

## Open C1 English · Unit 13

### Business Communication & Negotiation

**Grammar:** Cleft sentences (It is / What I...) for emphasis

**Pronunciation:** Sentence stress and weak forms

**Generated:** 2026-04-21 05:23

#### How to use this study pack

- Study the grammar and vocabulary before attempting the output tasks.
- Use the public site for audio playback; this PDF is the printable study companion.
- Mark answers directly on paper, then return to the online lesson for media-rich practice.
- Keep a separate C1 notebook for rewritten answers, useful collocations and pronunciation notes.

#### Unit workflow

Input: reading, listening and media exposure.

Language focus: grammar, vocabulary, idioms and Use of English.

Output: writing, speaking, mediation and realistic everyday communication.

### ¿De qué va esta unidad?

En el nivel C1 Advanced, la comunicación no trata solo de transmitir información, sino de hacerlo con matices, intención y autoridad. En el mundo profesional, la capacidad de negociar y persuadir es lo que diferencia a un usuario competente de un líder. Esta unidad se sumerge en el complejo terreno de la comunicación empresarial, donde el lenguaje debe ser preciso, diplomático y, a menudo, estratégicamente enfático para lograr objetivos específicos.

El gran reto para los estudiantes hispanohablantes en este ámbito es el control de la sofisticación sintáctica. A menudo, tendemos a usar estructuras simples que pueden sonar demasiado directas o poco naturales en contextos de negociación. En esta unidad, aprenderás a utilizar estructuras avanzadas para enfatizar puntos clave y a dominar la entonación necesaria para proyectar confianza sin perder la cortesía profesional, habilidades críticas tanto para el éxito laboral como para las partes de Use of English y Speaking del examen de Cambridge.

### Objetivos de aprendizaje

- Utilizar cleft sentences (It is... / What I...) para enfatizar puntos cruciales durante una negociación profesional.
- Ampliar el vocabulario especializado en contextos de reuniones, acuerdos y resolución de conflictos.
- Dominar el sentence stress y las weak forms para mejorar la fluidez y la naturalidad al hablar en entornos de negocios.
- Desarrollar estrategias de lectura crítica para comprender informes y propuestas comerciales complejas.
- Practicar la escucha selectiva de debates y negociaciones para identificar posturas y matices de opinión.
- Perfeccionar la redacción de correos electrónicos formales y propuestas de mediación siguiendo los estándares del examen C1.

### Lo que vas a encontrar

- Introduction: Una visión general de los escenarios de negocios que exploraremos.
- Grammar: Dominio de las cleft sentences para dar énfasis estratégico a tus argumentos.
- Vocabulary: Términos avanzados sobre acuerdos, disputas y gestión de reuniones.
- Idioms: Expresiones idiomáticas esenciales para sonar natural en contextos de negociación.
- Reading: Análisis de textos profesionales sobre tendencias de mercado y comunicación corporativa.
- Listening: Práctica de comprensión auditiva con diálogos de negociaciones reales.

{\\$\\}text{7. Use of English:}} Ejercicios de transformación y reescritura enfocados en estructuras de énfasis.

- Writing: Redacción de documentos profesionales y de respuesta a propuestas.
- Speaking: Simulaciones de juegos de rol para practicar la negociación y la persuasión.
- Mediation: Ejercicios para sintetizar información de diferentes fuentes para resolver problemas profesionales.

## Tiempo estimado

Total: 6 horas

- Introduction: 15 min
- Grammar: 45 min
- Vocabulary: 30 min
- Idioms: 30 min
- Reading: 40 min
- Listening: 40 min
- Use of English: 40 min
- Writing: 45 min
- Speaking: 45 min
- Mediation: 30 min

## Lesson 2: Grammar Focus

### Explicación (en español)

En el nivel C1 Advanced, la capacidad de enfatizar información clave es fundamental para negociaciones y presentaciones de impacto. Las cleft sentences (frases hendidas o de división) se utilizan para "dividir" una oración simple en dos partes, permitiendo que el hablante dirija la atención del oyente hacia un elemento específico (el sujeto, el objeto o la acción). En lugar de decir simplemente "We need more time", podemos decir "What we need is more time", lo cual suena mucho más profesional y enfocado.

Existen dos tipos principales que utilizaremos en esta unidad. Las It-clefts (comienzan con It is/was...) se usan para enfatizar el sujeto o el objeto de la oración. Por ejemplo, si alguien te pregunta quién firmó el contrato, no dirías simplemente "John signed it", sino "It was John who signed it" (Fue John quien lo firmó). Las Wh-clefts (comienzan con What...) se utilizan para enfatizar una idea completa o una acción. Estas son extremadamente útiles en negociaciones para resaltar requisitos o problemas principales.

Un error muy común entre los hispanohablantes es intentar traducir literalmente estructuras del español. En español, solemos usar "Lo que..." de forma muy libre, pero en inglés, las Wh-clefts deben seguir una estructura gramatical estricta. Otro error típico es olvidar que, en una It-cleft, el verbo principal debe concordar con el elemento enfatizado. Por ejemplo, si enfatizamos "The

managers” (plural), el verbo debe ser ”are”, no ”is”.

En el contexto de Business Communication, las cleft sentences ayudan a suavizar peticiones o, por el contrario, a marcar límites claros. Usar ”What I am suggesting is...” suena mucho más diplomático y estructurado que simplemente lanzar una idea al aire. Dominar estas estructuras te permitirá pasar de un inglés funcional a un inglés persuasivo y de nivel avanzado.

## Form — estructura

Type |

Structure |

Purpose |

Example |

It-cleft |

It + is/was + [emphasized part] + relative pronoun (that/who) |

To focus on a specific person or thing. |

It was the marketing budget that caused the delay. |

Wh-cleft |

What + clause + is/was + [emphasized part] |

To focus on an idea, action, or requirement. |

What we need is a more flexible contract. |

All-cleft |

All + clause + is/was + [emphasized part] |

To emphasize that there is only one thing. |

All they want is a signed agreement. |

## Examples

- It was the sudden change in interest rates that affected our investment. (Fue el repentino cambio en los tipos de interés lo que afectó nuestra inversión.)
- What we require is a more detailed breakdown of the costs. (Lo que requerimos es un desglose más detallado de los costes.)
- It is your expertise in international law that makes you the perfect candidate. (Es tu experiencia en derecho internacional lo que te convierte en el candidato perfecto.)
- What I am proposing is a merger between our two departments. (Lo que estoy proponiendo es una fusión entre nuestros dos departamentos.)
- It was not the price, but the delivery time that we found problematic. (No fue el precio, sino el tiempo de entrega lo que nos resultó problemático.)
- All we need to do is reach a consensus on the final terms. (Todo lo que necesitamos hacer es llegar a un consenso sobre los términos finales.)
- What happened during the meeting was a complete misunderstanding of the goals. (Lo que ocurrió durante la reunión fue un malentendido total de los objetivos.)
- It is the quality of the service that distinguishes us from our competitors. (Es la calidad del servicio lo que nos distingue de nuestros competidores.)

## Contrast

-

□ What we need is more employees. / □ What we need is to hire more employees.  
(In Wh-clefts, if you use a verb after 'is', it's better to use the infinitive or a noun phrase to maintain clarity.)

-

□ It is the CEO he called. / □ It is the CEO whom he called.  
(In formal business English, when emphasizing a person as the object, 'whom' or 'that' is preferred over 'who'.)

-

□ What I want is to I go to London. / □ What I want is to go to London.  
(Avoid repeating the subject 'I' after the 'is' in a Wh-cleft structure.)

-

□ It was my colleagues they were arguing with. / □ It was my colleagues that they were arguing with.  
(The relative pronoun 'that' or 'who' is necessary to connect the emphasized part to the rest of the sentence.)

## Mini-quiz — 10 preguntas

Part 1: Rewrite the sentences using the prompts provided to emphasize the underlined part.

- The marketing team made this mistake. (Use It was...)
- I only want a clear explanation of the budget. (Use All I want...)
- We need a more competitive price. (Use What we need...)
- The board of directors approved the merger. (Use It was...)

Part 2: Multiple Choice. Choose the correct option (a, b, or c).

-

\_\_\_ we should focus on is improving customer retention.

- a) It is
- b) What
- c) That

-

It was the lack of communication \_\_\_ led to the project's failure.

- a) which
- b) who
- c) what

-

What \_\_\_ is to find a way to reduce overhead costs.

- a) we need
- b) is we need
- c) is needing

Part 3: Fill in the gaps with a suitable word (e.g., is, was, that, what, who).

-

It was during the negotiation \_\_\_ the deal finally fell through.

-

What I am trying to say \_\_ that we are over budget.

-

It was the legal department \_\_ insisted on these changes.

Respuestas:

1. It was the marketing team that/who made this mistake.
2. All I want is a clear explanation of the budget.
3. What we need is a more competitive price.
4. It was the board of directors that/who approved the merger.
5. b) What
6. a) which
7. a) we need
8. that
9. is
10. that / who

### Lesson 3: Vocabulary Lab

## Vocabulario C1 – Business Communication & Negotiation

30 palabras con definición, traducción, ejemplo y audio.

### **substantiate //**

/səb'stæɪn.ʃi.ət/v

Definition: To provide evidence to support or prove the truth of a claim or statement.

Traducción: sustanciar / corroborar

Example: The consultant was unable to substantiate the projected growth figures during the quarterly review.

Collocation: substantiate a claim

- ### equivocal //

/ɪ'kwɪv.ə.kəl/adj

Definition: Open to more than one interpretation; ambiguous or uncertain.

Traducción: equívoco / ambiguo

Example: The CEO's equivocal response to the merger rumours left the shareholders feeling uneasy.

Collocation: equivocal results

- ### paradigm //

/pær.ə.dɑɪm/n

Definition: A typical example or pattern of something; a model.

Traducción: paradigma

Example: The shift towards remote work represents a new paradigm in corporate culture.

Collocation: paradigm shift

- ### cogent //

/kɒ.dʒənt/adj

Definition: Clear, logical, and convincing.

Traducción: convincente / coherente

Example: She presented a cogent argument for restructuring the department to improve efficiency.

Collocation: cogent argument

- ### delineate //

/dɪˈlɪn.i.ert/v

Definition: To describe or portray something precisely.

Traducción: delinear / describir detalladamente

Example: The contract clearly delineates the responsibilities of both the client and the agency.

Collocation: delineate responsibilities

- ### concede //

/kənˈsi:d/v

Definition: To admit that something is true or valid after first denying or resisting it.

Traducción: conceder / admitir

Example: After reviewing the data, the negotiator had to concede that their initial valuation was too high.

Collocation: concede a point

- ### leverage //

/ˈli:vər.ɪdʒ/v

Definition: To use something to maximum advantage.

Traducción: aprovechar / potenciar

Example: We need to leverage our technological advantages to secure the deal.

Collocation: leverage resources

- ### contingent //

/kənˈtɪn.dʒənt/adj

Definition: Subject to chance; occurring only if certain circumstances are met.

Traducción: supeditado a / contingente

Example: The final approval is contingent upon the successful completion of the audit.

Collocation: contingent on something

- ### arbitrate //

/ˈɑ:r.bi.treɪt/v

Definition: To reach an authoritative judgment or settlement in a dispute.

Traducción: arbitrar / mediar

Example: The legal team was called in to arbitrate the dispute between the two suppliers.

Collocation: arbitrate a dispute

- ### imperative //

/ɪmˈper.ə.tɪv/adj

Definition: Of vital importance; crucial.

Traducción: imperativo / crucial

Example: It is imperative that we reach a consensus before the end of the fiscal year.

Collocation: imperative that...

- ### negotiate //

/neˈɡoʊ.ʃi.ert/v

Definition: To try to reach an agreement or compromise through discussion.

Traducción: negociar

Example: The team is working hard to negotiate a more favourable contract.

Collocation: negotiate terms

- ### compromise //

/kəm.prə.maɪz/n/v

Definition:An agreement reached by each side making concessions.

Traducción:acuerdo / compromiso

Example:After hours of discussion, they finally reached a reasonable compromise.

Collocation:reach a compromise

- ### consensus //

/kən'sen.səs/n

Definition:A general agreement among a group of people.

Traducción:consenso

Example:The board is striving to build a consensus regarding the new sustainability policy.

Collocation:reach a consensus

- ### scrutinise //

/skruː.tɪ.naɪz/v

Definition:To examine or inspect closely and thoroughly.

Traducción:escrutar / examinar minuciosamente

Example:The auditors will scrutinise every transaction made during the last quarter.

Collocation:scrutinise details

- ### unilateral //

/juː.nɪ'læt.ər.əl/adj

Definition:An action performed by or affecting only one person, group, or country involved in a situation, without the agreement of others.

Traducción:unilateral

Example:The company's unilateral decision to cut bonuses caused significant friction.

Collocation:unilateral decision

- ### nuanced //

/njuː.ɑːnst/adj

Definition:Characterised by subtle shades of meaning or expression.

Traducción:matizado / sutil

Example:A nuanced understanding of the market is essential for successful expansion.

Collocation:nuanced approach

- ### discrepancy //

/dɪ'skrep.ən.si/n

Definition:A lack of compatibility or similarity between two or more facts.

Traducción:discrepancia / discrepancia

Example:There was a significant discrepancy between the projected budget and the actual spend.

Collocation:detect a discrepancy

- ### mitigate //

/mɪ.tɪ.ɡeɪt/v

Definition:To make something less severe, serious, or painful.

Traducción:mitigar / suavizar

Example:We must implement strategies to mitigate the risks associated with the new venture.

Collocation:mitigate risks

- ### reconcile //

/rek.ən.saɪl/v

Definition:To make one view or belief compatible with another.

Traducción:reconciliar

Example:It is difficult to reconcile the company's high profits with its poor environmental record.

Collocation:reconcile differences

- ### ambiguous //

/æm'biɡ.ju.əs/adj

Definition:Open to more than one interpretation; not having one obvious meaning.

Traducción:ambiguo

Example:The wording of the clause was too ambiguous, leading to legal disputes.

Collocation:ambiguous wording

- ### synergy //

/sɪn.ə.dʒi/n

Definition:The interaction or cooperation of two or more organisations to produce a combined effect greater than the sum of their separate effects.

Traducción:sinergia

Example:The merger was expected to create significant synergies between the two firms.

Collocation:create synergy

- ### bottleneck //

/bɒt.əl.nek/n

Definition:A situation that causes delay in a process or system.

Traducción:cuello de botella

Example:The lack of skilled staff has become a major bottleneck in our production line.

Collocation:create a bottleneck

- ### alignment //

/ə'laɪn.mənt/n

Definition:The state of being in agreement or in a position that matches something else.

Traducción:alineación / concordancia

Example:We need to ensure strategic alignment between our marketing and sales teams.

Collocation:strategic alignment

- ### frictionless //

/frɪk.fən.ləs/adj

Definition:Smooth and without difficulty; (in tech/business) seamless.

Traducción:sin fricciones / fluido

Example:Our goal is to provide a frictionless user experience to increase customer loyalty.

Collocation:frictionless experience

- ### pivot //

/pɪv.ət/v

Definition:To fundamentally change the direction of a business or strategy.

Traducción:pivotar / cambiar de rumbo

Example:The startup had to pivot towards a subscription model to survive the market shift.

Collocation:pivot towards something

- ### bandwidth //

/bəʊnd.wɪtθ/n

Definition:(Informal/Business) The mental capacity or time available to deal with a task.

Traducción:capacidad / ancho de banda (mental/temporal)

Example:I don't have the bandwidth to take on another project this week.

Collocation:have the bandwidth

- ### deep dive //

/di:p daɪv/n/v

Definition:An in-depth examination or analysis of a particular topic.

Traducción:análisis profundo

Example:Let's do a deep dive into the analytics to understand why conversion rates dropped.

Collocation:conduct a deep dive

- ### buy-in //

/baɪ.ɪn/n

Definition:Acceptance of and willingness to support a proposition or decision.

Traducción:apoyo / aceptación

Example:We need to get buy-in from the department heads before we implement the new policy.

Collocation:get buy-in

- ### touch base //

/tʌtʃ beɪs/phrase

Definition:To briefly contact someone to update them or check progress.

Traducción:ponerse en contacto / hablar brevemente

Example:I'll touch base with you on Friday to see how the negotiations are progressing.

Collocation:touch base with someone

- ### game-changer //

/geɪm.tʃeɪ.nər/n

Definition:A person or thing that significantly alters the existing situation or activity.

Traducción:algo que cambia las reglas del juego

Example:The new AI integration is a total game-changer for our customer service efficiency.

Collocation:a real game-changer

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## Lesson 4: Idioms & Natural Expressions

### Idioms & expressions — Business Communication & Negotiation

#### To touch base · neutral

neutral

Meaning:To briefly contact someone to update them or check progress.

Significado:Ponerse en contacto brevemente o hacer un seguimiento.

Example:I'll touch base with the legal team tomorrow to ensure the contract is ready for signing.

- ### To reach a stalemate · formal

formal

Meaning:A situation in which no progress can be made or no agreement can be reached.

Significado:Llegar a un punto muerto o estancamiento.

Example:Negotiations reached a stalemate when neither side would budge on the equity split.

- ### To move the needle · neutral

neutral

Meaning:To make a noticeable or significant difference in a situation.

Significado:Lograr un cambio significativo o marcar la diferencia.

Example:We need a marketing strategy that actually moves the needle on our user acquisition rates.

- ### To be on the same page · neutral

neutral

Meaning:To have the same understanding or agreement as others.

Significado:Estar en la misma sintonía o estar de acuerdo.

Example:Before we present to the board, let's make sure we are all on the same page regarding the budget.

- ### To iron out the details · neutral

neutral

Meaning:To resolve minor problems or finalize the specifics of a plan.

Significado:Ultimar los detalles o resolver pequeños problemas.

Example:The merger is almost complete; we just need to iron out a few final details in the service level agreement.

- ### To play hardball · informal

formal

Meaning:To act in a very aggressive or uncompromising way to get what you want.

Significado:Jugar sucio o actuar de forma agresiva/implacable en una negociación.

Example:If they don't accept our initial offer, we might have to play hardball to protect our interests.

- ### To lean in · neutral

neutral

Meaning:To embrace an opportunity or approach a challenge with enthusiasm and focus.

Significado:Aprovechar una oportunidad o involucrarse con determinación.

Example:Instead of fearing the new AI integration, the leadership decided to lean in and lead the transition.

- ### To be in the loop · neutral

neutral

Meaning:To be kept informed about a particular situation or project.

Significado:Estar al tanto o estar informado.

Example:Please keep me in the loop regarding any changes to the project timeline.

- ### To prompt-engineer a solution · neutral

neutral

Meaning: To use AI-driven interaction to find an answer or resolve a complex problem (contemporary).

Significado: Diseñar una solución mediante ingeniería de prompts/IA (contemporáneo).

Example: We didn't have the data analysis ready, so we had to prompt-engineer a solution using our new LLM tools.

- ### To signal-boost a proposal · neutral

neutral

Meaning: To use digital platforms or internal networks to give visibility to an idea (contemporary).

Significado: Dar visibilidad o amplificar una propuesta (contemporáneo).

Example: The CEO decided to signal-boost the sustainability proposal to ensure it reached all global departments.

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## Lesson 5: Reading Practice

### Unit 13: Business Communication & Negotiation

#### Reading text

#### The Death of the 'Hard Sell': Negotiation in the Age of Radical Transparency

In the rapidly evolving corporate landscape of 2025, the traditional archetypes of negotiation—the aggressive closer and the tactical silencer—are becoming increasingly obsolete. As digital footprints become permanent and real-time data access becomes universal, the era of information asymmetry, once the negotiator's greatest weapon, has effectively drawn to a close. We have entered the age of radical transparency, where the "hard sell" is no longer just frowned upon; it is professionally suicidal.

Historically, successful negotiation relied heavily on the ability to withhold information or manipulate perceptions of value. A seasoned negotiator could walk into a boardroom with a hidden agenda, confident that their counterpart lacked the data to challenge their assertions. However, in today's hyper-connected environment, such tactics are easily dismantled. With AI-driven market analysis tools and instant access to global supply chain data, any discrepancy between a negotiator's proposal and reality is flagged within seconds. Consequently, the power dynamic has shifted from those who hold the most secrets to those who can build the most credible narratives.

This shift necessitates a fundamental change in communication styles. The modern professional must move away from distributive bargaining—a zero-sum game where one party's gain is another's loss—towards more integrative, relationship-based approaches. In a world where reputation is a liquid asset, the long-term value of a partnership often outweighs the immediate windfall of a single successful deal. If a negotiator is caught being deceptive or overly aggressive, the fallout is not merely limited to the current contract; it can lead to a permanent loss of market standing.

Furthermore, the rise of remote and asynchronous communication has added a layer of complexity to interpersonal dynamics. Without the subtle cues of body language or the immediate feedback of a face-to-face meeting, misunderstandings can escalate with alarming speed. This has led to the emergence of "empathy-driven negotiation." Professionals are now being trained to use emotional intelligence to bridge the gap created by digital screens. It is no longer enough to be logically sound; one must also be perceived as authentic and emotionally intelligent to maintain trust across virtual interfaces.

As we look toward the remainder of the decade, the most successful leaders will be those who

view negotiation not as a battle to be won, but as a collaborative problem-solving exercise. The goal is no longer to "beat" the other party, but to co-create value that satisfies both sides. This requires a high degree of psychological sophistication and a commitment to transparency. In this new paradigm, the most powerful tool in a negotiator's arsenal is not a clever trick or a hidden piece of data, but an unshakeable reputation for integrity. Those who fail to adapt to this shift in communicative ethics will find themselves increasingly sidelined in an increasingly transparent global market.

### **Comprehension – multiple choice (Cambridge Part 5 style)**

1. What is the writer's main point in the first paragraph?
  - A. Traditional negotiation tactics are becoming ineffective due to technological changes.
  - B. The "hard sell" is the most efficient way to close deals in 2025.
  - C. Information asymmetry is still the most important tool for modern negotiators.
  - D. Digital footprints are making it harder for companies to expand globally.
2. According to the second paragraph, how has the power dynamic changed?
  - A. It has shifted towards those who can successfully hide their true intentions.
  - B. It is now dominated by those who possess the most sophisticated AI tools.
  - C. It has moved from those with secret information to those with credible stories.
  - D. It has become more unpredictable due to the lack of traditional boardroom settings.
3. What does the writer suggest about "distributive bargaining" in the modern era?
  - A. It is the most effective way to ensure a win-win outcome.
  - B. It is becoming less viable because of the importance of long-term reputation.
  - C. It is necessary to prevent the loss of "liquid assets" in business.
  - D. It is the primary method used in remote and asynchronous communication.
4. How has remote communication affected negotiation, according to the text?
  - A. It has made it easier to use emotional intelligence to influence others.
  - B. It has eliminated the need for traditional negotiation techniques.
  - C. It has introduced new challenges in reading social cues and maintaining trust.
  - D. It has allowed negotiators to hide their true intentions more effectively.
5. What is the "new paradigm" of negotiation described by the author?
  - A. A competitive struggle to secure the maximum possible profit.
  - B. A process of using psychological tricks to gain a competitive edge.
  - C. A collaborative effort focused on creating mutual value.
  - D. A way to ensure that all data is shared openly with competitors.
6. What is the overall tone of the article?
  - A. Optimistic about the future of aggressive sales tactics.
  - B. Critical of the technological advancements in the business world.
  - C. Analytical regarding the shifting nature of professional communication.
  - D. Dismissive of the importance of emotional intelligence in business.

### **Gapped text – missing sentences**

Instructions: Read the text again. Four sentences have been removed. Choose from the sentences A-E to fill the gaps. There is one extra sentence which you do not need to use.

- A. This lack of physical presence means that negotiators must work harder to establish rapport.
- B. Consequently, the focus has shifted toward building trust through transparency.
- C. Therefore, the most successful deals are those where both parties feel they have lost something.
- D. In such a climate, the ability to manipulate data is no longer a sustainable strategy.
- E. Such an approach requires a total overhaul of how we train future business leaders.

## Glossary

- Obsolete (obsoleto/en desuso)
- Asymmetry (asimetría)
- Dismantle (desmantelar)
- Windfall (golpe de suerte/ganancia inesperada)
- Fallout (consecuencias negativas/repercusiones)
- Asynchronous (asíncrono)
- Sophistication (sofisticación/complejidad)
- Arsenal (arsenal/conjunto de recursos)

## Answers

### Comprehension

1. A
2. C
3. B
4. C
5. C
6. C

Gapped text (Note: In a real exam, these would fit into specific gaps in the text. For this exercise, identify the logical match):

The sentences are provided as a matching exercise to the themes of the text.

- \* Gap in Para 2 (Information asymmetry): D
  - \* Gap in Para 3 (Reputation/Windfall): B
  - \* Gap in Para 4 (Remote communication): A
  - \* Gap in Para 5 (New paradigm): E
- (Distractor: C)

## Lesson 6: Listening Lab

### Mastering the Art of Negotiation

Esta actividad de comprensión auditiva se divide en tres partes: preguntas de opción múltiple, completar frases y preguntas de comprensión sobre un monólogo. Escucha atentamente los audios para identificar detalles específicos, ideas principales y vocabulario avanzado.

#### Part 1 — Conversation (questions 1–6)

# |

Question |

Options |

1 |

What is the primary reason for Speaker 1's apprehension regarding the merger? |

A fear of losing financial stability / Concerns about how the two company cultures will merge / Anxiety over the loss of individual jobs / Disagreement with the strategic objectives |

2 |

How does Speaker 2 describe the potential changes to Speaker 1's company structure? |

A complete overhaul of the existing hierarchy / A total replacement of the current management / Minor adjustments to ensure smooth operation / A significant shift towards a more lateral model |

3 |

What does Speaker 1 fear might happen if communication protocols are not established? |

The merger will be cancelled immediately / Significant bottlenecks will occur in the workflow / The company will lose its competitive edge / A power struggle will happen instantly |

4 |

What is the 'crux of the matter' according to the speakers? |

The immediate financial implications of the deal / The need to align their long-term visions / The difficulty of managing day-to-day friction / The risk of being overtaken by competitors |

5 |

Why does Speaker 2 argue that consolidation is necessary? |

To avoid the discomfort of integration / To prevent competitors from exploiting their weakness / To eliminate the need for a management transition / To ensure the merger is successful at the eleventh hour |

6 |

What is the final agreed-upon strategy to move forward? |

To delay the merger until more details are known / To focus on the most controversial issues first / To prioritize the operational side over strategy / To ignore the cultural differences for now |

## **Part 2 – Monologue: sentence completion (questions 7–12)**

Complete each sentence with 1–3 words from the recording.

1. Speaker 1 is worried about the potential for \_ once the merger is complete.
2. The speaker describes the situation as a \_ because they must choose between integration or obsolescence.
3. Speaker 2 suggests that the differences in company structure might require some \_.
4. Speaker 1 fears that without clear protocols, the company will run into \_.
5. The speaker mentions that they have not come this far to let \_ ruin the deal.
6. The goal is to strike a \_ between maintaining strengths and creating a cohesive unit.

## **Part 3 – Panel discussion (questions 13–18)**

13. According to the narrator, what is a common misconception about negotiation?

- That it is a tool for building rapport
- That it is a zero-sum game where one side must lose
- That it requires active listening techniques
- That it is primarily about reaching a consensus

14. What is the main advantage of 'principled negotiation'?

- It allows you to defend your rigid positions
- It focuses on interests rather than fixed positions

- It ensures you always get a ten percent increase
- It prevents the need for any compromise

15. Why does the narrator suggest that active listening is beneficial?

- It allows you to dominate the conversation
- It helps you gather intelligence and understand nuances
- It is a way to avoid making any concessions
- It makes the negotiation process much faster

16. What is the purpose of 'hedging' in professional communication?

- To sound more assertive and dominant
- To hide the truth from your counterpart
- To present ideas without being confrontational
- To avoid discussing the most important topics

17. What does 'BATNA' stand for in the context of the lecture?

- A way to ensure a win-win outcome
- A strategy to avoid all possible risks
- The best alternative to a negotiated agreement
- A method for building rapport with partners

18. What is the consequence of negotiating without a clear BATNA?

- You will be forced to accept a bad deal
- You will appear too aggressive to your counterpart
- You will negotiate from a position of weakness
- You will fail to achieve your primary objectives

### **Vocabulario clave**

- to hash out — discutir/resolver algo detalladamente - apprehensive — aprensivo/temeroso - at the eleventh hour — en el último momento - the crux of the matter — el quid de la cuestión / el punto crucial - obsolescence — obsolescencia - pivotal — crucial/fundamental - to draw a line in the sand — marcar un límite infranqueable - a pushover — alguien fácil de manipular/sumiso
- ### Respuestas

Part 1: 1. C · 2. A · 3. C · 4. D · 5. C · 6. C

Part 2: 1. power struggles · 2. catch-22 · 3. fine-tuning · 4. significant bottlenecks · 5. cold feet · 6. balance

Part 3: 13. A · 14. C · 15. A · 16. D · 17. B · 18. A

## Transcript

Ver transcript completo

### SEGMENT 1 — CONVERSATION

Speaker 1: So, I suppose we're finally sitting down to hash out the terms for the merger, but I must admit, I'm feeling a little apprehensive about the whole thing.

Speaker 2: I can see why you might feel that way, but I think it's important to keep things in perspective. We haven't exactly come this far to let cold feet ruin the deal at the eleventh hour.

Speaker 1: It's not so much cold feet as it is a concern regarding the cultural integration. If we move forward, how on earth are we going to reconcile our corporate identities? Your team is much more... well, let's say, hierarchical, whereas we tend to operate on a more lateral basis.

Speaker 2: That's a valid point, and I wouldn't want to dismiss it. However, I think we might be overstating the friction. It's certainly going to require some fine-tuning, but I'm confident we can find a middle ground. We're not looking to overhaul your entire structure, you know?

Speaker 1: I hear you, but "fine-tuning" sounds a bit like an understatement. If we don't establish clear communication protocols from the outset, we're going to run into significant bottlenecks.

Speaker 2: Well, that's exactly why we're having this discussion now. We need to strike a balance between maintaining our respective strengths and creating a cohesive unit. I'm prepared to be flexible on the operational side, provided we can reach an agreement on the core strategic objectives.

Speaker 1: I suppose that's the crux of the matter, isn't it? If we can align our long-term visions, the day-to-day friction might be manageable. But I'll be honest, I'm still somewhat wary of the potential for power struggles once the dust settles.

Speaker 2: Look, I understand your hesitation. It's perfectly natural to be cautious when the stakes are this high. But let's try to look at the bigger picture. If we don't consolidate, our competitors will certainly take advantage of our fragmented position.

Speaker 1: I can't argue with that. It's a bit of a catch-22, really. We either face the discomfort of integration or the risk of obsolescence.

Speaker 2: Precisely. So, shall we try to look at the specific clauses regarding the management transition? Perhaps if we tackle the most contentious issues first, the rest will fall into place.

Speaker 1: That sounds like a sensible way to approach it. Let's dive in, then.

### SEGMENT 2 — MONOLOGUE

Narrator: Good afternoon, everyone. Today, we're delving into a topic that is frequently misunderstood, yet remains absolutely pivotal to professional success: the art of effective negotiation. Now, many people mistakenly believe that negotiation is essentially a zero-sum game—a battle of wits where one side must win and the other must lose. However, in a sophisticated business environment, this mindset is not only outdated but fundamentally flawed.

Narrator: To truly master negotiation, one must first understand the concept of 'principled negotiation.' This approach, rather than focusing on rigid positions, focuses on interests. When you focus on a position, such as "I want a ten percent increase," you are essentially drawing a line in the sand. This often leads to deadlock. But when you shift the focus to the underlying interest—for instance, "I need to ensure my team's compensation reflects the increased workload"—you open up a much broader spectrum of potential solutions.

Narrator: This leads us to the importance of rapport-building and active listening. It might seem counter-intuitive to spend so much time listening when you are trying to persuade, but in reality, the more you listen, the more intelligence you gather. By employing active listening techniques, you can identify the subtle nuances of your counterpart's needs, their fears, and their non-negotiable constraints. This isn't about being a pushover; it's about gathering the data necessary to craft a proposal that is both persuasive and sustainable.

Narrator: Furthermore, we should touch upon the concept of 'hedging' in communication. In high-stakes negotiations, being overly assertive can often trigger defensiveness in the other party. Using

cautious language—what we call hedging—allows you to present your ideas without sounding confrontational. Instead of saying, "This price is unacceptable," which is quite blunt, you might say, "I'm slightly concerned that this pricing structure might not be sustainable in the long term." This subtle shift in tone keeps the dialogue open and prevents the conversation from devolving into an argument.

Narrator: Finally, it is crucial to prepare a BATNA—a Best Alternative to a Negotiated Agreement. This is your safety net. Knowing your BATNA gives you the confidence to walk away from a bad deal. Without a clear understanding of your alternatives, you are essentially negotiating from a position of weakness, which can lead to regrettable concessions. So, as you prepare for your next meeting, don't just think about what you want to say; think about what you need to know and what your alternatives truly are.

### SEGMENT 3 — PANEL DISCUSSION

Speaker 1: Welcome to our final panel discussion of the day. We've been discussing various facets of business communication, and now we're going to tackle the elephant in the room: the rise of remote work and its impact on professional negotiation and relationship building. Joining me are two experts in the field.

Speaker 2: Thank you for having me. It's a fascinating time to be discussing this.

Speaker 3: It certainly is. I think we have a lot to unpack here.

Speaker 1: Let's jump straight in. Speaker 2, you've argued in your recent paper that digital communication is actually enhancing our ability to negotiate. Do you truly believe that the lack of physical presence doesn't hinder the rapport-building process?

Speaker 2: Well, I wouldn't say it's "enhancing" it in a vacuum, but it certainly provides a different set of tools. Digital communication forces us to be more concise and more deliberate with our language. When you can't rely on physical cues or body language to the same extent, you have to become much more adept at verbal and written clarity. It necessitates a higher level of emotional intelligence to read between the lines of an email or a video call.

Speaker 3: I have to respectfully disagree with that, Speaker 2. While I acknowledge the efficiency of digital tools, I believe we are losing something vital. Negotiation is, at its heart, a human endeavor. There is a level of nuance, a subtle energy in a room, that is simply impossible to replicate through a screen. The "micro-expressions" and the unspoken tension that can shift the direction of a negotiation are often lost in translation via Zoom or Teams.

Speaker 1: That's a compelling point, Speaker 3. But isn't it true that many of the most successful global deals are now being brokered virtually?

Speaker 3: Certainly, they are. But I'd argue that those are often the deals where the groundwork has already been laid through face-to-face interaction. The virtual meeting is often just the final stage of the process. I'm concerned about the junior professionals who are entering the workforce now. They aren't getting that "apprenticeship" in reading human dynamics that comes from being in the same room as a seasoned negotiator.

Speaker 2: I see your point, but I think we shouldn't romanticise the past. Physical presence isn't always an advantage. Sometimes, it can lead to unnecessary biases or even physical intimidation. Digital platforms can, in some ways, level the playing field.

Speaker 1: So, we have a tension between the efficiency of the digital age and the depth of traditional interpersonal interaction. How do we find a way to integrate both without losing the essence of effective communication?

Speaker 3: I think it's about intentionality. We need to recognise when a situation requires a face-to-face meeting and when a digital approach is sufficient. It's about being strategic with our medium.

Speaker 2: I couldn't agree more. It's not about one being better than the other, but about understanding the context of the negotiation at hand.

## Part 1 – Word formation

Instructions: Read the text below. Use the word in CAPITALS at the end of some of the lines to form a word that fits in the gap in the same line. There is an example at the beginning (0).

In today's global market, effective communication is essential for any successful business. (0) unclear (CLEAR) negotiators must be able to convey their points precisely to avoid any (1) \_ between parties. During a high-stakes meeting, the (2) \_ of the arguments presented can often determine the final outcome. It is also vital to maintain a level of (3) \_\_\_\_ when discussing sensitive contractual terms.

Sometimes, a lack of (4) \_ can lead to significant misunderstandings, especially when working across different cultures. Therefore, businesses often invest in training to improve the (5) \_ of their staff. A (6) \_ approach to problem-solving is often required to reach a mutually beneficial agreement. Ultimately, the ability to reach a (7) \_ is a sign of a well-managed negotiation process.

- \_\_\_\_ (UNDERSTAND)
- \_\_\_\_ (PERSUADE)
- \_\_\_\_ (PROFESSION)
- \_\_\_\_ (TRANSPARENT)
- \_\_\_\_ (EFFECT)
- \_\_\_\_ (STRATEGY)
- \_\_\_\_ (SETTLE)
- \_\_\_\_ (SUCCESS)

## Part 2 – Key word transformations

Instructions: Complete the second sentence so that it has a similar meaning to the first sentence, using the word given. Do not change the word given. You must use between three and six words, including the word given.

1. The main problem was his lack of preparation for the meeting. | WAS  
 \_\_ that he was not prepared for the meeting.
2. I only realised how much we had lost when the contract was signed. | REALIZED  
 What \_\_ was how much we had lost when the contract was signed.
3. We need to focus on the budget, not on the marketing strategy. | IS  
 It \_\_ on the budget rather than on the marketing strategy.
4. He didn't mention the deadline, which caused a lot of trouble. | WAS  
 It \_\_ that he didn't mention the deadline.
5. I want you to sign the agreement immediately. | WANT  
 What \_\_ is for you to sign the agreement immediately.
6. The delay in shipping was caused by the new regulations. | WAS  
 It \_\_ the new regulations that caused the delay in shipping.

## Answer key

### Part 1

1. misunderstanding
2. persuasiveness
3. professionalism
4. transparency
5. effectiveness
6. strategic
7. settlement
8. successful

### Part 2

1. was his lack of preparation
2. I only realized
3. is to focus
4. was that
5. I want
6. was

## Lesson 8: Writing Workshop

### Unit 13: Business Communication & Negotiation

#### Writing: The Formal Proposal

#### Task (Cambridge C1 Advanced, Part 2)

##### Question:

You work for a multinational company that is planning to move towards a more flexible working model. Your manager has asked you to write a proposal outlining how the company could implement a hybrid working scheme.

In your proposal, you should:

- \* Suggest how many days employees should work from home and how many from the office.
- \* Propose how communication and team cohesion can be maintained.
- \* Explain how this change might affect productivity and employee retention.

Write your proposal.

Word count: 220–260 words.

#### Tips (en español)

- Structure: Utiliza subtítulos claros para cada sección (e.g., Introduction, Proposed Scheme, Impact on Productivity). Esto es vital en un proposal para que el lector encuentre la información rápidamente.
- Register: Mantén un tono formal y profesional. Evita contracciones (don't, won't) y lenguaje coloquial. Usa la voz pasiva para sonar más objetivo.
- Linking: Usa conectores de transición avanzados para guiar al lector entre ideas. No te limites a and o but; usa furthermore, nevertheless o consequently.

- Hedging: En negocios, no siempre puedes ser tajante. Usa "hedging" (lenguaje cauteloso) como it is highly probable that... o this could potentially lead to... para mostrar profesionalismo.
- Evaluación de ideas: No solo presentes hechos; evalúa las consecuencias. No digas solo "bajaremos desde casa", di "esto permitirá un equilibrio vida-trabajo que aumentará la lealtad".
- Time management: Dedicar 5 minutos a planificar la estructura antes de escribir. En el examen, el tiempo es oro; no te quedes atrapado en un párrafo.

## Useful language

# |

Expression |

Español |

Audio |

1 |

What immediately stands out is... |

Lo que destaca enseguida es... |

|

2 |

At first glance, the scene appears to... |

A primera vista, la escena parece... |

|

3 |

Whereas the first image suggests..., the second one points to... |

Mientras que la primera imagen sugiere..., la segunda apunta a... |

|

4 |

There is a striking contrast between... and... |

Hay un contraste marcado entre... y... |

|

5 |

The people seem to be dealing with... |

Las personas parecen estar lidiando con... |

|

6 |

It is highly likely that... |

Es muy probable que... |

|

7 |

One could infer that... |

Se podría inferir que... |

|

8 |

This might reflect a broader issue: ... |

Esto podría reflejar un problema más amplio: ... |

|

9 |

Although the setting is different, both images convey... |

Aunque el contexto es distinto, ambas imágenes transmiten... |

|  
10 |

The overall impression is one of... |  
La impresión general es de... |

|  
11 |

This would be a useful example of... |  
Esto sería un ejemplo útil de... |

|  
12 |

I would argue that the second image feels more... |  
Diría que la segunda imagen resulta más... |

|

## Model answer

### Proposal for the Implementation of a Hybrid Working Model

#### Introduction

The purpose of this proposal is to outline a transition towards a hybrid working model within the company. This document suggests a structured approach to balance flexibility with operational efficiency.

#### Proposed Working Arrangement

It is suggested that employees adopt a three-two model: three days of in-office presence and two days of remote work per week. This arrangement ensures that core collaborative tasks are performed face-to-face, while providing employees with the autonomy to manage their personal commitments. To maintain team cohesion, it is vital that all staff members are present in the office on Tuesdays and Wednesdays to facilitate weekly department meetings.

#### Communication and Productivity

To address the potential risks of isolation, the company should implement advanced digital communication tools. While it is true that remote work can sometimes lead to fragmentation, the use of integrated project management software could mitigate this risk. Furthermore, regular video conferences will ensure that team spirit remains intact. It is highly likely that this flexibility will lead to an increase in productivity, as employees can focus on deep-work tasks in a quiet home environment.

#### Impact on Retention

Regarding employee retention, offering a hybrid model is a significant competitive advantage. In the current job market, flexibility is often as valued as salary. Consequently, adopting this scheme could significantly reduce turnover rates.

#### Conclusion

In conclusion, I recommend the immediate adoption of this hybrid model. By balancing office presence with remote flexibility, the company will likely see improved morale and sustained productivity.

## Marking checklist

- Content: Has the candidate addressed all three bullet points from the task? Is the information relevant to the reader (the manager)?
- Communicative Achievement: Is the tone appropriately formal and professional? Does the text follow the conventions of a proposal (using headings and an objective tone)?

- Organisation: Is the text logically organised into clear paragraphs with headings? Are cohesive devices (linking words) used to connect ideas smoothly?
- Language: Is there a wide range of advanced vocabulary and complex grammatical structures? Are there errors that impede communication?

## Lesson 9: Speaking Lab

### Speaking – describe & compare

Se te presentan dos fotografías. Compara y contrasta ambas imágenes, centrándote en las diferentes formas de comunicación y el tono de las negociaciones. Debes hablar durante 1 minuto sobre la relación entre las imágenes y luego responder a una pregunta relacionada durante 1 minuto. Total: 2 minutos.



speaking

### Useful phrases

- It appears as though the atmosphere is somewhat strained. — Parece como si el ambiente estuviera algo tenso. - In stark contrast to the first scene, this one suggests... — En marcado contraste con la primera escena, esta sugiere... - One could infer that they are reaching an impasse. — Se podría inferir que están llegando a un punto muerto. - The subtle body language

implies a sense of urgency. — El lenguaje corporal sutil implica una sensación de urgencia. - While the first image depicts a collaborative effort, the second... — Mientras que la primera imagen representa un esfuerzo colaborativo, la segunda... - There is a palpable sense of tension between the parties. — Hay una sensación de tensión palpable entre las partes. - Judging by their facial expressions, it seems likely that... — A juzgar por sus expresiones faciales, parece probable que... - The setting serves to underscore the seriousness of the meeting. — El entorno sirve para subrayar la seriedad de la reunión. - They seem to be at loggerheads over certain terms. — Parecen estar en desacuerdo/enfrentados sobre ciertos términos. - On the face of it, the negotiation looks quite heated. — A primera vista, la negociación parece bastante acalorada. - The visual cues suggest a power struggle is taking place. — Las señales visuales sugieren que se está produciendo una lucha de poder. - It's hard to tell for certain, but they might be... — Es difícil saberlo con certeza, pero podrían estar... ### Pronunciación

Para sonar más natural en el examen, practica el 'sentence stress' (acentuación de la frase). En inglés, enfatizamos las palabras con significado (sustantivos, verbos, adjetivos) y reducimos las palabras gramaticales (preposiciones, artículos, auxiliares) usando 'weak forms'. Por ejemplo, en la frase 'They are at a stalemate', la palabra 'are' y 'a' deben ser rápidas y débiles, mientras que 'stalemate' debe llevar el peso de la frase.

### **Model answer**

Both images depict professional environments, yet they convey vastly different communicative tones. In the first image, we see a high-stakes negotiation taking place in a modern boardroom. The atmosphere appears somewhat strained; one professional is leaning forward, attempting to persuade her counterparts, while the man opposite her adopts a more defensive, skeptical posture with his arms crossed. It seems as though they are at a critical juncture in their discussion, perhaps reaching an impasse regarding the terms being presented.

In contrast, if we were to compare this to a more collaborative setting, the tension here would be much more palpable. While the setting is sophisticated, the body language suggests a power struggle rather than a consensus-building exercise. Judging by their intense facial expressions, it is highly likely that the stakes are significant, which explains the lack of casualness. Ultimately, the image captures the essence of high-level business communication, where non-verbal cues like posture and eye contact are just as influential as the verbal arguments being made. It is a classic representation of a heated corporate negotiation where interests are being fiercely defended.

## **Lesson 10: Mediation Task**

### **Mediation**

Escribe un correo electrónico dirigido a tus compañeros de equipo resumiendo los cambios en la política de comunicación de la empresa. Debes explicar las nuevas modalidades de reunión y la nueva herramienta, así como el propósito de estos cambios. Utiliza un tono profesional pero cercano.

#### **Texto original (español)**

La empresa ha decidido cambiar su política de comunicación interna. A partir del próximo mes, todas las reuniones de equipo deberán realizarse de forma híbrida: algunos miembros estarán en la oficina y otros vía Zoom. Además, se ha implementado una nueva herramienta de gestión de proyectos para centralizar la comunicación y evitar el exceso de correos electrónicos. El objetivo

es mejorar la eficiencia y reducir las interrupciones durante las horas de trabajo concentrado. Se espera que todos los empleados se adapten rápidamente a estas nuevas normas de negociación y coordinación remota.

### Imagen de apoyo



mediation

### Estrategias clave

- Identificar los puntos clave del texto original (cambio a modalidad híbrida y nueva herramienta).
- Transformar la información del español al inglés manteniendo el registro profesional.
- Sintetizar los objetivos de la empresa (eficiencia y reducción de interrupciones).
- Utilizar conectores de transición adecuados para un correo electrónico (Furthermore, Regarding, Consequently).
- Adaptar el tono para que sea apropiado para colegas (collegial yet professional).
- Evitar la traducción literal y buscar equivalentes naturales en inglés de nivel C1.

### Audiencia de destino

your colleagues

## Respuesta modelo (English)

Subject: Important updates regarding our new communication policy

Dear Team,

I am writing to brief you on the recent updates to our internal communication policy, which will come into effect next month.

To enhance our workflow, the company is transitioning to a hybrid meeting model. This means that while some team members will be present in the office, others will participate via Zoom. To support this transition, we are also introducing a new project management tool. This platform is designed to centralise our communications, thereby reducing our reliance on email and minimising daily interruptions.

The primary objective of these changes is to boost overall efficiency and allow for more periods of focused work. While we understand that adjusting to new protocols can be challenging, these measures are intended to streamline our coordination and improve our remote negotiation processes.

Please take some time to familiarise yourselves with the new tool. If you have any questions regarding these changes, feel free to reach out.

Best regards,

[Your Name]

## Lesson 11: Podcast Guide

### Podcast Guide – Business Communication & Negotiation

Escuchar podcasts auténticos es fundamental en el nivel C1 para acostumbrarte al ritmo natural, las contracciones y los matices de entonación que no aparecen en los libros de texto. En esta unidad, aprenderás a identificar estrategias de persuasión y lenguaje diplomático mediante audios reales de alta calidad.

#### Recommended podcasts (3 total)

#### 1. The Inquiry (BBC World Service)

- Level & accent: British English (RP/Standard), C1 appropriate: Yes.
- Recommended episode: "How to negotiate a deal" (or similar episodes focusing on international relations/business strategy).
- Why it's useful for C1: Este podcast utiliza un lenguaje periodístico sofisticado y estructurado, ideal para aprender a presentar argumentos complejos. Te ayudará a entender cómo se manejan debates de alto nivel con claridad y autoridad.
- 5 key phrases to listen for:

To reach a consensus (Llegar a un consenso)

- To strike a deal (Cerrar un trato/acuerdo)
- The crux of the matter (El quid de la cuestión/el punto crucial)
- To weigh up the pros and cons (Sopesar los pros y los contras)

- Underpinning arguments (Argumentos que sirven de base)

#### #### 2. TED Talks (TED)

- Level & accent: Mixed (Global English), C1 appropriate: Yes.
- Recommended episode: Search for "Negotiation" or "Persuasion" (e.g., Amy Cuddy or Chris Voss-related themes).
- Why it's useful for C1: Los ponentes de TED utilizan técnicas de retórica y lenguaje persuasivo que son esenciales para la comunicación empresarial. Es perfecto para practicar la escucha de discursos estructurados con un propósito comunicativo claro.
- 5 key phrases to listen for:

To leverage an advantage (Aprovechar una ventaja)

- To bridge the gap (Cerrar la brecha/acortar la distancia)
- A win-win situation (Una situación en la que todos ganan)
- To challenge the status quo (Desafiar el estado de las cosas)
- Compelling evidence (Evidencia/pruebas convincentes)

#### #### 3. HBR IdeaCast (Harvard Business Review)

- Level & accent: American English, C1 appropriate: Yes.
- Recommended episode: "Effective Communication in Leadership" or "Conflict Resolution Strategies".
- Why it's useful for C1: Al ser contenido puramente profesional, el vocabulario es técnico pero aplicado a situaciones de gestión. Te permitirá familiarizarte con el léxico corporativo de alto nivel utilizado en entornos de toma de decisiones.
- 5 key phrases to listen for:

To foster collaboration (Fomentar la colaboración)

- To mitigate risks (Mitigar riesgos)
- To align interests (Alinear intereses)
- A nuanced approach (Un enfoque matizado/detallado)
- To hold someone accountable (Hacer que alguien rinda cuentas/asuma su responsabilidad)

## Active listening strategies (C1)

- Escucha por capas (Layered Listening): No intentes entender cada palabra a la primera. Haz una primera escucha para captar la idea general (gist) y una segunda para los detalles específicos.
- Identificación de marcadores discursivos: Presta especial atención a las palabras de transición (however, nonetheless, furthermore). Estas indican cambios en la dirección del argumento o la fuerza de una negociación.
- Anticipación léxica: Antes de que el interlocutor termine una frase, intenta predecir el tipo de palabra o concepto que usará basándote en el contexto. Esto entrena tu cerebro para procesar el inglés a velocidad real.
- Dictado selectivo (Selective Dictation): Si escuchas una frase compleja o un modismo (idiom) que te resulte útil, pausa el audio e intenta escribirla palabra por palabra para analizar su estructura gramatical.
- Análisis de la entonación y el énfasis: En el nivel C1, el significado a menudo reside en el tono. Observa cómo los hablantes usan el énfasis para mostrar acuerdo, desacuerdo o ironía.
- Mapeo de argumentos: Mientras escuchas, toma notas esquemáticas (no frases completas) para trazar la estructura de la negociación: ¿Cuál es la propuesta inicial? ¿Qué objeciones se presentan? ¿Cuál es la conclusión?

## Follow-up task

Task: The Analytical Summary

- Vocabulary Extraction: While listening, write down at least 5 new expressions or collocations. Look up their meaning and write one original sentence for each that relates to a business context.
- Argument Mapping: Create a visual outline (bullet points or a flow chart) of the speaker's main argument. Identify the claim, the evidence provided, and the counter-arguments mentioned.
- Oral Synthesis (Recording): Record a 2-minute voice note on your phone summarizing the episode. You must use at least 3 of the new phrases you learned. Focus on speaking fluently without reading a script.
- Self-Correction: Listen to your own recording. Did you use the correct intonation? Did you stumble on certain words? Re-record the summary one more time to improve your delivery.

## Lesson 12: Media Guide

### Cine & Series – Business Communication & Negotiation

Utilizar producciones audiovisuales de alta calidad te permite exponerte a matices de registro y velocidad de habla que los libros de texto no ofrecen. En este nivel C1, el objetivo es analizar no solo el contenido, sino la intención comunicativa y las estructuras de énfasis utilizadas en contextos profesionales.

## Recommended title

- Title: Succession (HBO/Max), 2018–2023
- Accent/dialect: Primarily American (Standard/Mid-Atlantic), with various high-society nuances.
- Why it's perfect for C1: This series is a masterclass in power dynamics, high-stakes negotiation, and sophisticated linguistic manipulation. The vocabulary density is extremely high, covering corporate strategy, legal jargon, and subtle interpersonal conflict. It perfectly demonstrates how to use language to assert dominance or deflect responsibility.
- Episodes to start with: Season 1, Episodes 1–3.

## Language focus

-  
"It is the optics that matter most in this deal, not the actual numbers."

Vocabulary note: Optics /'ɒptɪks/ (the way an event or situation is perceived by the public) — la imagen pública / la percepción.

- Grammar spotlight: This is a Cleft sentence using It is. Instead of saying "Optics matter most," the speaker uses this structure to single out "the optics" as the most important factor, creating a sharp focus.

-  
"What I am saying is that we cannot afford to be seen as weak by the board."

Vocabulary note: To afford to [do something] /ə'fɔːrd/ (to be able to do something without causing problems) — poder permitirse / estar en condiciones de.

- Grammar spotlight: This is a Pseudo-cleft sentence using What I am saying is.... This structure is used to clarify a point or to redirect the listener's attention to the most important part of the message.

-  
"It was his lack of transparency that ultimately cost us the merger."

Vocabulary note: Merger /'mɜːrdʒər/ (the joining of two companies into one) — fusión (empresarial).

- Grammar spotlight: This uses the It-cleft to assign blame. By placing "his lack of transparency" at the beginning, the speaker emphasises the cause of the failure, making the accusation more pointed and formal.

## Viewing task (active watching)

- Vocabulary Log: Note down at least 10 new words or idiomatic expressions per episode. Focus on words related to corporate hierarchy and strategy.
- Register Analysis: Identify moments where characters switch from "office talk" (formal) to "private/family talk" (informal/aggressive). Note how their tone changes.
- Cleft Sentence Hunt: Listen specifically for sentences starting with "It is..." or "What I...". Write down what the speaker is trying to emphasise in those moments.
- Oral Summary: After the episode, record a 2-minute voice note on your phone summarising the main conflict of the episode in English. Aim for a professional, analytical tone.

### Similar titles (2 alternatives)

- Industry (BBC/Netflix): Excellent for observing high-pressure workplace communication and modern British/International corporate slang.
- The Morning Show (Apple TV+): Perfect for studying media-related business vocabulary and high-level professional conflict resolution.

## Lesson 13: Everyday Scene

### The High-Stakes Coffee Break



everyday\_scene

En esta escena, observamos una reunión informal que en realidad es una negociación crucial. Es el escenario perfecto para practicar cómo el lenguaje corporal y el entorno influyen en la comunicación empresarial y el cierre de acuerdos.

### Preguntas para hablar (Speaking practice)

- Describe the scene: What is happening between the two professionals in the photograph?
- Speculate: Based on their body language, do you think the negotiation is going well or poorly?

- Compare: In your culture, is it common to conduct important business meetings in informal settings like cafes?
- Discuss: What are the advantages and disadvantages of negotiating in a public place versus a private office?
- Personal Experience: Have you ever had to negotiate something important in an informal environment? How did it go?

## Lesson 14: Unit Review & Progress Test

### Unit review – Business Communication & Negotiation

Al finalizar esta unidad, deberías ser capaz de utilizar estructuras gramaticales avanzadas, como las cleft sentences, para enfatizar puntos clave durante una negociación o una presentación de negocios. Deberías haber pasado de un lenguaje descriptivo básico a uno persuasivo y profesional, permitiéndote dirigir la atención del interlocutor hacia aspectos específicos de un acuerdo o propuesta.

Asimismo, habrás consolidado un léxico especializado en comunicación corporativa, incluyendo colocaciones de nivel C1 y la capacidad de ajustar el registro según el contexto (formal vs. semi-formal). Al terminar este repaso, deberías sentirte preparado para manejar situaciones de tensión comunicativa, proponer soluciones con diplomacia y defender posturas con claridad y autoridad.

### Grammar consolidation

#### Part 1: Sentence Transformation

Rewrite the sentences using the word in brackets so that the meaning remains the same. Do not change the word provided.

-

We need to focus on the budget deficit. (WHAT)

\_\_\_\_\_.

-

The main problem was the lack of communication between departments. (IT)

\_\_\_\_\_.

-

I only realised my mistake when the contract was signed. (THE)

\_\_\_\_\_.

#### Part 2: Error Correction

Identify and correct the error in each sentence. Some sentences may have more than one error.

-

It is the deadline that we must to meet by Friday.

\_\_\_\_\_.

-

What I am suggesting is to increase the marketing budget.

\_\_\_\_\_.

-

It was during the meeting which we reached a consensus.

\_\_\_\_\_.

#### Part 3: Controlled Rewriting

Rewrite the following sentences using cleft sentences to create emphasis as instructed.

-  
(Emphasise 'the CEO'): The CEO made the final decision, not the board.  
\_\_\_\_\_.

-  
(Emphasise 'negotiating terms'): We spent three hours negotiating terms.  
\_\_\_\_\_.

-  
(Emphasise 'the delay'): The delay caused us to lose the client.  
\_\_\_\_\_.

-  
(Emphasise 'your input'): Your input was vital to the project's success.  
\_\_\_\_\_.

## Vocabulary activation

### Part 1: C1 Collocations

Complete the sentences with the correct word: leverage, rapport, consensus, deadlock, friction.\*\*

- After hours of debate, the committee finally reached a \_\_\_ on the new policy.
- It is crucial to build \_\_\_ with your clients to ensure long-term cooperation.
- The negotiations hit a \_\_\_ when neither side would budge on the price.
- We need to use our market position to \_\_\_ a better deal with suppliers.
- Minor \_\_\_ between team members can derail an entire project if not addressed.

### Part 2: Word Formation

Use the word in capitals to form a word that fits in the gap.

- The \_\_\_ of the merger was much higher than initially anticipated. (PROFIT)
- We need to find a \_\_\_ solution that satisfies both parties. (NEGOTIATE)
- There was a significant \_\_\_ in communication during the transition. (BREAK)

### Part 3: Register Choice

Rewrite the following informal sentences into professional, C1-level business English.

-  
We need to talk about the money problem soon.  
\_\_\_\_\_.

-  
I'll tell you what we decided later.  
\_\_\_\_\_.

-  
Sorry, I didn't hear what you said.  
\_\_\_\_\_.

-  
Let's make the deal happen.  
\_\_\_\_\_.

## Integrated skills task

### Reading Text

The shift towards remote work has fundamentally altered the landscape of professional negotiation and communication. In a traditional office setting, much of the negotiation process relies heavily on non-verbal cues—body language, eye contact, and physical presence—which help in building rapport and gauging the sincerity of an interlocutor. However, in a digital-first environment, these subtle signals are often lost or distorted.

This technological gap has led to increased misunderstandings and a sense of detachment. While digital tools allow for unprecedented flexibility, they lack the "human element" that often facilitates compromise. To succeed in this new era, professionals must develop "digital emotional intelligence." This involves being more explicit in communication, setting clear expectations through written documentation, and mastering the art of virtual presence. The challenge lies in maintaining the nuance of high-stakes negotiation through a screen, where silence can be misinterpreted and tone can be easily misread.

### Writing Task

Instrucciones: Basándote en el texto anterior, escribe una respuesta de entre 180 y 220 palabras. Debes redactar un correo electrónico formal dirigido a un Director de Recursos Humanos (HR Director) expresando tu opinión sobre los desafíos de la comunicación remota. Debes: 1) Analizar cómo la falta de lenguaje no verbal afecta las negociaciones, 2) Proponer dos estrategias para mitigar estos problemas y 3) Utilizar al menos dos estructuras de "cleft sentences" para enfatizar tus puntos.

## Speaking checkpoint

Instrucciones: Responde a estas preguntas de forma oral. Intenta hablar durante 2 minutos por cada respuesta, utilizando un lenguaje avanzado y estructurado.

- Compare: Compare the advantages and disadvantages of face-to-face negotiations versus virtual meetings.
- Speculate: How do you think AI-driven communication tools will change the way we negotiate in the next decade?
- Evaluate: "Empathy is more important than logic in a successful business negotiation." To what extent do you agree?
- Justify: If a deal is falling through due to a misunderstanding, would you prioritise honesty or diplomacy? Justify your choice.
- Evaluate: Evaluate the importance of "small talk" in establishing professional rapport. Is it a waste of time in high-stakes environments?
- Speculate: Imagine a company is undergoing a massive restructuring. How might communication strategies change during such a period?

## Self-assessment rubric

Criteria |

Needs work (B2) |

Solid (C1) |

Exam-ready (C1+/C2) |

Accuracy |

Frequent errors in complex structures. |

Good control; errors are rare and don't impede meaning. |

Highly accurate; sophisticated use of grammar. |

Range |

Uses basic vocabulary and simple sentences. |

Uses a variety of advanced vocabulary and structures. |

Demonstrates a wide and natural range of complex language. |

Fluency |

Hesitations when searching for words. |

Speaks at length with some hesitation. |

Smooth, natural flow with effective use of fillers. |

Task Achievement |

Does not fully address the prompt. |

Addresses all parts of the task clearly. |

Provides a nuanced, sophisticated response to the prompt. |

## Answer key

Grammar consolidation

1. What we need to focus on is the budget deficit.
2. It was the lack of communication between departments that was the main problem.
3. The only thing I realised was when the contract was signed. (OR: It was only when the contract was signed that I realised my mistake.)
4. It is the deadline that we must meet by Friday.
5. What I am suggesting is increasing the marketing budget. (OR: ...is that we increase...)
6. It was during the meeting that we reached a consensus.
7. It was the CEO who made the final decision, not the board.
8. It was negotiating terms that we spent three hours doing. (OR: What we spent three hours doing was negotiating terms.)
9. It was the delay that caused us to lose the client.
10. It was your input that was vital to the project's success.

Vocabulary activation

1. consensus
2. rapport
3. deadlock
4. leverage
5. friction
6. profitability
7. negotiable
8. breakdown
9. We need to address the budgetary issues/deficit shortly.
10. I will inform you of our decision in due course.
11. I beg your pardon / I'm afraid I didn't quite catch that.
12. Let us proceed with the finalisation of the agreement.