
Table of contents

Who this book is for	13
How to use this book	15
1 Introduction	17
1.1 Not just language	17
1.2 What makes communication difficult?	18
1.3 Communicating across cultures	20
1.4 Assess your communication skills	22
Part 1: Fundamentals of communication	27
2 Getting your message across	29
2.1 Ask yourself	29
2.2 Thinking about communication	30
2.3 Strategies for getting your message across	30
2.4 Language phrases: what should you say?	33
2.5 Exercises	35
3 Listening effectively	37
3.1 Ask yourself	37
3.2 Thinking about listening	38
3.3 What is your typical listening style?	38
3.4 Strategies for effective listening	39
3.5 Language phrases: what should you say?	42
3.6 Exercises	43
4 Dealing with different communication styles	45
4.1 Ask yourself	45
4.2 Thinking about communication styles	46
4.3 Strategies for dealing with communication styles	46
4.4 Language phrases: what should you say?	51
4.5 Exercises	53
5 Managing your mindset	55
5.1 Ask yourself	55
5.2 Thinking about mindsets	56
5.3 Strategies for managing your mindset	57

5.4	The “D.I.E.” model of thinking	58
5.5	Developing a positive mindset	59
5.6	Language phrases: what should you say?	61
5.7	Exercises	62
	Part 2: Essential skills for international teams	65
	Forming relationships	67
6	Networking for success	67
6.1	Ask yourself	67
6.2	Thinking about networking	68
6.3	Strategies for networking	69
6.4	Language phrases: what should you say?	72
6.5	Exercises	74
7	Building trust	75
7.1	Ask yourself	75
7.2	Thinking about trust	76
7.3	Strategies for building trust	76
7.4	Language phrases: what should you say?	79
7.5	Exercises	80
8	Creating a team culture	83
8.1	Ask yourself	83
8.2	Thinking about team culture	84
8.3	Strategies for building a team culture	85
8.4	Language phrases: what should you say?	88
8.5	Exercises	90
9	Dealing with “difficult” people	91
9.1	Ask yourself	91
9.2	Thinking about “difficult” people	92
9.3	Strategies for dealing with “difficult” people	93
9.4	Language phrases: what should you say?	96
9.5	Exercises	97
	Building teams	99
10	Defining roles	99
10.1	Ask yourself	99
10.2	Thinking about roles	100

10.3	Strategies for defining roles	100
10.4	Language phrases: what should you say?	103
10.5	Exercises	104
11	Setting priorities	107
11.1	Ask yourself	107
11.2	Thinking about priorities	108
11.3	Strategies for setting priorities	108
11.4	Language phrases: what should you say?	111
11.5	Exercises	112
12	Making decisions	115
12.1	Ask yourself	115
12.2	Thinking about decisions	116
12.3	Leadership and decision-making	116
12.4	Strategies for making better decisions	117
12.5	Language phrases: what should you say?	119
12.6	Exercises	121
13	Working in hybrid teams	123
13.1	Ask yourself	123
13.2	Thinking about hybrid working	124
13.3	Advantages and disadvantages	125
13.4	Key factors for successful hybrid teams	125
13.5	Language phrases: what should you say?	128
13.6	Exercises	129
Leading people	131	
14	Understanding leadership	131
14.1	Ask yourself	131
14.2	Thinking about leadership	132
14.3	Strategies for effective leadership	133
14.4	Language phrases: what should you say?	136
14.5	Exercises	137
15	Influencing others	139
15.1	Ask yourself	139
15.2	Thinking about influencing	140
15.3	Strategies for effective two-way influencing	141
15.4	Language phrases: what should you say?	144
15.5	Exercises	145

16	Taking care of your team	147
16.1	Ask yourself	147
16.2	Thinking about caring	148
16.3	Dimensions of caring	149
16.4	Strategies for caring	149
16.5	Language phrases: what should you say?	151
16.6	Exercises	153
17	Sharing leadership	155
17.1	Ask yourself	155
17.2	Thinking about shared leadership	156
17.3	Strategies for effective shared leadership	157
17.4	Language phrases: what should you say?	159
17.5	Exercises	161
Improving collaboration		163
18	Enabling team performance	163
18.1	Ask yourself	163
18.2	Thinking about team performance	164
18.3	Strategies for enabling team performance	165
18.4	Language phrases: what should you say?	168
18.5	Exercises	170
19	Giving and receiving feedback	171
19.1	Ask yourself	171
19.2	Thinking about feedback	172
19.3	Strategies for giving feedback	173
19.4	Strategies for receiving feedback	175
19.5	Language phrases: what should you say?	176
19.6	Exercises	178
20	Coaching to empower	179
20.1	Ask yourself	179
20.2	Thinking about coaching	180
20.3	The fundamentals of coaching	181
20.4	Strategies for successful coaching	181
20.5	Language phrases: what should you say?	185
20.6	Exercises	186

21	Increasing creativity	189
21.1	Ask yourself	189
21.2	Thinking about creativity	190
21.3	Strategies for increasing creativity	191
21.4	Language phrases: what should you say?	194
21.5	Exercises	195
 Resolving challenges		197
22	Dealing with conflict	197
22.1	Ask yourself	197
22.2	Thinking about conflict	198
22.3	Strategies for managing conflict	198
22.4	Language phrases: what should you say?	202
22.5	Exercises	203
23	Managing change	205
23.1	Ask yourself	205
23.2	Thinking about change	206
23.3	Strategies for managing change	206
23.4	Language phrases: what should you say?	210
23.5	Exercises	211
24	Handling risk	213
24.1	Ask yourself	213
24.2	Thinking about risk	214
24.3	Strategies for managing risk	215
24.4	Language phrases: what should you say?	218
24.5	Exercises	219
25	Navigating disorganization	221
25.1	Ask yourself	221
25.2	Thinking about organizations	222
25.3	Strategies for navigating disorganization	223
25.4	Language phrases: what should you say?	226
25.5	Exercises	227

Part 3: Phrases for key business situations	229
26 Professional socializing	231
26.1 Introductions and small talk	231
26.2 Responding politely	232
26.3 Talking about your work	234
26.4 Socializing in a restaurant	235
26.5 Saying goodbye	236
27 Meetings	239
27.1 Getting started	239
27.2 Facilitating the discussion	241
27.3 Exchanging opinions	242
27.4 Making decisions	243
27.5 Concluding	244
28 Presentations	247
28.1 Getting started	247
28.2 Structuring your presentation	248
28.3 Engaging the audience	250
28.4 Closing your presentation	251
28.5 Handling questions	252
29 Negotiations	255
29.1 Agreeing on the agenda	255
29.2 Explaining positions	256
29.3 Understanding positions	257
29.4 Bargaining	258
29.5 Closing the deal	260
30 Writing	263
30.1 Starting and closing	263
30.2 Essential phrases	265
30.3 Linking words/phrases	268
Answers to the exercises	271
The authors	277