

Module 1 — Strategic Communication & Vision

Everything worth remembering from this module — read it once, then take the Final Quiz.

Grammar in a nutshell

Future forms (advanced)

At B2, English has a rich set of future forms for fine distinctions: completed actions, actions in progress, schedules, and the future in the past.

Future perfect & continuous: *will have + V3 = finished before a future point; will be + -ing = in progress at a future time; will have been + -ing = duration up to a future point.* → *By Friday we will have finished. / This time tomorrow I will be flying.*

be to / be about to / be due to: *be to + base (formal plans/instructions); be about to (on the point of); be due to (scheduled).* → *The CEO is to announce it. / We are about to leave. / The train is due to arrive.*

Future in the past & review: *For a future seen from the past: was going to / would / was about to. Review: will (decisions/predictions), going to (plans/evidence), present continuous (arrangements), present simple (timetables).* 💡 *Tip: After when, before, as soon as, by the time use a present (or present perfect) form, never will.*

Linking & cohesion devices

Cohesion makes a text flow: linking words signal relationships, while substitution and ellipsis avoid repetition.

Linking words: *Contrast: however, nonetheless, whereas. Result: therefore, thus, consequently. Addition: moreover, in addition, furthermore.*

Substitution (one/ones, so, do so): *Avoid repeating nouns with one/ones; replace a verb phrase with do so / do it or so.* → *I prefer the red one. / He promised to help, and he did so.*

Agreement: so / neither + auxiliary: *So + auxiliary + subject (positive agreement); Neither/Nor + auxiliary + subject (negative agreement).* → *She passed and so did I. / I cannot go and neither can he.* 💡 *Tip: Match the auxiliary to the original verb: so did I (past), so can he (modal).*

Watch out

will have + V3 for completed-by-then; will be + -ing for in-progress.

be due to / be about to / be to are fixed structures.

No will in time clauses.

one (singular) / ones (plural) for substitution.

so/neither + auxiliary + subject (inversion).

Choose the linking word that matches the logical relationship.

Vocabulary of the module

WORD	MEANING	EXAMPLE
to convey	to express or communicate an idea or feeling clearly	<i>"A good leader can convey a vision in a single sentence."</i>
to underpin	to support something or form the basis of it	<i>"Clear values underpin every good strategy."</i>
to spell out	to explain something very clearly and in detail	<i>"Let me spell out what this change means for your team."</i>
wishy-washy	vague and not clear or firm	<i>"His answer was so wishy-washy that nobody knew the plan."</i>
to water down	to make a message or plan weaker or less effective	<i>"Each retelling watered down the original message."</i>
a soundbite	a short, striking phrase that is easy to remember and repeat	<i>"'Fewer, bigger, better' became the team's soundbite."</i>
to get across	to make people understand what you mean	<i>"She used a simple story to get her point across."</i>
to champion	to publicly support and actively push for an idea	<i>"He championed the new vision until the whole board backed it."</i>

More words from the Reading

WORD	MEANING
fallout	the lasting negative consequences of an event
supply chain	the network that makes and delivers goods
shortages	situations where there is not enough of something
paramount	more important than anything else
embody	to represent a quality in a clear, living form
unprecedented	never seen or done before
road map	a plan showing the steps to a goal
three-fold	having three parts
poised	ready and well positioned (for success)
backlash	a strong negative public reaction

Useful Language — 15 phrases to keep

Setting the direction

- ▶ **"Our goal, simply put, is to become the first choice for small business software."** — state the vision in one memorable line
- ▶ **"If we get one thing right this year, it has to be customer trust."** — force a single priority
- ▶ **"Everything we do should ladder up to a single idea: make it effortless."** — connect daily work to the big idea

Aligning the team

- ▶ “Here is where your team fits into the bigger picture.” — show someone their place in the plan
- ▶ “What this means for you, in practice, is fewer priorities and clearer ones.” — translate strategy into daily reality
- ▶ “I want us all pulling in the same direction on this.” — call for alignment

Reframing for your audience

- ▶ “For the board, the headline is the return on investment.” — frame it for senior stakeholders
- ▶ “Put simply, for our customers this means a faster, simpler service.” — frame the same idea for customers
- ▶ “Let me put that another way, so it is a bit clearer.” — signal you are about to rephrase

Communicating change & uncertainty

- ▶ “I will not pretend we have all the answers yet, but here is what we do know.” — be honest about uncertainty, without losing direction
- ▶ “What will not change is our commitment to quality.” — anchor people to what is stable
- ▶ “Here is the one thing I would ask you to focus on for now.” — give one clear focus for now

Getting buy-in

- ▶ “I would really value your input before we commit to this.” — invite input, do not demand it
- ▶ “What would it take to get you on board with this?” — surface objections and negotiate
- ▶ “Can I count on your support to make this happen?” — ask for commitment directly

✅ Ready for the Final Quiz?

Tick what you can do. All of them? You are ready — you need 70%% to pass.

- ☐ I can articulate a clear vision and connect it to everyday priorities
- ☐ I can frame the same message differently for the board, your team and clients
- ☐ I can communicate change and uncertainty without losing people’s trust
- ☐ I can use signposting and structure so you sound strategic, not just busy
- ☐ I can handle a high-stakes conversation with confidence and diplomacy