B1–B2

intermediate to upper-intermediate

Business Impact 1.3

Modules A, B and C

Stephanie Ashford
Dagmar Taylor
Jason Humphreys
Robert Kirstein

Access all the accompanying digital components for this book on **allango**, the DELTA Publishing language learning platform:

Scan the QR code
or go directly to
www.allango.co.uk

Enter this licence key to activate
the additional components:

When you see this symbol, accompanying digital content
is available.

DELTA Publishing

Business Impact

This innovative modular business English course covers two levels B1–B2 (intermediate to upper-intermediate) and B2–C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters,** all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results.**

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.3**
Module A: Onboarding new colleagues

Business Impact 1.3.A is the A Module from *Business Impact 1.3.*
This module focuses on **personal encounters in the business world.**
In this module you'll take part in a case study about onboarding new colleagues.

The page numbers on this page refer to the printed edition of Business Impact 1.3.

Business Impact

This innovative modular business English course covers two levels B1–B2 (intermediate to upper-intermediate) and B2–C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters,** all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results.**

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.3**
Module B: International visits & business travel

Business Impact 1.3.B is the B Module from *Business Impact 1.3.*
This module focuses on **day-to-day business.**
In this module, you'll take part in a case study on international visits and business travel.

The page numbers on this page refer to the printed edition of Business Impact 1.3.

Business Impact

This innovative modular business English course covers two levels B1–B2 (intermediate to upper-intermediate) and B2–C1 (upper-intermediate to advanced) in six books (print + digital). Each of the six books comprises three modules, A, B and C. All modules are also available as stand-alone digital modules.

All **A Modules** have a strong focus on **personal encounters,** all **B Modules** focus primarily on **day-to-day business** and all **C Modules** focus on **business results.**

Modules can be chosen individually to suit the level, interests and requirements of classes, allowing full flexibility and control in terms of content and progress.

Welcome to **Business Impact 1.3** **Module C: Money matters**

Business Impact 1.3.C is the C Module from *Business Impact 1.3.*
This module focuses on **business results.**
In this module, you'll take part in a case study dealing with budgets and finance.

The page numbers on this page refer to the printed edition of Business Impact 1.3.

Welcome
on board

› Small talk

Chat about the following questions in class.

1. How do people typically welcome new colleagues in your organisation and culture?
2. What is your experience of 'onboarding' in your career so far?
3. What particular challenges might international hires face in their first few weeks?

In my team, we usually …

When I started, it felt …

A big challenge was …

› Case scenario

Novacore is a fast-growing multinational company with offices across five continents. English is the company's official language. New employees use a digital welcome app in their first few weeks to learn about Novacore's policies and procedures and its structure. However, it seems the app is not enough. According to recent feedback, many international hires feel isolated, overwhelmed or disconnected. Some even wonder if they made the right decision to join the company. The Human Resources (HR) department has started a new initiative called 'Welcome Matters' to enhance the app and improve onboarding. You are members of the 'Welcome Matters' team.

The aim of this session is to discuss common onboarding challenges and suggest practical solutions so that at the end of the session you can produce a short report with evidence-based recommendations.

NOVACORE

› Down to business

A personalised welcome message
HR has requested that you analyse the welcome message provided in the app, and design a template for a more personalised version.

1a **Read the welcome message currently used in the app and, in your team, discuss the questions below.**

1. As a new recruit reading the message, what would your first impression be? How would it make you feel?
2. Some new recruits criticised the welcome message for being 'impersonal' and 'too formal'. Do you agree? Find examples in the message to support your view.

Dear New Employee,
We would like to welcome you to Novacore. As a new member of our organisation, we hope you will quickly become familiar with our company's policies, procedures and goals. Novacore is committed to excellence in all areas of business. We trust that your skills and experience will contribute to the company's continued success. Please use this Welcome app to access important onboarding information and complete your required training. If you need further assistance, contact your line manager.
We wish you a smooth start and look forward to your contributions.
Sincerely,

1b **Suggest ways to write the following items in a friendlier, more personal way.**

1. Greeting: *Dear New Employee,*
2. Welcoming: *We would like to welcome you to Novacore.*
3. Closing: *We wish you a smooth start and look forward to your contributions.*
4. Signing off: *Sincerely,*

1c **Now read the tips, then draft a template for a personalised welcome message that can be customised to a new recruit. Use phrases from task 1b and / or the *Useful phrases* below.**

Tips
› Use the person's name, job title, team, location, etc.
› Make the tone warm and friendly.
› Keep sentences short and clear.
› Give support and encouragement.

› **Useful phrases**
■ We're happy to have you on board.
■ I'm excited to welcome you to Novacore.
■ Your experience in *[field or background]* will be a great addition to our team.
■ It's great to have someone from *[location]* on board.
■ Don't hesitate to ask your *[manager / line manager / buddy]* if you have any questions.
■ Wishing you a great start at Novacore.

1d **In your team. Agree on a final version for the app and include it in your final report to HR at the end of the session.**

ENERGIZER
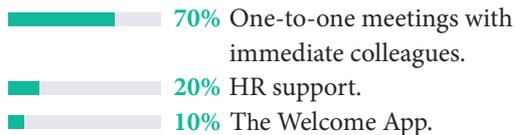**Enjoy watching this video clip.**
▶ A.1

Feedback analysis

New recruits were asked to give feedback after a few weeks in the company. HR has passed on a summary of feedback results to you. Your task is to analyse the feedback and agree on practical recommendations to include in your report for HR.

SUMMARY OF FEEDBACK RESULTS*

❶ What helped you the most during onboarding?

70% One-to-one meetings with immediate colleagues.

20% HR support.

10% The Welcome App.

❷ Were your responsibilities and formal processes explained clearly?

25% Yes, very clearly.

55% Yes, generally OK.

20% No, sometimes / often unclear.
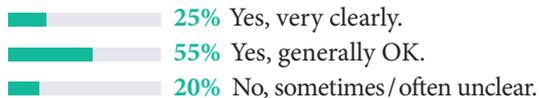
❸ Would you have liked a personal 'buddy' to support you during onboarding?

85% Yes.

10% No.

5% No preference.
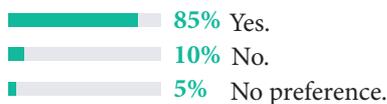
❹ What was your experience of the following aspects of onboarding?

a) Communicating in spoken & written English:

20% No problem.

40% Sometimes problematic.

40% Difficult or very difficult.
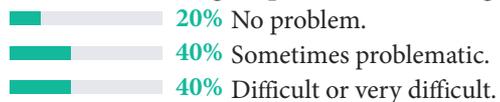
b) Information provided about company structure:

50% Good.

30% Satisfactory.

20% Poor.
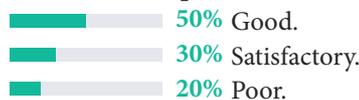
c) Information provided about workplace culture:

20% Good.

30% Satisfactory.

50% Poor.
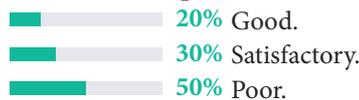
*Response rate: 92%

2a In your team. Discuss the points raised in the feedback by answering the questions below. Come up with recommendations for improvements.

1. What feedback is positive? What is negative?

2. Which problem(s) most urgently need to be solved in your opinion?

3. Which problem(s) (if any) could be solved via the app?

4. Which problems require people-based / personal solutions?

🎧 **A.01 2b You will hear two recruits discussing their onboarding. Read the points, then, as you listen, tick (✓) the points that they refer to. (You won't hear about all of the points!)**

☐ Unclear points of contact

☐ Difficulty understanding accents

☐ Difficulty understanding idioms & informal language

☐ Difficulty understanding humour

☐ Not feeling like a good fit

☐ Feeling uncomfortable due to cultural differences in communication styles

☐ Not knowing who to turn to for help

☐ Finding 'unwritten' rules hard to understand

2c In your team. Discuss solutions to at least three of the onboarding problems mentioned in the audio. Keep a record of the problems and your recommendations so that you can include them in your final report for HR at the end of the session.

A final report for HR
Your final task is to produce a report for HR with your findings.

3 **In your team. Follow the instructions and draft a report.**

1. Use the following template as a guide for your report.
2. Make use of your responses to the previous task and the useful phrases to draft a short report to HR.
3. Decide on a final version to send to HR (your teacher!) and await feedback.

> **Useful phrases**
> ■ We suggest introducing …
> ■ We recommend offering …
> ■ It would be helpful if …

Report template

According to the findings, respondents appreciate [add example(s) of positive feedback]
_____
_____ .

However, [X (= number)] _____ **%
of respondents reported that** [describe problem area(s)] _____
_____ .

This suggests a need for [add your recommendations] _____
_____ .

Several respondents also requested [add further examples and recommendations] _____
_____ .

Based on the findings, we recommend the following: [suggestions in bullet-points]
■ _____
     _____
■ _____
     _____
■ _____
     _____

We also attach our recommendation for a more welcoming and personalised 'welcome message' for the app: [add your welcome message from task 1d].
_____
_____
_____
_____
_____
_____

› Review and AOB

Review what you have learned in this session.

1. Suggest three ways in which a standard welcome message could be personalised.
2. Suggest a plain English way to express the idioms 'a square peg in a round hole' and 'back to square one'.
3. Suggest three ways to formulate a polite formal recommendation.

› Final feedback

What did you find most useful in this session? Tell the class. Any questions?

Business Impact

Starting a new role in an international company can be both exciting and challenging. Whether it's your first job abroad or a move to a new team, a successful onboarding process can shape how easily you settle in. Here, two employees share very different experiences of their first days at work.

Anna

Anna – A Smooth Start in Berlin   When I joined a software company in Berlin, I was a little nervous, but also excited. Fortunately, the company had a very well-organised onboarding system in place.

A few days before I started, I received a detailed welcome email from HR explaining where to go, when to arrive and who I would meet. This clear and timely information helped me feel well-prepared. When I arrived, an HR representative greeted me and handed me a comprehensive welcome pack. It included my job description, employee benefits, instructions for setting up payroll and healthcare, and even some branded items like a hoodie and water bottle.

My induction plan included orientation meetings, short training sessions and a tour of the office. I was given a lunch voucher and shown the cafeteria, which made me feel instantly comfortable. Later, I met my assigned buddy, who introduced me to the team and showed me to my personal workspace. Everything was ready: my computer, phone, stationery, and even a nameplate with my title.

The entire onboarding experience was supportive and professional, and I left that first day feeling confident, valued and motivated to contribute.

Luis

Luis – A Confusing Start in Singapore   I didn't expect the red-carpet treatment, but my onboarding experience at a marketing agency in Singapore was stressful from the beginning. I was anxious when I noticed that the job title in my documents didn't match what was in my offer letter. To make things worse, the department didn't seem to know I was expected. There had clearly been a mistake somewhere, and my new colleagues seemed as confused as I was.

There was no formal orientation or welcome session. I spent my first day at a desk with no equipment, no system access, and no contact person to guide me. On the third day, I received a thick folder packed with internal documents to read through. It was information overload. The amount of material was overwhelming, and I had no idea what was relevant.

Team communication was also difficult. No one could give me a straightforward 'yes' or 'no', so I felt lost. When I asked if I should join a call, my supervisor just said, "You may join if you find it useful," which could mean anything. Coming from another culture and being younger than most of the team, I often felt out of place. Without a buddy or any regular check-ins, I didn't know who to ask for help. By the end of the week, I felt frustrated, unsure of my role, and completely unprepared for what lay ahead.

1 **Read the text and choose the best title.**

a) Onboarding for beginners
b) The best and worst onboarding experiences
c) Making the most of onboarding

2 **Find words or expressions in the text that match the definitions below.**

a) extra advantages provided by an employer _____

b) company system for paying employees _____

c) a colleague assigned to support a new employee _____

d) short meeting to offer support _____

e) too much information at once _____

f) early training and basic information _____

g) initial session to learn about the company _____

h) very warm, professional behaviour _____

3 **Find adjectives in the article that describe how Anna and Luis felt during their onboarding experience. Add them to the table. The first letters are given.**

Positive   **Negative**

a) c_____ **d)** w_____   **g)** a_____ **j)** l_____

b) e_____ **e)** v_____   **h)** c_____ **k)** n_____

c) m_____ **f)** c_____   **i)** f_____ **l)** u_____

4 **Choose suitable adjectives from task 3 to complete each sentence. Sometimes more than one adjective is possible, but don't use the same adjective more than once!**

a) I was _____ by the structured schedule.

b) Information was unclear so I felt completely _____.

c) I was very well looked after which made me feel _____ and _____.

d) The lack of positive feedback made me feel _____ of myself.

e) I was really _____ about the new opportunity!

f) During the first few days I felt a bit _____, but I soon settled in.

5 **Optional extra: Use the questions below to help you prepare a short anecdote describing the onboarding experience of a new recruit in a company. Use at least five adjectives to describe how the recruit felt and what the experience was like. Your anecdote can be funny or serious.**

›   How did the recruit feel before starting?   ›   What was helpful or confusing?
›   What information or support did they receive?   ›   How did they feel at the end of the first week?