When communicating in a foreign language, the understanding and use of idioms is one of the hardest skills to master. As advanced as one’s vocabulary may be, the meaning of most idioms used in the workplace can still remain unclear. Their meanings – rather than being clearly deducible from the words used – are often based on past events, cultural traditions and even past scandalous behaviour. Without this cultural background, there is in most cases little hope of understanding what has been said. Your only recourse is to familiarise yourself with a few of the more commonly used idioms.

We’ve collected some of the idioms business people use on a nearly daily basis here. Not only do they make for entertaining reading, they’re worth memorising and working into your conversation and writing.

**Idioms concerning people and things**

**across the board**
*Meaning:* Including everyone or everything
*Example:* Each year we perform an across-the-board review of employee productivity.

**boys in the back room**
*Meaning:* The faceless group of powerful people making decisions behind the scenes (the group could contain both men and women). The idiom usually implies the opinion that the group’s decisions are driven by personal interests.
*Example:* We’re facing yet another plant closing this year. I think the boys in the back room have something big in mind.

**to come on strong**
*Meaning:* To overwhelm someone with very strong language or behaviour
*Example:* Our competitors have one weakness: consumers consistently complain that their sales people come on too strong. We should take advantage of this in our marketing messages.

**Idioms concerning money**

**bang for the buck**
*Meaning:* High value for the money spent
*Example:* We’ve been getting the biggest bang for our buck with Internet advertising.

**bottom line**
*Meaning:* The final figure on a financial report representing the total result. Usually used to refer to the final result, evaluation, outcome or meaning of something.
*Example:* You’ve presented quite a bit of information about the challenges we’re currently facing in our quality process. What exactly is the bottom line?

**budget crunch**
*Meaning:* The condition of not having enough money available to pay for what needs to be purchased
*Example:* As a result of our current budget crunch, we’ve put a moratorium on hiring outside contractors.

**to tighten the belt**
*Meaning:* To reduce costs by eliminating the purchase of products and services that are not directly necessary to the functioning of business
*Example:* The smaller-than-expected number of Hollywood films this year has resulted in a temporary decrease in demand for our popcorn machines. Sales are significantly down. I’m afraid we’ll have to tighten our belt for the rest of the year.

**to break even**
*Meaning:* To have expenses equal to income
*Example:* Our new business unit has been breaking even right from the very start.

**to cut corners**
*Meaning:* To reduce costs by eliminating necessary items that have a small cost, or: To complete a project or task faster by skipping over small details, often implying that quality may have been sacrificed to meet the deadline.
*Example:* As a result of our current budget crunch, we’ve had to cut corners. We delivered the solution on time, but we had to cut a few corners to do it.
Idioms concerning concepts

at a loss
*Meaning:* The condition of having lost money, Or: the condition of not having an answer or reply
*Example:* We just purchased the company last year, and now we've had to sell it at a loss. I'm afraid I'm at a loss for an explanation.

to carry the day
*Meaning:* To win, or to win complete support for something
*Example:* The competitive customer presentation yesterday was really tough, but we managed to carry the day.

at face value
*Meaning:* The value something has based on its appearance alone
*Example:* I think we should take his comments at face value.

to have one’s finger in the pie
*Meaning:* To have an interest in something, Or: to be inappropriately involved in something
*Example:* Mary Samuelson has her finger in every pie. It really slows our projects down.

to throw cold water on something
*Meaning:* To go against, discourage, forbid or put an end to something, or to take the excitement out of it by confronting people with reality. Creates a visual image of a quick and sobering action.
*Example:* The CEO threw cold water on our expansion plans after he was informed of the sales projections for the year.

a bitter pill to swallow
*Meaning:* Bad news that’s difficult to accept
*Example:* Mathew Brody has been our interim CEO for the last two years, and he worked hard to secure a permanent appointment to the position. The surprise selection of Andrea Matin as the new CEO instead must have been a bitter pill for him to swallow.

my gut tells me
*Meaning:* I have a strong feeling that...
*Example:* My gut (Bauchgefühl) tells me that we should proceed with our plans on schedule.

Idioms concerning work

banker’s hours
*Meaning:* Short working hours similar to the opening hours of a bank
*Example:* Her decision to quit was no surprise. After her last performance review, she started working banker’s hours. Quitting was the obvious next step.

to deliver the goods
*Meaning:* To succeed in delivering assigned work with high quality
*Example:* We managed to keep developing our new, highly advanced light-bulb oven under wraps for two years before the competition learned about what we were doing and brought a competing product to market before we could even finish.

to face the music
*Meaning:* To have to deal with the consequences of an action
*Example:* Some of our sales people have been openly bad-mouthing our competitors during customer visits, and now we’re having to face the music.

to keep something under wraps
*Meaning:* To keep a plan or effort secret
*Example:* We managed to keep development of our new, highly advanced light-bulb oven under wraps for two years before the competition learned about what we were doing and brought a competing product to market before we could even finish.

to pass the buck
*Meaning:* To shift the blame to someone else
*Example:* Every time we try to confront him with constructive feedback, he tries to pass the buck.

to pull one’s weight
*Meaning:* To do one’s share of the work
*Example:* One reason for our continuing success is that everyone on the team is committed to pulling their own weight year after year.

down to the wire
*Meaning:* Until the last minute
*Example:* We worked down to the wire to deliver that financial report.

in the loop
*Meaning:* To be aware of what is going on
*Example:* While I was sick, my manager kept me in the loop via e-mail so I’d be able to step right back into the job without any difficulty. Also: As soon as I started working earlier and leaving at 3, I found myself out of the loop.

to lay something on the table
*Meaning:* To present for discussion, usually implying that the matter is something people don’t want to discuss
*Example:* We thought we had done a good job with the presentation until the CEO laid his concerns on the table.
Tying up the conversation

One of the most important aspects of tying up a holiday conversation is to let your conversation partner know that what he or she said sounded very interesting:

That sounds really fantastic. Maybe I should consider going there sometime.

That sounds really exciting. I'll have to give you a call again when you're back to find out how your trip was.

I have to admit I'm quite jealous. ...

... Your holiday sounds like it was really something special!

... Your holiday plans sound really unique and exciting!

Have a good time!

Asking someone about a past or upcoming holiday is an excellent small-talk technique for building personal rapport during the initial-contact stage or with colleagues you speak with regularly.

Surprisingly, many people feel tongue-tied after they’ve asked where their conversation partner spent his or her holiday. Without being prepared with a number of follow-on questions that show you are truly listening and interested, the rest of a holiday conversation can become quickly mundane.

Here is a collection of holiday-related small-talk questions that will help you be ready with the right questions during your next conversation.

Getting the conversation going

Holidays in the past

Weren't you on holiday last month?

What did you do for your summer holiday?

Where did you take your summer holiday this year?

Did you take any vacation time during the Memorial Day holiday weekend? (for US colleagues)

In the past

What did you do?

Where did you go?

How long were you there?

Did you have any memorable moments?

How was the weather? Isn’t it really snowy/hot/rainy/humid there that time of year?

That’s quite a distance. How was the trip?

Did you find time to see the Eiffel Tower?

What was your impression of the city/people/restaurants?

Did you visit anyone there, or was your trip purely for sightseeing/sport?

What would you say was the highpoint of your trip?

Would you go back again?

Does that mean you returned completely relaxed and ready for hard work?

Follow-on questions

Oh! Do you do a lot of skiing/hiking/swimming/diving?

Isn’t Edinburgh known for its … ?

Is that something you do every year?

Really? That’s an unusual destination.

What led you to decide to go there?

Oh, that’s interesting!

Have you done that before?

In the future

What will you be doing?

Where will you be going?

How long will you be away?

That’s quite a distance. How will you be getting there?

What do you plan to do while you are there?

Will you be visiting anyone there, or will your trip be purely for sightseeing/sport?

What do you believe will be the highpoint of the trip?

What part of the trip are you looking forward to most?

In the US and Canada, the word holiday refers to an actual day designated as a non-working day for everyone (like Thanksgiving or Christmas). Americans and Canadians use the word vacation instead of holiday to avoid confusion: Weren’t you on vacation last month? When did you take your last vacation?

In the future

Have you got any upcoming holiday/vacation plans?

Won’t you be on holiday next month?

Will you be taking a summer holiday this year?

Where will you be taking your summer holiday this year?

Will you be taking any time off during the July 4th holiday weekend? (for US colleagues)

Follow-on questions

Oh! Do you do a lot of skiing/hiking/swimming/diving?

Isn’t Edinburgh known for its … ?

Is that something you do every year?
Zweifel und Einwände

Expressing doubt
I’m not fully convinced.
I don’t find these data convincing. Do you have any other evidence supporting your position?
Do you really believe we’ll be able to …?
Is that really a good idea? We’ve already seen how …
I don’t have a good feeling about the information you just presented. Could you elaborate further on …?
I see the point you’re trying to make about …, but I must admit I still have an uneasy feeling about …
Yes, we’ve seen these numbers in last quarter’s sales report. I questioned their validity then.
I still haven’t heard/seen anything that would lead me to concur with your opinion that …
I think we need to be a bit careful here. While the information you’re presenting does seem incontrovertible, it could also be that another conclusion could be reached by viewing the data from another perspective.
Have you reviewed all of the possible scenarios to make sure we haven’t overlooked something?

Raising objections
Hmm. That may well be, but what about the issue of …?
You do have a good point there, but what about …?
That may be correct, but it’s also true that … Doesn’t this mean we need to gather more data before we can make a decision?
You may well be right in your assertion that …, but what about …?
I take your point. However, I feel I must point out that … and … Don’t these facts undermine the point you’re trying to make?
I suppose you have a point there. However, I still think a clear analysis is impossible without the data from … which we do not yet have.
Your suggested approach does sound like the most logical solution, but I still think we should explore other possibilities.

Even if we were to assume you are right for the purpose of discussion, I still believe the idea is full of hidden pitfalls. We must explore this in more detail before making a decision.

Responding to doubt and objection
Although Americans generally have a reputation for being direct, it’s important to know that all native-English speakers tend to be very polite and professional in meetings. This is especially true of the British, who will use understatement to soften the impact of their actual opinions. To be safe, the following phrases should therefore be regarded as expressions of strong doubt or objection:
I don’t think this idea makes a lot of sense.
I don’t think this point will lead us to a productive discussion.
I’m afraid …
I’m sorry, but …
I fear I’ll have to …
You may well have a point there, but …

Leaving doubts and objections unchecked allows them to continue growing outside the meeting. In addition – because of the use of understatement – you can never know just how serious a doubt or objection is. The best approach is therefore to assume doubts and objections are always extremely serious and to handle them immediately and professionally. Here are a few helpful patterns:
I have to admit that I, too, did not find the data fully convincing until I discovered that …
I understand your scepticism, especially since … and … However, an important consideration to remember is … This contributes directly to …, and provides further evidence that my line of reasoning is well-founded.
I understand your hesitancy. Yes, a similar idea was attempted in our East Asian office with disastrous results. I must admit. However, I must emphasise that the underlying market conditions here are completely different. To eliminate any possibility of repeating our East Asian disaster, we’ve implemented a series of market tests that quickly delivered promising and incontestable results.
Yes, I had the same uneasy feeling about this issue until I delved a bit further into the matter and determined that …
Gelungene Glückwünsche

Acknowledging a colleague’s success is a very gracious and respectful thing to do. It will also set you ahead of others in the workplace. Delivering congratulations, however, can sometimes feel like an awkward challenge. When should you congratulate a colleague? Under what circumstances? Exactly how should it be done to avoid misunderstanding or insult?

In an age when the workplace is comprised of a mixture of people from different cultures, the answers to these questions aren’t always so easy. Here’s a brief guide to offering congratulations that hit the mark every time.

Turning-point events

Imagine congratulating your colleague Mrs. Baker on her birthday, the next week on her promotion, the next week on closing a large deal with a new customer and the next week on the purchase of her new house. While each of these events may be worthy of congratulation, offering your congratulations with this kind of regularity has the effect of diluting your kind words to the point of insincerity. Unless you are a personal friend, it makes sense to filter your congratulations so that they focus only on the truly important events in your colleague’s life and do not become too frequent.

A birthday, or the purchase of a new house, for example, is clearly a life event. Such an occasion, however, is not so important that it represents a major change in your colleague’s life. Other events, like marriages and promotions, for example, are turning-point events and clearly deserve higher-priority attention.

Tip!

Feel free to congratulate your colleague on both life and turning-point events. If you know your colleague will be experiencing one or more turning-point events in the near future, however, save your congratulations for these events instead.

Turning-point events

In most cases, congratulations for turning-point events are best delivered as handwritten notes or cards. Keep your message positive and focused on the future. If you do not know the colleague well, a handwritten note may seem strange. In this case, consider offering a short congratulation at the end of a telephone call, in an e-mail or when meeting briefly in your building.

Promotion/Assignment

Your hard work has paid off.
Congratulations on your promotion!
Congratulations on your new assignment!
You’ve earned it!
We/I can’t think of anyone who deserved it more than you.
My/Our best wishes for the greatest success with your new challenge as … (new role).

Marriage

Congratulations on your marriage.
We/I wish you luck and happiness in the years to come.

Birth

Congratulating a colleague on the birth of a baby can be touchy. You never know how he or she might be feeling about the experience and the commitment – especially if your colleague is a woman who will be raising the child alone. The best approach is to be supportive and positive. Admire the effort and challenge your colleague has taken on, even if your colleague is the primary caregiver. The new parent will appreciate your genuine desire for their happiness.

Children are the future of the world, and you’ve just made a major contribution.
Bringing a child into the world is a major commitment filled with challenges and joy.

Congratulations on the birth of your new baby!
My/Our best wishes for the health and happiness of the newest member of your family.

Retirement

Some people have dreamed of retirement from the very first day they stepped into the workplace. Others can’t imagine a life without work, and may even loathe the thought of the unfilled hours that lie ahead of them. For either type of individual, the transition from working to retired life is sure to be a challenge.

Congratulations on a job well done!
Congratulations on your retirement!
My/Our best wishes for a happy and rewarding life in retirement!
My/Our congratulations on your retirement and best wishes for success and fulfilment in the coming years!

Tip!

Congratulations for turning-point events are often accompanied by a personal gift or a gift from the team. If you decide to present your colleague with a gift, there are two types to consider. Here is a short list of business-appropriate gifts in each category:

Temporary: Flowers, sweets, food, gift certificates, wine, spirits
Lasting: Something for the desk or wall, accessories such as watches, necklaces or tie pins

Important: Joke gifts are only appropriate in a party setting, and only when the joke gifts are not embarrassing and are followed by serious gifts.

Life events

Like turning-point events, congratulations for life events are often delivered to friends and family in the form of handwritten notes and cards. For business colleagues, however, this could be regarded as strange. Such congratulations are nearly always delivered on the telephone or in e-mail as part of a business conversation that would normally take place – for example, at the beginning of a telephone call to set the tone, or at the end of an e-mail as a closing statement.

Tip!

If you wish to congratulate a business colleague you have good rapport with, but with whom you seldom communicate, a short e-mail is the best approach.
Congratulations on your new house!

I just noticed on my calendar that congratulations are in order.
I'm not sure which day is your birthday, but I remember it's in July, so I thought I'd take the opportunity to wish you a Happy Birthday!
My/our best wishes on your Birthday!
May the coming year be filled with success and happiness!
Happy Birthday!

Warning!
Avoid mentioning a specific age or general age group when congratulating a business colleague — even in the form of a joke. Doing so is extremely unprofessional and may be viewed as being excessively personal.

Engagement
My/our congratulations on your engagement. We/I wish you happiness and joy on this important turning point in your life.

Major accomplishment
Congratulations on your graduation!
Congratulations on achieving your certification as Quality Assurance Manager!
Congratulations on closing the deal with Helios!
I just heard you purchased a new (Automobile Type). Congratulations!
I just heard you recently graduated/became certified as an …/were awarded … Congratulations!

Purchase of house or automobile
Congratulations on your new house!
We/I wish you great happiness and success in your new residence.
I just heard you purchased a new (Automobile Type). Congratulations!

Personal victories
After so much illness in the past year, we're all excited to see you back working full-time, healthy and happy. Congratulations on pulling through the hard times!
Losing weight is a major challenge, and you've succeeded where many others fail. Congratulations! You look great!

Pointers and guidelines
Here are a few additional guidelines for delivering your congratulatory wishes:
• Strict Muslims and Jehovah's Witnesses do not observe birthdays.
• If your colleague is someone you know well, taking him or her to lunch to celebrate a turning-point or life event is a good way to offer congratulations and spend more time together. Make sure it's clear in your invitation that you're paying.
• Congratulations should be offered immediately after the event has occurred. The longer you wait, the stranger and less sincere your congratulations will sound.
• When sending hand-written congratulations or congratulating someone in e-mail, start by mentioning the specific event or award that prompted your note.
• If you receive a wedding invitation from a colleague, you should send your written congratulations and some sort of gift even if you don't attend.
• When congratulating someone for an accomplishment, praise him for his success and the significance of it.

Congratulatory no-nos
When offering your congratulations:
• Never allude to how a colleague's success may benefit you.
• Never exaggerate, as this will sound sarcastic.
• Never compare your colleague with other famous people or successful people in your business community.
• Never use formal, stiff writing. Your wording should reflect the way you would speak.
• Never mention anything negative!

Telephone congratulations
Before we start, …
Before we say goodbye, …
I just wanted to mention that I heard you recently …

Tip!
When congratulating someone for winning a competition you lost, or receiving a promotion you were passed over for, swallow your pride and be magnanimous. Offer your congratulations so that they sound honest and sincere. Do not go overboard, as this will sound artificial. Likewise, being emotionally cool will sound petty.

Congratulations! That’s really an achievement!

E-mail congratulations
In e-mail, congratulations are best given just before your closing. Keep them short for greater impact:
I recently heard that you …
Congratulations!

Acknowledging a congratulation
If a personal friend were to congratulate you on the phone or in person, or if you were to receive a gift from him, you would of course say thank you. In today's fast-paced, technology-oriented workplace, however, the art of saying thank you has nearly been lost. Nevertheless, when a colleague takes the time to congratulate you for an achievement in your life, saying thank you is not only polite, it's a good way to build further rapport.

If you receive a hand-written note or card, you should respond in the same way, even if it seems like overkill. If you've been congratulated in e-mail, a short reply via e-mail is acceptable – even if your thank you is simply added to business communication you will be transacting anyway.
A thank you doesn't have to be long. Simply being acknowledged is enough to make most people feel appreciated. Here are a few useful phrases:
Thanks!

Thanks for your note!
I appreciate your kind words.

Thank you for taking the time to write!
Thank you for your kind wishes (on this happy occasion)!

VOKABELN ZUM TEXT
• awkward heikel, unangenehm
• to dilute verdünnen; hier: abschwächen
• touchy empfindlich; hier: heikel
• to loathe verabscheuen
• magnanimous großmütig
• petty kleinlich
• to allude to auf etwas anspielen, hinweisen
• to exaggerate übertreiben
• overkill totales Übermaß

Hier anhören und trainieren: Klick
Modal verbs are special verbs that modify the meaning of other verbs to add the feelings of necessity, certainty, prohibition, recommendation, expectation, probability, ability, willingness or obligation.

The most common modal verbs are:

<table>
<thead>
<tr>
<th>Can</th>
<th>Ought to</th>
<th>Need to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Could</td>
<td>Shall</td>
<td>Need not</td>
</tr>
<tr>
<td>May</td>
<td>Should</td>
<td>Would</td>
</tr>
<tr>
<td>Might</td>
<td>Must</td>
<td>Will</td>
</tr>
</tbody>
</table>

When expressing obligation, lack of obligation or prohibition, it’s important to know how to use the modal verbs must, should and need to.

Expressing obligation

Must is used to convey a feeling of strong obligation. In the present or future, the expressions have to (AmE) and have got to (BrE) – which are not modal verbs – can be used interchangeably with must. In the past, had to must be used.

Mrs Jones must improve the quality of her work before her next performance review.

May not need to use have to. We will have to book our flights before tomorrow.

We had to submit to a thorough security inspection at the airport.

We’ll have to leave early because of a previously scheduled appointment.

In the negative, the usual forms are did not/do not have to.

She didn’t have to take the train after all. They don’t have to attend the meeting.

In the future, common forms are haven’t got to and do not have to.

Haven’t you got to be there at 10? Don’t you have to set up the conference call in advance?

Note also that must may be used to imply logical obligation.

You must be the man who called yesterday.

Expressing mild obligation

Should is used to express mild obligation.

In the past, should have is used.

You really should discuss your idea with the regional manager.

You should have discussed your idea with the regional manager before acting on it.

Expressing lack of obligation

Need not is used to express a lack of obligation. The past form is need not have.

Because need not and need not have sound rather archaic and formal, most native English speakers will contract them. Some speakers use don’t need to and don’t have to instead of need not.

We needn’t respond to their request because it was not made through formal channels.

We needn’t have discussed our impending downsizing effort – they already knew about it.

Expressing prohibition

Must not is used to express prohibition.

In the past tense, was/were not allowed to is used. These forms are also usually contracted unless the overall effect should be formal.

You must refrain from making sales pitches during networking events. Our goal during these events is simply to get to know people better.

Participants were not allowed to have their mobile phones switched on during the event.

Most native speakers prefer to use should not (in the past should not have) to dissuade rather than prohibit. This is a form of weak prohibition.

You should not reply to their request before we’ve contemplated the potential consequences.

Shades of meaning

Understanding modal verbs of obligation can be difficult. The same word used in various ways can result in various shades of meaning. Here are a few guidelines that will help clarify the more common areas of confusion:

• Must is personal. Use must when you speak from a personal point of view, express your opinion or state what you think is necessary. You must do something about the current crisis.

• Have to can be personal or impersonal. If your statement is personal, you can use must or have to interchangeably. When speaking about facts, rules or situations, however, have to is correct. I have to be at the train station at 7 tomorrow morning.

• Must can be used to talk about the present and future, but not the past. In the past, you need to use have to. I had to sit through three meetings yesterday.

• Must not expresses obligation. Do not have to expresses lack of obligation.

• Must is always stronger than should when expressing obligation.

 sắt | betont
• impeding | bevorstehend
• overall | insgesamt, allumfassend
• to dissuade | jemandem etwas ausreden
• to contemplate | nachdenken; hier: durchdenken

Hier anhören und trainieren: Klick
8. If we expect to be the first to market, we'll have to keep our product development plans.

7. Although our Asian business unit has been ______________________ (not making a loss or profit) since it began operation, it has been plagued by one problem with cash-flow management.

5. She hasn't been __________________________ (doing her share of the work) for the last six months and she's been working ___________________ (short working hours). We've had numerous discussions with her about her behaviour, but she's been unresponsive. A termination is ______________________ (being processed).

4. You eight-week holiday is approved on the condition that you monitor your e-mail regularly to stay ____________________ (aware of what is going on).

3. I'm sorry to ________________________ (go against) your idea, but the reality is that modifications to product specifications require a lead time of 12 months. That's simply too long to wait.

2. The project is running behind. If we still want to complete it on time, we'll have to ________________________ (to present for discussion), we can assume that accelerating our delivery process by three days will result in greater customer satisfaction and increased sales.

1. I believe we have many excellent advertising options. Where do you think we can get the __________________________ (best value)?

Wichtige Redewendungen im Geschäftsleben – EASY

Fill in the missing idioms using the provided clues. You may need to modify verb tenses, add, delete or rearrange words, or use portions of the idioms presented on pages 1 and 2.

1. I believe we have many excellent advertising options. Where do you think we can get the __________________________ (best value)?

2. The project is running behind. If we still want to complete it on time, we'll have to ________________________ (to present for discussion), we can assume that accelerating our delivery process by three days will result in greater customer satisfaction and increased sales.

3. I'm sorry to ________________________ (go against) your idea, but the reality is that modifications to product specifications require a lead time of 12 months. That's simply too long to wait.

4. Your eight-week holiday is approved on the condition that you monitor your e-mail regularly to stay ____________________ (aware of what is going on).

5. She hasn't been __________________________ (doing her share of the work) for the last six months and she's been working ___________________ (short working hours). We've had numerous discussions with her about her behaviour, but she's been unresponsive. A termination is ______________________ (being processed).

6. If I take this report ______________________ (based on its superficial meaning), we can assume that accelerating our delivery process by three days will result in greater customer satisfaction and increased sales.

7. Although our Asian business unit has been ________________________ (not having anything to say) for the last six months and she's been working ___________________ (short working hours). We've had numerous discussions with her about her behaviour, but she's been unresponsive. A termination is ______________________ (being processed).

8. If we expect to be the first to market, we'll have to keep our product development plans __________________________ (secret) for 18 months. Is that realistic?

9. After the CEO laid his plans for massive downsizing measures ____________________, everyone was ________________________ (not having anything to say) for words. It was a __________________________ (bad news that is difficult to accept).

10. I'm sorry, but I believe that your suggested strategy is a real ________________________ (something having low odds). __________________________ (I have a strong feeling) that we should do exactly the opposite.

ANSWERS

Must oder have to? – EASY
1. must or have to (statement of personal opinion) — 2. has to (statement of fact) — 3. has to (statement of fact) — 4. had to (strong obligation in the past requires have to in the past tense) — 5. will have to (statement of rule) — 6. had to (strong obligation in the past requires have to in the past tense) — 7. must or have to (statement of personal opinion, native speakers would typically use the future tense when using have to in this context) — 8. has to (statement of fact)

Müssen und sollen richtig angewendet – MEDIUM

Fill the correct version of the modal verb of obligation into each sentence using the provided clues. You may need to modify verb tenses and words.

1. You __________________________ discuss your holiday plans with your manager at least three months in advance. (mild obligation)

2. You __________________________ check and verify the production statistics with the staff at the end of every quarter before releasing the information to senior management. (strong obligation)

3. You __________________________ fill out a call report when callers request you to transfer them to another extension. (lack of obligation)

4. You __________________________ prevent this from happening again. (prohibition)

5. If the call centre wishes to increase their efficiency, they __________________________ try to greet callers less formally. (mild obligation)

6. You __________________________ not rely on that printer if you've got a deadline. (weak obligation)

7. __________________________ have the conference room set up before 10:30? (strong obligation, negated)

8. She wasn't there because she __________________________ attend the meeting to begin with. (strong obligation, negated)

9. We __________________________ prepare a response to their proposal in two days. (strong obligation in the past)

10. You __________________________ be the woman I spoke with yesterday. (logical obligation)

11. Martin __________________________ completed the report by now. (weak obligation)

12. We __________________________ interrupt the presentation until the very end. (past prohibition, negated)

13. Mrs Sanford __________________________ complete her project until the end of next week. (strong obligation, negated)

14. We __________________________ responded to those negative media statements. Our responses made us look bad. (mild obligation, negated)
**MUST ODER HAVE TO? – EASY**

Remember that *must* is personal, and *have to* may be personal or impersonal. Review the rules on page 7, then fill in *must* or *have to* in each of the following sentences. Be sure your verb tense is correct.

1. It’s an incredible seminar. You simply ______________ attend.
2. Mrs Meriwether will be leaving after lunch. She ______________ go to the doctor.
3. In many companies, each employee ______________ undergo an annual health examination.
4. I ______________ participate in meetings all day yesterday.
5. If you want to attend the tradeshow next month, you ______________ book your travel arrangements next week.
6. Mr Singenthaler ______________ leave early because of a previous appointment.
7. If you expect to be taken more seriously around here, you ______________ do something about the way you dress.
8. Andrea starts work at 7, so she ______________ get up at 5:30.
Sehr geehrte Leser,

vielen Dank für Ihr Vertrauen in unsere Produkte und Ihre Bestellung. Wir hoffen, dass Ihnen die aktuelle Ausgabe gefallen hat. Da wir den OWAD Business English Trainer möglichst exakt nach Ihren Wünschen erstellen möchten, bitten wir Sie um Ihre Meinung:

Ihr Feedback zur Juli-Ausgabe

<table>
<thead>
<tr>
<th>Seite</th>
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<th>weniger interessant</th>
<th>interessant</th>
<th>sehr interessant</th>
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<tr>
<td>1, 2</td>
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<td>3</td>
<td>SMALL TALK</td>
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<td>8, 9</td>
<td>TRAINING</td>
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</tbody>
</table>

Über Ihre Themenwünsche und Anregungen freuen wir uns sehr:

Vielen Dank für Ihre Mühe

Ihr OWAD Business English Trainer-Team
### Exklusiver Service von OWAD

Liebe Leser,


Falls Sie Probleme haben sollten, wenden Sie sich bitte per E-Mail an unseren Kundenservice: obet@insiders-english.com

Viel Spaß beim Lernen.

Ihr

OWAD Business English Trainer-Team

<table>
<thead>
<tr>
<th>deducible</th>
<th>ableitbar</th>
<th>recourse</th>
<th>einzige mögliche Vorgehensweise</th>
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<tbody>
<tr>
<td>able to be reasoned by logic</td>
<td>able to be reasoned by logic</td>
<td>a single, possible approach</td>
<td>einzig mögliche Vorgehensweise</td>
</tr>
<tr>
<td>to overwhelm</td>
<td>überwältigen</td>
<td>to put a moratorium on</td>
<td>auf Eis legen</td>
</tr>
<tr>
<td>to overcome emotionally</td>
<td>to overcome emotionally</td>
<td>to put a moratorium on</td>
<td>auf Eis legen</td>
</tr>
<tr>
<td>to discourage</td>
<td>abraten, entmutigen</td>
<td>interim</td>
<td>zwischenzeitlich</td>
</tr>
<tr>
<td>to try to prevent something through advice</td>
<td>to try to prevent something through advice</td>
<td>temporary</td>
<td></td>
</tr>
</tbody>
</table>

Bitte hier schneiden bzw. vorgestanzte Karteikarten von AVERY ZWECKFORM (Art.-Nr. C32254) oder von Sigel (Art.-Nr. LP 701) benutzen.
to bad-mouth | schlecht über jemanden reden

mundane | alltäglich, gewöhnlich (nicht mondän!)

to speak poorly about someone

everyday, and therefore not interesting

guise | Vorwand

pretence

to concur | übereinstimmen

to be in agreement of opinion

incontrovertible | unbestreitbar

assertion | Behauptung

impossible to argue with

a point made as part of a discussion

unchecked | ungehemmt, unkontrolliert

hesitancy | Zögern

not prevented from growing or continuing

a feeling of uncertainty that makes one pause before doing something
incontestable
impossible to challenge
awkward
hard to deal with and causing distress or embarrassment
touchy
requiring special tact or skill in handling
magnanimous
generous in forgiving and not showing resentment
to heckle
to try to embarrass and annoy
to dilute
to lessen the force or effect of
to loathe
to dislike greatly
petty
marked by narrowness or meanness of spirit
to allude to
auf etwas anspielen, hinweisen

to exaggerate
übertreiben

to represent something greater than is actually the case

overkill
totales Übermaß

in excess of what is necessary to achieve a result

emphatic
betont

spoken with emphasis

impending
bevorstehend

overall
insgesamt, allumfassend

involving everything

to dissuade
jemandem etwas ausreden

to try to talk someone out of doing something

to contemplate
durchdenken

to consider thoughtfully and at length

Bitte hier schneiden bzw. vorgestanzte Karteikarten von AVERY ZWECKFORM (Art.-Nr. C32254) oder von Sigel (Art.-Nr. LP 701) benutzen.