expand on topics with ease.

You are also expected to:

- hesitate rarely, except for ideas;
- have natural delivery;
- understand readily and accurately what is said to you;
- be easily understood.

Don't forget! It is up to you to make the extra effort required to bring your performance up to a C level. Use the above information to guide your planning, performance and subsequent self-evaluation of each activity you tackle.

RECOGNIZING DEPARTING COLLEAGUE

SITUATION:

The term of employment of a highly productive member of your unit has come to an end. Everyone was expecting the term to be renewed. Some people in the unit want to give a farewell party; others feel this would be insensitive, since the employee is upset. Some people in the unit do not like the employee, while others do very much. Some employees feel that they have already been asked to contribute too much money to gifts and parties in general. Others feel that a lunch is the least that could be done to show appreciation for the departing employee's contributions. Your colleague, who usually takes care of the social life of the unit, has asked you for advice on what to do. Advise your colleague.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

- advisability
- necessity
- possibility



GRAMMAR WHICH MAY ARISE:

Gerunds: How about just *sending* a card?

Base forms: Why not just *send* a card?

Modals: *should, ought to, must, had better not, had better, could, might*

Condition: present real

Imperative/ Negative imperative: *buy, don't go*

Negative infinitive: Be careful *not to embarrass* anyone.

Connectors:

opposition: *although, even though, nevertheless*

condition: *even if, if, in case of, or else, provided that, unless*

Prepositions:

purpose: *for the sake of, on behalf of, with the intention of*

state: *at the risk of, in danger of*

replacement: *in place of, instead of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

*back out

*come up with

*consult with
consult

*fall in with

fix up

*insist on

insist

*join in

*look for

*participate in
participate

put on

*take part in
take part

Idioms:

to count (someone) in/out

to put (one's) foot in it

within reason

within limits

GOING ON LANGUAGE TRAINING

SITUATION:

Your colleague is about to go on language training. Give some advice on how to make the most of language training and on how to maintain language proficiency afterwards.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *find* a language partner?

Gerunds: Have you considered *finding* a language partner?

Modals: *should, shouldn't, ought to, must, had better not, had better, could, might*

Condition: present real

Imperative/ Negative imperative: *go, don't waste*

Negative infinitive: Try *not to use* English all the time.

Connectors:

opposition: *even though, nevertheless*

condition: *as long as, even if, provided that*

addition: *as well, furthermore, in addition*

time: *as soon as, by the time, once, until, whenever, while*

Prepositions:

purpose: *for the sake of, with a view to, with the intention of*

opposition: *despite, in spite of, notwithstanding*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

- *look for
- *make an effort
- *make the most of
- *participate (in)
- *pay attention (to)
- *persevere (with)
- *persist (in)
- seek out
- *take part (in)

Adjectives:

- determined
- dogged
- persistent
- single-minded
- tenacious

Idioms:

- Don't let the grass grow under your feet.
- Rolling stones gather no moss.
- to join forces with (someone)
- to keep (one's) hand in
- to keep (one's) head
- to lose heart

TOO-EASY MANAGER

SITUATION:

One of your colleagues, a fellow manager, has asked your advice on how to deal with an employee who refuses to redo unsatisfactory work. You think this manager is too easy on employees who do not pull their weight. Advise your colleague.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

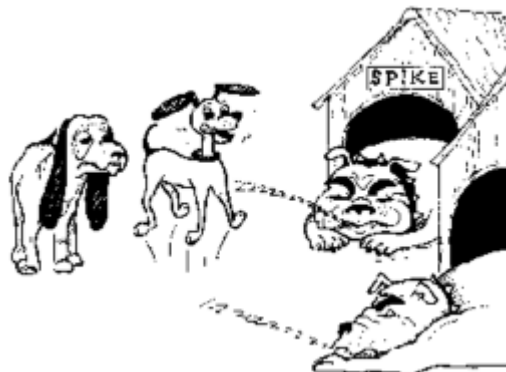
Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

- advisability
- necessity
- possibility



Hey! Calm down! Let sleeping dogs lie.

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *set* some deadlines?

Gerunds: How about *setting* some deadlines?

Modals: *should, shouldn't, ought to, must, had better not, had better, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *talk, don't go*

Negative infinitive: It's better *not to argue*.

Connectors:

opposition: *even though, nevertheless*

condition: *as long as, provided that*

time: *as soon as, by the time, once, since, until, whenever, while*

sequence: *the first time, the next time, to begin with, to start with*

Prepositions:

cause: *for lack of, for want of, in the light of, in view of*

condition: *but for, in case of, in the event of, without*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

admonish
*answer for
back up
*deal with
document
find out
*keep track of
rebuke
reprimand
substantiate

Idioms:

a bone of contention
a lame duck
a vicious circle
to be an old hand at (something)
to be hard on (someone)
to be in for (something)
to be on to (something)
to be up against (someone/something)
to bite the bullet
to call (someone) on the carpet
to crack down on (something)
to face the music
to fall short of
to handle (someone) with kid gloves
to let sleeping dogs lie

UP-TO-DATE SOFTWARE

SITUATION:

Your present software programs are about to be replaced with up-to-date equivalents never used before in your department. One of your colleagues seems to be worried about acquiring the new skills involved. Make recommendations to your colleague on ways to alleviate anxiety and acquire the necessary skills.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

advisability
necessity
possibility



GRAMMAR WHICH MAY ARISE:

Base forms: Why not *take* a course?

Gerunds: How about *taking* a course?

Modals: *should, shouldn't, ought to, must, could, might*

Condition: present real

Imperative/ Negative imperative: *take, don't do*

Connectors:

opposition: *even though, nevertheless*

condition: *as long as, even if, provided that*

Prepositions:

motive: *for fear of, out of, from*

replacement: *as an alternative to, in place of, instead of*

opposition: *despite, in spite of, notwithstanding*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

endeavour

*make use of

persevere

persist

*take advantage of

Idioms:

to be (all) at sea

to come to grips with (something)

to do (one's) level best

to drag (one's) heels

to put (one's) mind to (something)

to take (one's) time

to take (something) in (one's) stride

to take the plunge

to teach an old dog new tricks

ADVISING A NEW EMPLOYEE

SITUATION:

You have been asked to act as a mentor to a new employee. Advise the employee about getting along with your boss and the other employees in your workplace. Think about personality characteristics, work styles, values, interests, attitudes,....

FUNCTIONS YOU MAY WISH TO USE:

Recommending

Advising/ Advising against

Supporting your ideas

Generalizing

Giving reasons

Giving examples

Hypothesizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, could, might*

Conditions: present real and unreal

Negative infinitive: It's best *not to say* too much at the beginning.

Connectors:

enumerating: *first and foremost, to begin with, in the second place, more importantly, moreover, above all, last but not least*

Prepositions:

purpose: *for the sake of, with a view to, with the intention of*

opposition: *despite, in spite of, notwithstanding*

exception: *apart from, aside from, except for, excepting, with the exception of*

comparison: *along with, compared with, in common with, in contrast to, in line with, like, together with, unlike*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

- *be aware of
- be aware
- *be on the lookout for
- be on the lookout
- bear (something) in mind
- *fit in
- *make sure

Idioms:

- (I) can't get a word in edgeways!
- (something) will stand (you) in good stead
- to be a stickler for (something)
- to be in (someone's) good books
- to be on good/bad terms with (someone)
- to be up front about (something)
- to be well in with (someone)
- to fall on (one's) feet
- to get along with (someone)
- to get brownie points for (something)
- to get (someone's) back up
- to go behind someone's back
- to rub someone the wrong way
- to stab (someone) in the back

QUESTIONABLE ACTION

SITUATION:

Your colleague saw your supervisor going through the Chief's desk drawers after hours, and now wants your advice about what to do and whether to report the incident. Advise your colleague.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *forget* the whole thing?

Gerunds: Have you considered *forgetting* the whole thing?

Modals: *should, shouldn't, ought to, must, had better not, had better, could, might*

Subjunctive: *My recommendation is that the whole thing be forgotten.*

Conditions: present real and unreal

Imperative/ Negative imperative: *say, don't do*

Connectors:

enumerating: *first and foremost, to begin with, to start with, for a start, in the second place, more importantly, moreover, last but not least*

opposition: *on the other hand, but then again*

Prepositions:

purpose: *for the sake of, on behalf of, with a view to, with the intention of*

condition: *in case of, in the event of*

cause: *as a result of, for lack of, for the sake of, for want of, in the light of, in view of, on the strength of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

confront
dismay
*keep an eye on (someone/something)
let (someone) know
perturb
stab (someone) in the back
tip (someone) off

Adjectives:

appalling
cautious
circumspect
disturbing
shocking
staggering
underhand

Idioms:

behind (someone's) back
Let sleeping dogs lie.
on the face of it
Silence is golden!
The least said, the better!
to be in two minds about (something)
to be stunned
to blow the whistle on (someone)
to get hold of the wrong end of the stick
to have mixed feelings about (something)
to turn a blind eye to (something)

GETTING INTERESTING ASSIGNMENTS

SITUATION:

A colleague who feels that all the interesting assignments are given to other team members wants your advice on how to change this situation. You think the reason is that your colleague sometimes turns in inaccurate work and misses deadlines. You are a friend of the colleague and are concerned. You know your colleague has good qualities too. Advise your colleague.

FUNCTIONS YOU MAY WISH TO USE:

Disagreeing diplomatically

Suggesting diplomatically

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *talk* to the boss?

Gerunds: How about *talking* to the boss?

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *meet, don't do*

Negative infinitive: It's really important *not to miss* deadlines.

Connectors:

cause: *consequently, therefore*

condition: *even if, if, in case, or else, provided that, unless*

diplomacy: *perhaps, maybe, it seems, I find*

enumerating: *first and foremost, to begin with, to start with, for a start, in the second place, more importantly, moreover, above all, last but not least*

Prepositions:

cause: *as a result of, for lack of, for the sake of, for want of, in the light of, in view of, on the strength of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

beef up
*carry on
carry out
dash off
*end up
*get away with
*grow up
*pick on
smarten up
*take pains (over something)

Adjectives:

careless
goal-oriented
haphazard
meticulous
painstaking
punctual
slapdash
slipshod
sloppy
substandard
unprofessional

Idioms:

to brush up on (something)
to mind (one's) P's and Q's
too little, too late

TAKING PRECAUTIONS ON HOLIDAYS

SITUATION:

Your friends are determined to visit a holiday destination which has become increasingly dangerous for tourists. Since you cannot convince them to go elsewhere, give them advice about precautions to take on the street, in the car, at the hotel and in public places. Think about local licence plates for rented cars, personal alarms, self-defence training, not wearing jewels,....

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Supporting your ideas

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Warning



GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, had better not, had better, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *buy, don't get*

Negative infinitive: It's better *not to carry* too much cash on you.

Connectors:

condition: *even if, if, in case, or else, provided that, unless*

enumerating: *first and foremost, to begin with, to start with, for a start, in the second place, more importantly, moreover, above all, last but not least*

Prepositions:

opposition: *in spite of, despite, notwithstanding*

exception: *apart from, aside from, except for, excepting, with the exception of*

condition: *in case of, in the event of*

state: *at the risk of, in danger of*

VOCABULARY YOU MAY WISH TO USE:

Idioms:

if worst comes to worst

to come in handy

to hang on to (something)

to have second thoughts about (something)

to keep an eye on (someone/something)

to keep (one's) head

to keep (one's) wits about (one)

to make (oneself) scarce

to play with fire

to stand out

to steer clear of (something/someone)

to take it easy

to think twice about (something)

to watch out for (something/someone)

DANGEROUS SINGLES COLUMN

SITUATION:

A female colleague has placed an ad in the singles column of your local newspaper. You think this could be dangerous. Since she seems determined to meet some of the respondents, warn her about the dangers and recommend some precautions to take.

FUNCTIONS YOU MAY WISH TO USE:

Warning

Advising/ Advising against

Supporting your ideas

Suggesting

Recommending

Hypothesizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, ought not to, must, mustn't, had better not, had better, could, might, mightn't*

Conditions: present real and unreal

Imperative/ Negative imperative: *ask, don't go*

Negative infinitive: Make sure *not to give* anyone your address.

Connectors:

condition: *even if, if, in case, or else, provided that, unless*

enumerating: *first and foremost, to begin with, to start with, for a start, in the second place, more importantly, moreover, above all, last but not least*

Prepositions:

opposition: *in spite of, despite, notwithstanding*

condition: *in the event of, in case of*

state: *at the risk of, in danger of*

VOCABULARY YOU MAY WISH TO USE:

Idioms:

if worst comes to worst
to come in handy
to hang on to (something)
to have second thoughts about (something)
to keep an eye on (someone)
to keep (one's) head
to keep (one's) wits about (one)
to play with fire
to stand out
to steer clear of (something/someone)
to think twice about (something)
to watch out for (something/someone)

REJECTION AT WORK

SITUATION:

Your friend has been confiding in you about feeling rejected at work. It seems to you, from what you have heard, that the rejection is due to your friend's behaviour: boastfulness, insensitivity and arrogance. Advise your friend about how to improve the situation.

FUNCTIONS YOU MAY WISH TO USE:

Advising/ Advising against

Suggesting diplomatically

Recommending

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Expressing purpose

Warning

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *try* to be more helpful?

Gerunds: How about *trying* to be more helpful?

Modals: *should, shouldn't, ought to, ought not to, oughtn't (to), must, mustn't, had better, had better not, could, might, mightn't*

Subjunctive: I strongly *recommend that* you *be* more helpful.

Conditions: present real and unreal

Imperative/ Negative imperative: *be, don't be*

Negative infinitive: It's best *not to boast* too much.

Connectors:

purpose: *in order that, so that*

condition: *even if, if, or else, provided that*

Prepositions:

cause: *as a result of, for lack of, for want of, on account of*

comparison: *in contrast to, unlike*

replacement: *in place of, instead of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

- *come across
- *come in for
- cut out
- *get by
- *get on with
- *keep on
- keep up
- *make for
- *make up for
- play down

Idioms:

- to come to (one's) senses
- to fall short of (something)
- to get away with (something)
- to have it in for (someone)
- to look down on (someone)
- to pull (one's self) together
- to put people off

MERGING UNITS

SITUATION:

Your unit is in danger of being closed down or absorbed into another unit. Your boss has called a meeting to brainstorm strategies to use to defend your unit before a senior management committee. Advise your boss on strategies to use. Think about what to say, such as the recent accomplishments of the unit; what not to mention, such as recent internal disagreements; whom to lobby; where to sit at the meeting;....

FUNCTIONS YOU MAY WISH TO USE:

Suggesting diplomatically

Recommending

Advising/ Advising against

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Warning



GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *tell, don't say*

Negative infinitive: It might be wise *not to mention* our recent problems.

Connectors:

purpose: *in order that, so that*

condition: *even if, if, in case, or else, provided that, unless*

Prepositions:

purpose: *in order to, so as to, with a view to, with the intention of*

condition: *in case of, in the event of, without*

manner: *according to, consistent with, in keeping with, in line with*

means: *by making a dent in, by the force of, by means of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

back up
*be up against
bring off
bring round
get across
*get through to (someone)
*play down

Idioms:

to air (one's) dirty laundry in public
to blow (one's) own horn
to burn (one's) boats/bridges
to butter (someone) up
to buy (someone) off
to gang up on (someone)
to get bogged down in (something,)
to get down to brass tacks
to go out of (one's) way (to do something)
to go overboard about (something)
to have a trump (card) up (one's) sleeve
to hold all the trumps
to hold forth about (something)
to hold (one's) own
to play into (someone's) hands
to play it by ear
to play (one's) cards right
to play (one's) trump card

EFFECTIVE COMMUNICATION

SITUATION:

Communication in your unit needs to be improved. Your boss, who does not like criticism, has asked everybody for input. Advise your boss on how to improve the situation. Think about use of e-mail, bulletin boards, union representatives, voluntary meetings, regularly scheduled mini-meetings, and frank discussion of reasons for wanting more communication,....

FUNCTIONS YOU MAY WISH TO USE:

Suggesting diplomatically

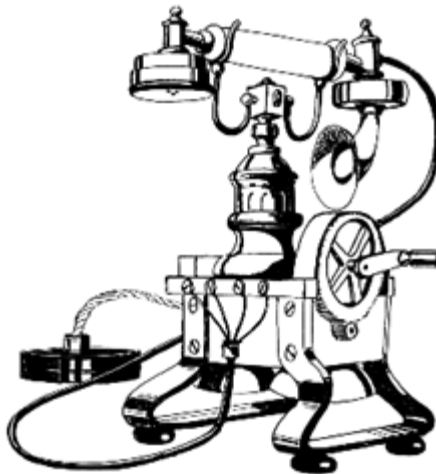
Recommending

Advising/ Advising against

Hypothesizing

Expressing:

advisability
necessity
possibility



GRAMMAR WHICH MAY ARISE:

Base forms: Why not *meet* more often?

Gerunds: Have you considered *meeting* more often?

Modals: *should, shouldn't, ought to, must, could, might*

Conditions: present real and unreal

Negative infinitive: Be sure *not to insult* her.

Imperative/ Negative imperative: *be, do not be*

Connectors:

purpose: *in order that, so that*

condition: *even if, in case, or else, provided that, unless*

opposition: *although, all the same, at the same time, even though*

Prepositions:

purpose: *in order to, so as to, with a view to, with the intention of*

means: *by, by means of*

condition: *in case of, in the event of, without*

opposition: *despite, in spite of, notwithstanding*

VOCABULARY YOU MAY WISH TO USE:

Verbs:

conceal
conspire
disclose
divulge
empower
exclude
include
leak
plot
scheme
suppress

Nouns:

accessibility
candour
conspiracy
openness
plot
sensitivity

Adjectives:

accessible
candid
devious
open
sensitive
straightforward
suspicious

Idioms:

to be up front about (something)
to keep the lid on problems
to keep (someone) in the dark

WORKING AT HOME

SITUATION:

Your boss is considering implementing a work at home policy for your unit. You know that there are many reservations about this policy, which have been voiced by both employees and the union. Warn your boss about potential problems if this policy is implemented. Think about lack of communication, disruptions from callers, insurance, injuries, provision of equipment, child care arrangements, availability for odd jobs and minor assignments as they arise,....

FUNCTIONS YOU MAY WISH TO USE:

Suggesting diplomatically

Recommending

Advising/ Advising against

Generalizing

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Warning

GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought (not) to, must, had better, had better not, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *do, don't do*

Negative infinitive: Be sure *not to forget* that.

Connectors:

condition: *even if, if, in case, or else, provided that, unless*

enumerating: *to begin with, to start with, first and foremost, for a start, moreover, more importantly, above all, last but not least*

Prepositions:

attitude: *against, in favour of, opposed to, pro*

cause: *as a result of, for lack of, for the sake of, for want of, in the light of, in view of, owing to*

condition: *in case of, in the event of*

motive: *for fear of, from, out of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

- *be up against
- *break down
- bring in
- *cut down on
- *fall back on

Idioms:

- a can of worms
- a hot potato
- a pig in a poke
- in the wind
- in the works
- to bear in mind
- to burn (one's) boats/bridges
- to call into/in question
- to go off the deep end
- to go overboard
- to have second thoughts about (something)
- to jump the gun
- to paint (one's self) into a corner
- to pass the buck

CREDITING GOOD WORK

SITUATION:

Morale in your work group is very low. Although everybody works hard and produces well, your boss rarely gives recognition or expresses appreciation. As supervisor, you feel it is your responsibility to do something. Advise your boss on how to rectify this situation. Think about certificates, special mention at meetings, celebratory lunches, articles in the departmental newsletter, gold stars,....

FUNCTIONS YOU MAY WISH TO USE:

Generalizing

Suggesting diplomatically

Recommending

Advising/ Advising against

Hypothesizing

Expressing:

advisability
necessity
possibility

Warning



GRAMMAR WHICH MAY ARISE:

Base forms: Why not *tell* people they've done a good job?

Gerunds: How about *telling* people they've done a good job?

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *try, don't do*

Negative infinitive: Try *not to do* too much.

Connectors:

opposition: *although, at the same time, even though, nevertheless*

purpose: *so that, in order that*

condition: *even if, or else, unless*

addition: *further, what's more*

Prepositions:

attitude: *against, in favour of, pro*

cause: *as a result of, for lack of, for the sake of, for want of, in the light of, in view of, owing to*

motive: *for fear of, from, out of*

replacement: *as an alternative to, in place of, instead of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

acknowledge

appreciate

recognize

support

*be aware of

*make up for

Idioms:

to cramp (someone's) style

to give credit where credit is due

to keep an ear to the ground

to lose heart

to mend (one's) fences

to pay lip service to (something)

to pull rank

to stand up for (something/someone)

to stand up to (someone)

A STRONG MEMO

SITUATION:

Your boss has written a memo to senior management and has asked for your reaction. You feel that the language is too strong and the tone is too negative. You think there will be repercussions for both your boss and the division if the memo is sent in its present form. Advise your boss about these risks and about changes to make in the memo.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting diplomatically

Paraphrasing

Recommending

Advising/ Advising against

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Warning

CONFIDENTIAL

GRAMMAR WHICH MAY ARISE:

Base forms: Why not *leave* this part out?

Gerunds: How about *leaving* this part out?

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Condition: present real

Imperative/ Negative imperative: *say, don't send*

Negative infinitive: Try *not to say* the wrong thing.

Connectors:

opposition: *although, even though, nevertheless*

purpose: *so that, in order that*

condition: *as long as, even if, if, in case, provided that*

Prepositions:

purpose: *in order to, so as to, with a view to, with the intention of*

condition: *in case of, in the event of, without*

state: *in danger of, in need of*

exception: *apart from, aside from, with the exception of*

VOCABULARY YOU MAY WISH TO USE:

Nouns:

aftermath
consequences
outcome
repercussions

Adjectives:

candid
direct
explicit
forthright
frank
outspoken

Idioms:

to stick (one's) neck out
to leave (oneself) open to (something)
to backfire
to water (language) down
to be in hot/deep water
to play with fire
to speak (one's) mind
a happy medium

WARNING A NEW EMPLOYEE

SITUATION:

You have been asked to act as a mentor to a new, junior employee. Warn the employee about the pressures of work in your unit and give some advice on how to deal with them. Think about uncertainty, instability, the corporate culture concerning deadlines, quality, service to the client,....

FUNCTIONS YOU MAY WISH TO USE:

Recommending

Advising/ Advising against

Generalizing

Supporting your point

Hypothesizing

Expressing:

- advisability
- necessity
- possibility



GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, could, might*

Conditions: present real and unreal

Negative infinitive: Try *not to be* late with work.

Connectors:

purpose: *in order that, so that*

condition: *even if, if, in case, or else, provided that, unless*

sequence: *the first time, the next time, then, to begin with, to start with, whenever*

time: *as long as, as soon as, by the time, once, since, until, while*

Prepositions:

cause: *for lack of, for want of, in the light of, in view of, on the strength of*

exception: *apart from, aside from, with the exception of*

purpose: *for the sake of, on behalf of, with a view to, with the intention of*

comparison: *in common with, in contrast to, in line with, like, unlike*

VOCABULARY YOU MAY WISH TO USE:

Adjectives:

businesslike

chaotic

efficient

haphazard

methodical

orderly

organized

systematic

Idioms:

to be pressed for time

to come to grips with (something)

to get hold of the wrong end of the stick

to get into hot water

to go it alone

to keep/lose (one's) head

to keep (one's) head above water

to pace (oneself)

to put (one's) foot down

to see how the land lies

to weather the storm

to work against time

DRIVING YOUR OWN VEHICLE

SITUATION:

Your boss, who is known to be a reckless driver, insists on driving one of your team members to an out-of-town meeting. Your team member is concerned and has asked you how to avoid this predicament. Advise your team member.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Advising/ Advising against

Warning

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Expressing purpose



GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Conditions: present real and unreal

Imperative/ Negative imperative: *do, don't do*

Negative infinitive: Encourage her *not to speed*.

Connectors:

purpose: *so that, in order that*

condition: *even if, if, in case, or else, provided that, unless*

Prepositions:

cause: *for lack of, for want of, in the light of, in view of, on the strength of*

exception: *aside from, short of*

motive: *for fear of, from, out of*

purpose: *for the sake of, on behalf of, with a view to, with the intention of*

VOCABULARY YOU MAY WISH TO USE:

Idioms:

- to think twice about (something)
- to watch out for (something/someone)
- to take it easy
- to steer clear of (something/someone)
- to have second thoughts about (something)
- to make (oneself) scarce
- to keep an eye on (someone)
- to keep (one's) head
- if worst comes to worst
- to hang on to (something)
- to come in handy

INAPPROPRIATE LANGUAGE

SITUATION:

Sexist and racist language has been used by one of your colleagues. Members of your work unit are not amused. No one has, however, spoken to the colleague. This colleague seems to be unaware of the effect when telling jokes and, perhaps naïvely, just thinks the jokes are funny. Warn this colleague about the serious consequences of persisting in this behaviour and give advice about how to avoid this problem in the future.

FUNCTIONS YOU MAY WISH TO USE:

Recommending

Advising/ Advising against

Warning

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Expressing purpose



GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Condition: present real

Imperative/ Negative imperative: *tell, don't say*

Negative infinitive: Try *not to embarrass* anyone.

Connectors:

purpose: *in order that, so that*

opposition: *even though, nevertheless*

condition: *even if, if, provided that, unless, in case of, or else*

Prepositions:

attitude: *against, in favour of*

cause: *for lack of, for the sake of, for want of, in the light of, in view of*

manner: *according to, in conformity with*

motive: *for fear of, for want of, out of*

replacement: *as an alternative to, in exchange for, in place of, in return for, instead of*

state: *in danger of, in need of*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

cut out
*get away with
*give offence
*make up for
put down
*put up with
*stand by
*stand for
*stand up for

Adjectives:

disgusting
hurtful
inappropriate
insensitive
intolerable
objectionable
obnoxious
offensive
repellent
repugnant
revolting
rude

Idioms:

dinosaur
Neanderthal
politically correct
red neck
wannabe

PREVENTING BURNOUT

SITUATION:

One of your most valued project leaders, who is very conscientious and hard-working, seems to be unaware of imminent burnout. Advise this person about strategies to maintain sanity and health. Think about delegation of tasks, lifestyle changes (exercise, diet, recreational activities), leave, a sabbatical,....

FUNCTIONS YOU MAY WISH TO USE:

Suggesting diplomatically

Paraphrasing

Recommending

Advising/ Advising against

Supporting your point

Hypothesizing

Expressing:

- advisability
- necessity
- possibility

Expressing purpose



GRAMMAR WHICH MAY ARISE:

Base forms: Why not *take* some leave?

Gerunds: Have you considered *taking* some leave?

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Condition: present real

Imperative/ Negative imperative: *take, don't go*

Negative infinitive: Be sure *not to overdo* things!

Connectors:

purpose: *in order that, so that*

opposition: *even though, nevertheless*

condition: *even if, if, in case, or else, provided that*

Prepositions:

cause: *for lack of, for the sake of, for want of, in the light of, in view of, on account of, on the strength of*

motive: *for fear of, for want of, out of*

replacement: *as an alternative to, in exchange for, in return for*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

*cut back

*cut down on

*fall back on

*get out of

*get on without

put off

*put up with

*run out of

Idioms:

Take it easy!

to be worn out

to face up to (something)

to go easy on (something/someone)

to keep (one's) head

to let (something) slide

to take a back seat

WARNING A NEW SUPERVISOR

SITUATION:

You are briefing an employee who will be the acting supervisor for the next six months. Warn the new supervisor about potential problems. Think about any internal strife or interpersonal rivalries, the strengths and weaknesses of team members, pressures from management,.... Also give advice on coping with the demands of the new position.

FUNCTIONS YOU MAY WISH TO USE:

Suggesting

Recommending

Hypothesizing

Generalizing

Expressing:

advisability
necessity
possibility

GRAMMAR WHICH MAY ARISE:

Modals: *should, shouldn't, ought to, must, had better, had better not, could, might*

Condition: present real

Imperative/ Negative imperative: *watch, don't ask*

Negative infinitive: Try *not to look at* everything.

Connectors:

purpose: *in order that, so that*

opposition: *even though, nevertheless*

condition: *even if, if, in case, or else, provided that, unless*

Prepositions:

cause: *for lack of, for the sake of, for want of, in the light of, in view of, on account of, on the strength of*

comparison: *along with, in common with, in contrast to, in line with, together with, unlike*

manner: *according to, in accordance with*

motive: *for fear of, from, out of*

replacement: *as an alternative to, in exchange for, in return for*

VOCABULARY YOU MAY WISH TO USE:

Verbs: * = keep together in this situation

figure out
*guard against
*make do with
play down
*put up with
*set about
*stand for
*stand up for
*stand up to
try out

Idioms:

to get (someone's) back up
to get hold of the wrong end of the stick
to get into hot water
to handle with kid gloves
to put (one's) foot down
to put (one's) foot in it
to put (one's) foot in (one's) mouth
to put out fires
to see how the land lies
to take (something) in (one's) stride
to take (something) upon (oneself)