

**A Choose the correct alternatives to complete the sentences.**

- If we ~~went~~ /go for a fixed-price contract, the consultant *will assume* / ~~assumed~~ most risk.
- Unless we *would hire* /hire an independent consultant, we ~~won't~~ /wouldn't sort out our mess.
- If a company *is* /will be very cash-generative, it *may* /would decide it doesn't need to sell any investments at all.
- They said further strike ballots *are* /were likely if talks between the union and the companies *will* /did not succeed.
- The system *allows* /would allow for reductions in penalties for corporate crimes if companies already *have* /will have programmes to detect and prevent misconduct.
- If we *had found* /found their previous report more illuminating, we *turned* /would have turned to the same management consultancy firm.
- I ~~won't~~ /wouldn't agree to pay such a high fee if I *were* /am you.
- We ~~wouldn't have agreed~~ /didn't agree to such a high fee if the consultant *weren't* /hadn't been so well known.
- We *have* /had serious problems at management level. If only we *hire* /could hire a consultant!
- If only I ~~hadn't taken on~~ /didn't take on that contract, I'd be /I'll be much happier today.

**B Rewrite the following as conditional sentences.**

- We were not given sufficient time and resources. That's why we couldn't do the research in-house.  
*If we had been given sufficient time and resources, we could have done the research in-house.*
- I know they don't have the necessary skills to do the work in-house. That's why they have to rely on an outside expert.  
If they .....
- I was not well prepared. So now I don't feel good about the negotiation.  
If I .....
- He isn't a good communicator. We can't ask him to conduct the negotiation.  
If he .....
- They didn't set a realistic timescale. The project wasn't completed on time.  
If they .....
- It's a pity I wasn't able to negotiate better terms.  
I wish I .....
- We didn't bring in a consultant. The crisis wasn't defused very quickly.  
If we .....
- He is an inefficient manager. His projects are not on budget.  
If he .....
- I didn't realise my client was dissatisfied. I didn't make a substantial concession.  
If I .....
- We weren't clear about what we wanted. Now we aren't pleased with what we've got.  
If we .....

**C Complete the second sentence in each pair so that it has approximately the same meaning as the first sentence. Use exactly three words, including the word given.**

- Providing that you deliver this month, we agree to cover freight costs.  
**condition**  
We agree to cover freight costs ..... you deliver this month.
- If you are interested in our training solutions, please contact our local office.  
**should**  
..... interested in our training solutions, please contact our local office.
- If we don't get some results soon, we won't see this project through.  
**unless**  
We won't see this project through ..... some results soon.
- We'll launch a new project if you're on time and on budget on this occasion.  
**long**  
..... you're on time and on budget on this occasion, we'll launch a new project.
- You may need further information, so I'll give you my contact details.  
**case**  
I'll give you my contact details ..... need further information.

**D Complete the text with suitable words.**

## US chief executives top performance survey

European and Asian chief executives have shorter tenure and are more likely to be fired for poor performance ... *than* ...<sup>1</sup> their North American counterparts, .....<sup>2</sup> to an international survey of 2,500 listed companies.

The survey, by Booz Allen Hamilton, the management consultants, found that 16.8 per cent of European chief executives left .....<sup>3</sup> posts last year – a 42.5 per cent increase on 1995 – due to either poor performance .....<sup>4</sup> through retirement.

The chief executive turnover rate in Asia, excluding Japan, was 17.5 per cent – 256 per cent higher than in 1995. The figure in Japan was 15.5 per cent. In .....<sup>5</sup> of the publicity given to high-profile departures

of corporate leaders, .....<sup>6</sup> as Douglas Daft at Coca-Cola, only 11.7 per cent of chief executives in North America left their jobs last year.

European chief executives were also .....<sup>7</sup> likely to be dismissed than their North American counterparts. In Europe, 42 per cent of chief executive departures resulted .....<sup>8</sup> poor performance, compared with 31 per cent in North America.

The tenure of European chief executives who were forced out was only 2.5 years, compared with an average .....<sup>9</sup> 4.5 years worldwide.

European chief executives who left were also younger than .....<sup>10</sup> North American

counterparts. The average age for departing European chief executives was 54, compared with 58 in North America. Departing Asian chief executives, outside Japan, had .....<sup>11</sup> average age of 56. Japanese departing chief executives were the oldest, with an average age of 65.

Booz Allen said the main reason chief executives .....<sup>12</sup> dismissed was the poor performance of their companies' share price. 'Under-performance – not ethics, not illegality, not power struggles – is the primary reason CEOs get fired,' the consultancy said.

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