

Adding another point

Also
As well as that
In addition
Besides
Furthermore (slightly formal)
Moreover (formal)

Emphasizing a contrast

However
Even so
In spite of this
(slightly formal)
Nevertheless
(slightly formal)

Balancing with an equal, contrasting idea

In contrast
On the other hand

Giving a result

Therefore
As a result
For this reason
Because of this
Consequently (formal)

Giving a cause

Because of
As a result of
Owing to
Due to

Listing points

First / Firstly
First of all
To begin with
Secondly
Then
Next
Finally

Talking generally

In general
On the whole
Broadly speaking
In most / many cases
To a great extent

Giving examples

For example
For instance
such as

Expressing reality

In fact
As a matter of fact
Actually
In reality
To tell the truth

Linking words (used like 'but')

and, but and yet
(but expresses equal,
contrasting ideas; yet expresses
something more surprising)

so
or
nor



Linking words (used like 'however')

Linking words (used like 'although')

although, though, even though,
in spite of the fact that (formal)

whereas (slightly formal),
while (slightly formal)

despite, in spite of

if, even if, whether, on condition that, unless

after, before, as soon as, while, until

because, since, as

to, so as to, in order to,
in order that, so (that)

On the one hand ...
but on the other ...

At first ... but in the end ...
At the time ... but in retrospect ...
In theory ... but in practice ...
On paper ... but in reality ...
On the surface ... but deep down ...

Under normal circumstances ...
but in the current situation ...

In the short term ...
but in the long term ...

Contradictory points

Making a personal comment



Saying what will happen in
certain circumstances (conditionals)

Linking words 2

If ..., it'll probably mean that ...
We must ..., otherwise ...
Unless ..., it will...

You heard something, but are not sure

It seems that, Apparently

Something is true, but surprising

Actually, In fact, Strangely enough,
Believe it or not

Something is obvious or already known

Clearly, Obviously

Good / Bad fortune

Fortunately, Luckily, Unfortunately, Sadly

Saying what you really think

To be honest, Frankly

Saying something confidential

Between you and me,
Please don't repeat this but ...

Other phrases

Hopefully, Amazingly,
Ironically, Understandably,
Predictably, Presumably

Making two related points

Firstly ... and secondly ...
To begin with ... and then ...

For one thing ...
and for another ...

In the first place ...
and then on top of that ...

Conceding a point, but
then dismissing it

It's true that ... but ...
Of course ... but even so ...
Certainly ... however ...

Admittedly ... but nevertheless ... (formal)

Generalizing and then qualifying

In general ... although ...
On the whole ... but ...
In most cases ... however ...

Announcing a change of
subject in advance

As regards ...
Regarding ...
As far as ... is concerned
In relation to ... (slightly formal)
With reference to ... (formal)

Changing the topic

By the way,
Incidentally, (slightly formal)
Talking about ...
On the subject of ...

Emphasizing

Above all, In particular
Particularly, Especially
Mainly, Mostly, Principally, Predominantly
Specifically

Comparison

In comparison with, Compared to

Similarity

Similarly, Likewise, In the same way

Exception

Apart from, Except for

Explaining

in other words, to put it another way,
that is, ie
To put it simply

Summarizing

Basically (informal), To sum up,
In short, In summary

Concluding

All in all (informal),
All things considered (informal),
On balance, In conclusion,
Taking all this into consideration

Personal opinion

In my opinion/view ...
I really believe that ...
I am convinced that ...

Less certain:

To my way of thinking ...
It seems to me that ...

Limited knowledge:

As far as I know ...
To the best of my knowledge ...

Qualified opinion

Some people argue that ...
People often claim that ...
People tend to believe that ...
This (will) may cause ...
(All) The majority of managers ...

Partially true statement

Up to a point, In a sense,
In a way, To some degree / extent,
To a limited degree / extent

Opinions

Linking words 3



Adverb + comparative adjective

Far / Much / Considerably / Significantly /
Substantially (more effective)
Relatively / Somewhat (more effective)
Slightly / Marginally (more effective)

Focusing

What / The thing ... is

What companies really need is ...
What we want from you is ...
What I will do first is ...

The thing that impressed
me most was ...

The one thing that
worries me is ...

Negative frequency

Never before has ...
Under no circumstances can we ...
On no account must we ...
At no time have I ...
On no condition will we ...
Only in some respects do I ...
Only on rare occasions have we ...

Field of relevance

From a technical / financial /
commercial / administrative /
ethical point of view
Technically speaking
Financially speaking

Give examples

There are several reasons
for this, such as ...
For instance
In particular

Give the reason

The reason for this is ...
This is the result of...

Give the result

Therefore
This would mean that ...
As a result ...
This will lead to ...

**Give more than one
example, reason
or result**

Firstly, Secondly, Finally
Furthermore, In addition

Explain

In other words,
By ... I mean ...

Make a contrast

However,
On the other hand

Give evidence

This argument is
supported by ...
Research suggests that ...

Give the consequences

Provided that / If ...,
then ...
Unless

Emphasize

It should be noted that ...
I would like to stress that ...

**Show you understand
the other side to
the argument**

Although, Despite

Reject an idea

I do not believe that ...
The main disadvantage
(drawback) is ...

**Make a personal
comment**

Obviously, Interestingly,
Clearly, Surprisingly

Paragraph design: general points



Movement using linking words

Topic sentence

One main idea per paragraph, with a
topic sentence at the beginning

The topic sentence introduces and
summarizes the paragraph.

The topic sentence can occasionally come at the
end of the paragraph as a conclusion (in which
case the first words will be something like
Therefore or The result of all this is that ...).

You may not need a topic sentence if the
paragraph has a strong logical connection with
the previous paragraph. But in this case
use a linking phrase at the beginning to make
the logic clear, eg In addition, However.

Paragraph length

4-6 sentences is a reasonable length.

If the paragraph is too short, it
may mean that the main idea is
not sufficiently developed.

If the paragraph is too long, there
may be excessive detail which
hides the main idea.

Consider taking out the detail
and putting it in a separate
paragraph (or a footnote).

A very short paragraph - even just one
sentence - can be effective in situations
such as introductions, summaries and
conclusions. It can give impact and
highlight the idea.

Movement

'Movement' means taking the
reader from one sentence to
the next in clear, logical steps

Achieving movement:

1. Use the first sentence to mention
sub-topics, which are then picked up in
sequence by further sentences
2. Use time sequence, contrast,
list of related points
(First, Second, Finally), etc.
3. Use linking words: see opposite
branch (and units 20-22).

Emphasis

Starting with the same facts you can emphasize
different points and present different arguments.
You do this with linking words and the paragraph structure.

(See exercise 23.3 on page 98 for an example.)

Below you will see an American-style resume /rezjumei/ (often written with accents: *résumé*). Its key features are: one side of A4 only, focus on achievements (what you have actually done) as well as skills and responsibilities, no 'personal' information. European-style CVs are longer, and can include other things such as personal interests, courses/conferences attended. After looking at the resume, refer to the mind map.

PERSONAL DETAILS

Name: Paulo Cannara

Address: Via Carlo Scarpa 51, 20425, Milano, Italy

Home telephone number: ++39 12345678

Mobile telephone number: ++39 9876543210

Email: paulo.cannara@yahoo.com

Nationality: Italian

Summary: I have a degree in Economics from Bocconi University, Milan and am looking for a position in the Corporate Finance department of an international company. Since graduating I have been working in a small company in Milan offering financial advice to private clients. I am now looking for new challenges to develop my career in the financial area.

PROFESSIONAL EXPERIENCE

June 20XX – now. Assistant Portfolio Manager, Studio Bartolini, Milan

Since finishing my studies at university I have been working in a small Milan stockbroker firm. I assist the Portfolio Manager in a wide range of tasks, including doing research into different financial instruments to reduce the risk of customers' positions. My responsibilities also include handling telephone calls from clients and writing monthly reports.

Key achievements:

- As a result of the financial instruments I recommended, our clients' portfolios grew by an average of 8% last year, despite the fall in equity markets.
- I helped to develop a new E-trading platform at Studio Bartolini. This was given a customer satisfaction rating of 'Excellent' or 'Very good' by 84% of clients.

EDUCATION

Nov 20XX – May 20XX. Postgraduate Diploma for Financial Operators, Bocconi University, Milan

This course covered fundamental analysis, technical analysis and pricing techniques for equity, bond and derivatives markets.

Sep 20XX – June 20XX. Degree in Economics and Business Administration, Bocconi University, Milan

I graduated with a final mark of 78%. My specializations were in Corporate Finance and Financial Markets. My final dissertation was on IPOs in the Italian market.

Key achievements:

- I was a member of the university basketball team. We won the Italian University League in 20XX.

SKILLS

Languages: fluent in English and good level in French.

IT: good knowledge of all components of Microsoft Office.

REFERENCES

Available on request

Study the list of personal qualities below. You can use some of these ideas in your CV, or in an interview.

active and dynamic approach – gets things done
comfortable with demanding sales targets
creative problem-solver
critical thinker – strong analytical skills
detailed and precise; conscientious and thorough
determined and decisive
effective project coordinator
emotionally mature and confident – a calming influence
entrepreneurial and proactive
excellent interpersonal skills – good communicator
financially smart – good knowledge of accounting systems and principles
focused on quality and optimizing performance
good researcher – creative and methodical
good team-player – adaptable and flexible
high level of technical competence in ...
high standards of honesty and personal integrity
innovates and makes things happen
methodical approach to planning and organizing
positive attitude – seeks and finds solutions to challenges
proactive – anticipates and takes initiative
reliable and dependable in meeting objectives
results-oriented – all decisions are determined by how it affects the bottom line
self-aware – always seeking to learn and grow
self-motivated and self-reliant
strong drive – energetic and positive outlook which often inspires others
task-oriented – good at identifying problems, finding solutions and implementing them
uses initiative to develop effective solutions to problems
well-organized; good planner; good time-manager

Which of these qualities would you use to describe:

- a) a real person who has recently been your boss?**
- b) a real friend or colleague who you admire?**
- c) yourself?**

Can you add any other personal qualities?

Study the list of action verbs below. You can use some of these ideas in your CV, or in an interview.

analyse (sales data)
carry out (processes and procedures)
complete (projects on time and on budget)
control (quality)
coordinate (complex projects)
deal with (customers, both internal and external)
deal with (suppliers, partners and associates)
design and develop (new procedures)
determine (direction, policy and strategy)
develop and coach (other people)
increase (sales, website hits)
initiate (changes in work practices)
investigate (reasons for customer dissatisfaction)
listen to, understand and help (colleagues)
make decisions (and implement them)
monitor, record and report (sales data, test results)
negotiate (deals)
operate (equipment and tools reliably and safely)
plan (budgets)
research and explore (new markets)
solve (problems and challenges)
supervise and direct (staff working under you)
work effectively (in a team)
work under pressure (and meet demanding deadlines)
write (reports)

Which of these activities have you done:

- a) in your previous job?**
- b) in your current job?**

You can include part-time work.

Prepare a CV / Resume.

- ☞ Use the ideas in this unit to help you prepare a one-page resume or two-page CV.
- ☞ Show it to a colleague / friend and ask them how it could be improved.