

ENGLISH FOR YOUR WORK AND LIFE



Business Spotlight

Head-to-Head

Elon Musk: a controversial figure



Business Skills

How to prepare
for a meeting

Global Business

The effects of the
paper shortage

Skill Up!

Talking about
construction

EASY **E**

CEF level A2

MEDIUM **M**

CEF levels B1–B2

ADVANCED **A**

CEF levels C1–C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! **E**

David Ingram: Hi there! If you're listening to this, then you've decided it's time to practise your business English.

Elisa Moolecherry: That's right. In this issue of *Business Spotlight Audio*, we've got a wide range of topics, from a debate on whether Elon Musk is a role model or a risk to the perspective of a Turkish journalist on the situation of women at work in Turkey.

David: We've also got a useful dialogue at an artist's studio to help you expand your vocabulary for your next creative conversation. And we also hear some industry insights about worldwide paper shortages.

Elisa: Right, let's get started!

David: That sounds like a plan.

TRENDS

NAMES AND NEWS

[2] Introduction (I) **E**

Elisa Moolecherry: How different are neurosurgeons and engineers from the rest of us? Let's find out with this short news story.

[3] Battle of the brains **M**

To say that a task is easy, there are two English expressions: “It’s not brain surgery” and “It’s not rocket science”. Of course, these imply that neurosurgeons and aerospace engineers are smarter than ordinary people. But are they? A study published in the British medical journal, *The BMJ*, has found out.

The neurosurgeons were better than the engineers at semantic problem-solving, while the engineers were ahead in mental manipulation and attention. However, when compared to the general population, only the neurosurgeons were better — and only with regard to problem-solving speed. It seems that smart people are mostly just like the rest of us.

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aerospace engineer

► Raumfahrtgenieur(in)

imply sth. ► etw. implizieren,
auf etw. hindeuten

neurosurgeon

► Neurochirurg(in)

rocket science

► Raketentechnik

surgery ► Chirurgie

[4] Introduction (II) **E**

David Ingram: Predicting which companies are worth investing in takes real skill. Cathie Wood's predictions have made her an important person to follow in the world of trading. Let's hear a little more about her...

[5] The profit prophet M US

Star investor Cathie Wood has finally found her people — or they have found her. “I listened to her, and I was like: ‘That’s how I think,’” 30-year-old investor Casey Flores told *The New York Times*. Like many other amateur traders, he follows Wood’s trades closely. Known for her fearlessness and commitment to transparency, Wood is one of the most influential investors working today. Ark Invest, the company she started in 2014, communicates with investors through a stream of podcasts, white papers, newsletters and YouTube videos.

Another reason for her popularity is that she has often been right about future trading developments. In 2018, she confidently listed the reasons why electric carmaker Tesla would be a success.

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commitment

- (Selbst-)Verpflichtung

I was like... ifml.

- Meine Reaktion war ...

white paper

- Weißbuch, Publikation

HEAD-TO-HEAD

Elon Musk: A role model or a risk?

[6] Introduction **E**

Elisa Moolecherry: Elon Musk is a divisive figure. Some people see him as a genius who wants to solve the big problems for humanity, while others are concerned about his unrealistic promises. Two of our colleagues, Richard and Owen, don't seem to share the same opinion about Musk. Let's listen to what they have to say on this topic.

[7] Elon Musk: A debatable figure 

Richard Mote: Owen, you've heard of Elon Musk, right?

Owen Connors: I certainly have.

Richard: I was wondering, what do you think of him?

Owen: Well, he's certainly achieved amazing things. But he is one of these CEO gurus, one of these business leaders that people look up to uncritically in a kind of a hero-worship way.

Richard: You don't think he is a hero?

Owen: He certainly is a hero to his millions of Twitter followers and to all the investors in Tesla. They love him.

Richard: I am not a follower of his on Twitter, but I do wish I had invested in Tesla some years ago, looking back, because I think Elon Musk is kind of the innovative force behind these companies, like Tesla. Innovating is always a risk and he seems prepared to take risks.

Owen: Yes, he certainly does. And of all the tech gurus, I suppose he has the biggest plans. He wants to colonize Mars or augment the human brain's capabilities. And I wouldn't put it past him that he manages to fulfil these dreams. However, do we really need to colonize a dead planet millions of kilometres away? I mean, we've got a perfectly good planet here. And when I think of putting microchips into people's brains, that's when I really get scared.

Richard: One of the things I like about him is that his space plans aren't frivolous, like, you know, space tourism. Instead, he wants to launch satellites so that he can provide internet access everywhere on earth, like at sea or on top of Mount Everest. In that way, I think he's better than a lot of other billionaires, who want to fly to space for fun.

Owen: That's a good point, although he's completely focused on his dream of colonizing Mars, he also is doing a lot for our planet. However, are electric batteries in electric cars really the most environmentally friendly? And when one of his rockets blasts off, oh my God! Can you imagine the amount of CO₂ produced?

Richard: I think you're right, of course, but going to space also has benefits for all of us. And I think a certain amount of cost is always going to be involved. I also think that Elon Musk has more business sense perhaps than he's given credit for. He's always thought of as this nerdy scientist guy, but remember he looked at what NASA was doing, flying to space, and they didn't use reusable rockets because they didn't need to — they had so much money they could afford to throw their rockets in the sea and build new ones. Whereas he looked at that, and said: "That's not a good business model. You know, we can do it better." And it's ultimately more efficient and resource-saving than the way it was done before.

Owen: It's true, and actually, Elon Musk and Bezos and Richard Branson, they have brought

space back into the public mind, back into business, so to speak. Or, actually, they created business from it, but just because of his achievements, can we really ignore his Twitter presence? I mean he's nearly a Trump-level tweeter. He's a troll on Twitter. And sometimes, this has consequences. Like in 2018, when he talked about taking Tesla private and was sued by the US Securities and Exchange Commission and had to step down as Tesla chairman for three years or the infamous Thailand cave rescue Tweets. The way he conducts himself sometimes is not really very good.

Richard: I think it's fair to say, that's why I don't follow him on Twitter. And I try to ignore all that as much as possible. To his credit, though, he has admitted that his Twitter behaviour is sometimes unacceptable and he's promised to try and do better.

Owen: He said once that his tweets were mostly made on the porcelain throne, so on the toilet, and I can well imagine that. Another issue is his avoidance of tax in America. That's a very big deal there, and people talk about it a lot, not just with him, but with a lot of billionaires who can use legal loopholes to avoid paying tax.

Richard: True, as you said, he's not the only one who does that. And I'm sure all of us would try to reduce our tax bill if we could. I think the real problem is not so much Elon Musk, but just the tax system needs changing. If someone like that

isn't playing tax, and that's legal, then there's something wrong with your system.

Owen: That's true. It really exposes the limitations in America's tax laws, and it's the same here, of course. So for me, Elon Musk, he's not a danger to the world, he's not a bad person. I think he's a guy with a huge ego who has a ridiculous amount of power and influence. He's certainly very, very goal-directed. He doesn't seem to care what's in his way as we hear from the employees of Tesla and SpaceX. He's very tough on them. I find that, yeah, his fans look at him uncritically and believe everything he says, or certainly seem to. And that's not maybe the best, but he certainly has achieved many, many of the things he set out to achieve and that's hugely impressive.

Richard: OK, I'll try not to look at him uncritically. I think you have a point with what you said, but ultimately, in my opinion, we get more out of having Elon Musk than we lose, so he finishes up in the plus.

Owen: I'll go with that.

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access ▶ Zugang

achieve sth. ▶ etw. erreichen

achievement

▶ Leistung, Erfolg

amazing *ifml.* ▶ fantastisch

augment sth.

▶ etw. vergrößern, steigern

avoidance of taxes

▶ Steuervermeidung

billionaire

▶ Milliardär(in)

blast off ▶ abheben

cave rescue ▶ Höhlenrettung

CEO (chief executive officer)

▶ Firmenchef(in)

chairman ▶ Vorsitzender

conduct oneself

▶ sich verhalten

credit: give sb. ~ for sth.

- ▶ jmdm. etw. hoch anrechnen
(**credit** ▶ Verdienst)

expose sth.

- ▶ etw. zeigen, aufdecken

frivolous ▶ leichtfertig

get scared

- ▶ Angst bekommen

goal-directed ▶ zielgerichtet

hero worship

- ▶ Heldenverehrung

I'll go with that.

- ▶ hier: Dem stimme ich zu.

issue ▶ Problem

launch sth.

- ▶ etw. starten

legal loophole

- ▶ Gesetzeslücke

nerdy *ifml.* ▶ nerdig;

absonderlich

past: not put sth. ~ sb.

- ▶ jmdm. etw. zutrauen

point ▶ hier: Argument

Securities and Exchange Commission

- ▶ Börsenaufsichtsbehörde

sue sb. ▶ jmdn. verklagen

tough: be ~ on sb.

- ▶ sich jmdm. gegenüber
unnachgiebig zeigen

ultimately ▶ letztendlich

GLOBAL BUSINESS

Paper shortages

[8] Introduction E

David Ingram: The paper industry has been experiencing supply-chain issues for some time now. Some supermarkets have placed limits on the number of toilet rolls an individual customer is allowed to buy, and many readers of magazines and newspapers will have noticed an increase in price of their favourite publications. Both directly and indirectly, paper shortages have affected people all over the world. Melita Cameron-Wood spoke to some industry experts in the US to find out more about the situation there.

[9] The great paper chase **M**

Melita Cameron-Wood: We need paper for so many different things in our day-to-day lives that life without it is almost unimaginable. I recently spoke to Matt Baehr, the executive director at the Book Manufacturers' Institute in the USA. He explained the problem with supply-chain issues when it comes to the book-paper industry in particular.

Matt Baehr: Well, getting real big picture... everything in the country, every manufacturing type of everything has tried to push to a more kind of “just-in-time” delivery method, right? No one wants to make a whole bunch of something extra and keep it in a warehouse. We found that out with masks, right? With PPE, when the pandemic hit: “Oh, there isn't any PPE because no one has kept an inventory, right?”

Well, it's like that across every industry that's out there, so when you have an uptick of demand, and you've had this backlog of manufacturing that couldn't even keep up with regular demand, you got problems, right? So, that's one thing, but if you go back over the last ten years, book demand has been flat to up maybe one or two per cent a year. It hasn't been major. It's there. It's like clockwork. But what has increased is the demand for packaging goods or packaging materials. Everything's being shipped now, right? Everybody is ordering stuff online through Amazon or whatever. So, packaging materials? The demand has shot up. Therefore, the margins are higher, the prices are higher, so paper mills and companies

that were making book paper were like, “Well, demand in book paper is just here. If we lose a little bit of market share, so what? We're going to make it up in packaging, and it's more profitable anyway, so they'll convert a paper machine into a packaging machine, absolutely. And so little by little, you've seen a little bit of the capacity of the book paper market shrink year after year. And opening a new paper mill or paper manufacturing facility is super capital intensive. Anybody you talk to over the last ten years, if you said, “Hey, would you think manufacturing book paper is a really worthwhile endeavour and return on investment?” I don't think anybody is really going to go, “Yeah, books, they're going to take off”, right? I mean, no one really saw the resurgence of the printed book coming.

Melita: Another paper industry expert, Bill Rojack, the vice president of the US national division of MIDLAND Paper Packaging and Supplies, also took some time out of his schedule to talk to me on Zoom about the extent to which regular consumers have been impacted by the paper crisis.

Bill Rojack: They're noticing now the price increases and that will only continue. Depending upon what you're printing, paper is somewhere between 25 to 60 per cent of the cost of a print budget. It's very expensive relative to the entire process. So again, let's go to a catalogue, right? The largest piece of the budget for catalogue is divided between the paper and the postage. Postage is go-

ing up. Paper is going up. Print and **bind** is going up. **Distribution** is going up. All of those things mean that the **cover price** of your magazine... it's going up. At what point does the consumer then say, "Forget it. I'm not buying that"? And then we're back with the pendulum swinging the other way to "We don't have enough demand for our products". And then we're going to close more capacity. Right now, we're **undersupplied**. We've closed more capacity in a short period of time than the market can bear.

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backlog ► Rückstand

big picture US

► Gesamtbild

bind ► (Buch-)Bindung

clockwork: be like ~

► wie geschmiert laufen

cover price

► Einzelverkaufspreis

distribution ► Vertrieb

endeavour ► Unterfangen

executive director

► Geschäftsführer(in)

facility ► Anlage

flaw ► hier: flaw

impacted: be ~ by sth.

► von etw. betroffen sein

industry ► hier: Branche

inventory ► Lagerbestand

issue ► Problem

manufacturer

► Hersteller(in)

manufacturing

► Herstellung, Produktion

margin ► Gewinnspanne

market share

► Marktanteil

packaging goods

► Packmittel

(**packaging**)

► Verpackung)

paper mill ► Papierfabrik

postage

► Porto, Versandkosten

resurgence

► Wiederaufleben

return on investment

► Kapitalrendite

schedule ► Zeitplan;

hier: Terminkalender

shoot up

► in die Höhe schießen

shrink ► schrumpfen

supply chain

► Lieferkette

take off ► abheben

undersupplied

► unterversorgt

uptick

► leichte Steigerung

warehouse

► Lager

whole bunch:

a ~ US jfml.

► eine ganze Reihe

COMMUNICATION

BUSINESS SKILLS

Meetings

[10] Introduction **E**

Elisa Moolecherry: Meetings are a normal part of most people's business schedules, but they are certainly not always enjoyable or productive. Business communication expert Ken Taylor shares seven tips with us to make meetings more effective. While you are listening to the Business Skills text, consider the following question: Which types of meeting would really benefit from common ground rules?

[11] Preparing for successful meetings **M**

We've all sat in meetings, wishing we were somewhere else. Lots of them are badly run and ineffective. What's worse, surveys show that meeting organizers often have no idea that their meetings aren't very good. That means they don't ask for feedback or change their approach.

Common problems include people not knowing why they're in a meeting; conversations are dominated by a few assertive colleagues; there's no environment in which people can really develop ideas. Most managers would agree that a client presentation, for example, requires some thought and preparation, but they often ignore this best practice when it comes to meetings.

- **A typical meeting model is:**
10% **planning** | 80% **meeting** | 10% **follow-up**
- **A much more effective model is:**
50% **planning** | 20% **meeting** | 30% **follow-up**

Improved planning and follow-up will make your meetings better and shorter. So, what should that include?

1. Defining measures of success

Start by thinking about the end of the meeting, and set measures for a successful outcome. This isn't limited to defining objectives and decisions. It includes other factors, such as time management, and levels of participation and interaction. Clearly defined meeting deliverables will help keep your meeting on track.

2. Choosing the relevant participants

Invite the minimum number of people required. They should be the people directly involved in and affected by the decisions of the meeting. Small meetings are generally easier to manage and allow more interaction. This helps you reach decisions more quickly. Large meetings may be harder to control and often run longer than planned.

3. Setting a clear agenda

This is the key tool for keeping a meeting focused and on time. A good agenda communicates the goal of each item with a rough time limit. When the goal of the discussion is clear, it's less likely that people will talk off-topic. Time limits help you move things along when necessary. If possible, start and end with items on which you think there'll be agreement. This creates a positive atmosphere both at the start and at the end.

4. Doing some pre-meeting activities

It's often easier to keep to an agenda if it is "owned" by the participants. Try to allow everyone some input into forming the agenda before the meeting. You can ask people to help you prioritize items and set expectations. Share updates and provide background information for the discussions. You might even assign roles — timekeeper, minutes-taker, co-facilitator, etc. The more preparation you do, the more time you'll have in the meeting for problem-solving and decision-making.

5. Choosing the right kind of collaboration

There are several ways to hold a discussion. Choose the best form of collaboration for each agenda item. For example, if you want ideas, have a brainstorming session without fear of criticism. If you want to know what people think, go round the table and allow everyone the same amount of time to speak without interruption. If you want to save time, break into smaller groups with assigned tasks. If you want to prioritize a set of actions, make a list and ask everyone to indicate which actions they think are most important.

6. Setting common ground rules

In your first meeting with any group, discuss and set some rules for how your meetings should be run and how people should interact. This is especially important for an international meeting in which different work cultures are mixed. It's also helpful for virtual or hybrid meetings, where good group dynamics are more difficult to maintain.

7. Evaluating your meeting

Take a few minutes at the end to evaluate and discuss the meeting. Find out what lessons you can learn for next time. You can get anonymous feedback if the group members have not yet built up enough trust with each other. Otherwise, you can use the "three-word process": ask each person to say three words that describe their experience. This is quick and should give you an idea of how the meeting went and what you can improve.

affected: be ~ by sth.

► von etw. betroffen sein

agenda ► Tagesordnung

assertive

► durchsetzungsfähig

assign sth. ► etw. zuweisen

break into smaller groups

► in kleinere Einheiten aufteilen

co-facilitator

► zweite(r) Sitzungsleiter(in)

collaboration

► Zusammen-, Mitarbeit

deliverables

► (Arbeits-)Ergebnisse

evaluate sth.

► etw. be-, auswerten

follow-up

► Nachbereitung

go round the table

► die Teilnehmer(innen) der Reihe nach zu Wort kommen lassen

goal ► Ziel

hybrid ► hier: virtuell und in Präsenz stattfindend

indicate sth.

► etw. aufzeigen

input ► Beitrag

item

► (Tagesordnungs-)Punkt

lesson ► hier: Lektion

maintain sth.

► etw. aufrechterhalten

minutes-taker

► Protokollführer(in)

objective ► Ziel(setzung)

on time

► pünktlich; hier: im Zeitplan

on track: keep sth. -

► etw. auf Kurs halten; hier: etw. wie geplant ablaufen lassen

outcome ► Ergebnis

own sth.

► hier: etw. mitgestalten

talk off-topic

► am Thema vorbeireden

[12] Response M

Elisa Moolecherry: Did you get the answer to my question? Which types of meeting would really benefit from common ground rules according to the text you have just heard? Here is the answer: International, virtual or hybrid meetings would all benefit from setting common ground rules. In international meetings, there is a mix of different work cultures, and in virtual and hybrid meetings, it is harder to maintain good group dynamics.

maintain sth.

- etw. aufrechterhalten

[13] Essential phrases for preparing successful meetings **M**

David Ingram: Let's practise some phrases that are useful when you need to prepare for a successful meeting. I'll tell you what to say and give you some of the words you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

1. Ask about the measures of success.
 - Use "what", "purpose", "discussion" and "item".
 - What is the purpose of this discussion item?
2. Ask who should participate in the meeting.
 - Use "who", "essential people", "need" and "invite".
 - Who are the essential people we need to invite?
3. Ask how much time you need to plan for a particular item.
 - Use "how long", "shall", "allow" and "this".
 - How long shall we allow for this?
4. Talk about your pre-meeting activities.
 - Use "like", "sound out", "few ideas", "discussion" and "later".
 - I'd like to sound out a few ideas for the discussion later.

5. Make a suggestion for collaboration.
 - Use "go round the table" and "at the end".
 - We'll go round the table at the end.
6. Set some common ground rules.
 - Use "summarize" and "regular intervals".
 - I'll summarize at regular intervals.
7. Ask others for feedback.
 - Use "like", "get", "honest" and "appraisal".
 - I'd like to get an honest appraisal.

David: Excellent. Well done!

collaboration

- Zusammenarbeit

item

- (Tagesordnungs-)Punkt

[14] Essential words for preparing successful meetings **M**

David Ingram: In this exercise, you'll first hear a dialogue between Isla and Leo. Then, we'll do an exercise in which we'll test you on some of the words used. OK, first, listen very carefully.

Isla: Leo, do you have a moment to talk about the meeting on Friday? I'd like to send round the agenda this afternoon.

Leo: Of course. Let's keep the meeting as small and as manageable as possible. We don't want the meeting to be unwieldy.

Isla: That shouldn't be a problem. Only five members of the team will be there. We need clarity about the topics we want to discuss. I'm wondering whether we should have a separate meeting to talk about the marketing campaign.

Leo: Yes, good idea. That's not as urgent as the other items on the agenda. Can we make sure we set some ground rules? Last time, everyone was talking over each other.

Isla: Let's appoint a facilitator to keep things efficient. I think I'll ask Dougie — he's really good at staying focused.

Leo: OK, great. If you send me a draft of the agenda, I'll be able to identify the deliverables we need to get out of this meeting. Then it'll be easier to know how much time we should allow for each item.

Isla: Thanks, Leo.

David: OK, now we'll give you two alternative words, and then you'll hear one of the sentences

from the dialogue again — this time with a beep where one of the words belongs. In the pause, choose the right word to complete the sentence. Then, you'll hear the full sentence again. Repeat the sentence, trying to copy the speaker's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: "manageable" OR "managerial"

Leo: Let's keep the meeting as small and as [beep] as possible.

► Let's keep the meeting as small and as manageable as possible.

2. And here's the next pair of words: "wieldy" OR "unwieldy"

Leo: We don't want the meeting to be [beep].

► We don't want the meeting to be unwieldy.

3. And another pair of words to choose from: "clarity" OR "clearance"

Isla: We need [beep] about the topics we want to discuss.

► We need clarity about the topics we want to discuss.

4. And one more pair of words: "on" OR "over"

Leo: Last time, everyone was talking [beep] each other.

► Last time, everyone was talking over each other.

5. And the next pair of words: “facilitator” OR “facility”

Isla: Let’s appoint a [beep] to keep things efficient.

- ▶ Let’s appoint a facilitator to keep things efficient.

6. And the last pair of words to choose from: “deliverables” OR “deliveries”

Leo: I’ll be able to identify the [beep] we need to get out of this meeting.

- ▶ I’ll be able to identify the deliverables we need to get out of this meeting.

David: Well done. Did you get all the words right? If not, go back and listen to the dialogue again.

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agenda ▶ Tagesordnung

deliverables
▶ (Arbeits-)Ergebnisse

draft ▶ Entwurf

facilitator
▶ Sitzungsleiter(in)

item ▶ (Tagesordnungs-)Punkt

manageable

▶ überschaubar, gut zu bewältigen

talk over sb.

▶ jmdm. ins Wort fallen

unwieldy ▶ unhandlich;
hier: übermäßig kompliziert

CAREERS

WOMEN AT WORK

The situation in Turkey

[15] Introduction **E**

Elisa Moolecherry: In the Women at Work column, Turkish journalist Selin Uğurtaş reflects on the strength of women in a conservative society. This column is read by Judith Gilbert.

[16] “Women persevere despite growing conservatism” **M**

I was born and raised in Turkey. When I started working in media, the office seemed a welcoming place. I was surrounded by hard-working, successful women. Female participation in the labour market did not seem to be an issue. I didn't know that very few women had competitive managerial positions, and that things were about to get worse.

The absence of women in management jobs was not specific to any single profession. Research shows that, while around 32 per cent of the Turkish workforce is female, less than 18 per cent of managers are female. In Turkey's banking industry, over half the employees are women, but only two out of 53 banks are run by a woman. In what is perhaps the most important workplace of all — the nation's parliament — only 104 of 596 MPs are women.

I started asking myself: What makes the situation particularly bad in Turkey? Although this question is difficult to answer, a big factor is Turkey's prolonged governance by a conservative party that reinforces gender roles.

At first, the changes were inconspicuous. The Ministry of Women and Family Affairs was quietly renamed the Ministry of Family and Social Policy. Then, leading politicians began to emphasize women's role in the family, asking them to have at least three children. The concept of “gender equality” was abandoned in favour of “gender justice”, as equality was said to be “unnatural”.

This state-level perception shift had conse-

quences in the workplace. In 2017, a public mandate that aimed to give women equal opportunities at work was reversed. Currently, there are twice as many men in the workforce in Turkey as women. Women's participation in the labour market has been plummeting since 1955. Back then, female participation was 72 per cent — the highest it's ever been.

The good news is that Turkish women are fierce. Increasingly, the women's movement is considered to be a powerful source of opposition in the country. Yes, decision makers often disappoint, but women remind them: “Rights aren't given, but taken!” If women's rights are to improve in Turkey, there's little doubt that this change will be brought about by women.

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abandon sth.

► etw. aufgeben

bring sth. about

► etw. herbeiführen

competitive ► konkurrenzfähig; hier auch: umkämpft

emphasize sth.

► etw. hervorheben

fierce ► entschlossen, kämpferisch

governance

► (Staats-)Führung

inconspicuous

► unauffällig, unmerklich

industry

► hier: Branche, Sektor

issue ► Problem

MP (member of parliament)

► Abgeordnete(r)

perception shift

► Wahrnehmungswandel

persevere

► beharrlich weitermachen

plummet

► stark zurückgehen

prolonged ► anhaltend

reinforce sth.

► etw. stärken, verfestigen

research

► Forschung, Studien

reverse sth.

► etw. rückgängig machen

LEADERSHIP

Loyalty

[17] Introduction **E**

David Ingram: Loyalty is a big word that is defined in different ways by different people. Leadership expert Bob Dignen considers how leaders can successfully cultivate loyalty, in his article in this issue. I spoke to Bob about this topic in more depth in this brief interview.

[18] Interview: Bob Dignen

David Ingram: Bob, Woodrow Wilson once said, “Loyalty means nothing unless it has at its heart the absolute principle of self-sacrifice.” What is the link between loyalty and self-sacrifice for you?

Bob Dignen: I think a way to answer that question is to understand that loyalty often comes into play when we have to take difficult decisions, where we’re facing the dilemma between self-sacrifice or following our own interest. A good example of that is maybe when we’re facing a new job opportunity. Do we stick with the person or the organization which trusted us, which supported us and helped us grow? Or do we abandon them and follow a new path which is best for us? It kind of illustrates quite clearly that self-sacrifice and loyalty come together at precisely that moment.

David: I see. That makes sense. And how important is loyalty for leaders in the current business climate?

Bob: Well, I think the example we just talked about connects to this. I mean if you look at the newspapers, it seems that we are living in the age of the Great Resignation. You know, millions and millions of people are currently turning their backs on employers and colleagues and looking for new opportunities. And this kind of fluctuation is extremely difficult for companies and leaders to handle. It disrupts operations, quality of service to customers, etc. So, somehow inspir-

ing loyalty to stay, I think, is really top of mind for many leaders at the moment. And the funny thing is the inverse — showing loyalty to employees from leaders — is also very important because, in times of economic crisis and disruption, it’s very easy simply to focus on costs and to fire people. But that form of disloyalty to employees is going to damage trust. And then the employee — what are they going to do? They’re going to start looking for a new job and then you’re into the business of fluctuation. So you can see loyalty is an extremely important glue, which keeps employers and employees connected and actually, at the end of the day, has financial implications for how profitable organizations can be.

David: Thanks so much for taking the time to talk to me about this, Bob. I really appreciate it.

Bob: Thank you very much.

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abandon sb./sth.

- sich von jmdm./etw. abwenden

appreciate sth.

- etw. (zu) schätzen (wissen)

disrupt sth.

- etw. stören

disruption ▶ Störung, tiefgreifender Wandel

face sth.

- etw. gegenüberstehen

glue

- Kleber, Bindemittel

grow ▶ hier: sich (weiter) entwickeln

implication

- Auswirkung, Folge

inverse: the -

- das Umgekehrte, das Entgegengesetzte

turn one’s back on sb.

- jmdm. den Rücken kehren

CAREER COACH**Narcissism****[19] Introduction** **E**

Elisa Moolecherry: In the age of social media and self-promotion, it doesn't take long to find people who seem to be narcissists these days. But is narcissism really all that bad? This column by Bo Graesborg gives us some food for thought on the topic.

[20] “Give narcissists a chance” M

How many shamelessly self-promoting posts have you seen on LinkedIn this week? How many decisions at work can be explained by what’s good for the people who make them, rather than by what’s good for the company? If you are like me, you may sometimes get angry at people who are constantly fixated on themselves. We live in an uncertain world, but narcissism is still going strong.

A colleague of mine likes to ask his coaches a question when they talk about a problem. He asks: “What’s good about this?” Let’s do the same now. What’s good about narcissism? At first glance, not much. My English dictionary defines the word as “extreme selfishness”, and a narcissist is someone with a “craving for admiration”. None of that sounds very positive, I admit, but bear with me.

First, remember that people are complex beings with many different character traits. Your narcissist neighbour, boss or colleague might also be very generous, for example, or good at telling jokes, maybe even a little inspiring. Let’s avoid the halo effect of seeing only one side of someone’s personality. A narcissist is surely many other things as well.

What’s more, maybe narcissism itself isn’t all bad. Just a little of it might actually be helpful. Professional success has a lot to do with decision-making, and decision-making is less about listening to others and more about listening to yourself. In those cases, a certain narcissistic emo-

tional detachment would be handy. Also, good things can come from poor motivation. I try (and often fail) to see every situation as an opportunity to learn and grow. I believe this makes me a better person, partner and colleague, but I also admit there’s a narcissistic impulse behind this way of thinking.

So here’s an idea: give narcissists a chance. Give them the “like” they want so much for their posts. And consider that, in their own strange way, they can make life a bit more interesting for us all.

Business Spotlight 4/2022, p. 39

at first glance

- ▶ auf den ersten Blick

bear with sb.

- ▶ mit jmdn. Nachsicht haben

character trait

- ▶ Charakterzug

craving ▶ Verlangen

detachment ▶ Distanz

fixated: be - on sb./sth.

- ▶ auf jmdn./etw. fixiert sein

grow

- ▶ hier: sich weiterentwickeln

halo effect

- ▶ Glorifizierungseffekt

handy

- ▶ praktisch, nützlich

selfishness

- ▶ Egoismus, Ichbezogenheit

self-promoting: be -

- ▶ sich selbst fördern; hier:

Eigenmarketing betreiben

shamelessly

- ▶ schamlos, ungeniert

strong: be going -

- ▶ erfolgreich sein;

hier: sich behaupten

what’s more

- ▶ und außerdem

LANGUAGE

SKILL UP! Construction

[21] Practise idiomatic language **M**

Elisa Moolecherry: OK, let's "skill up" on our language now with some idioms relating to construction. First, listen to a dialogue between Ruth and Rigsby. The language they use is simple.

Ruth: I'm not a fan of this so-called innovative new system of Hugh's. It's driving me crazy!

Rigsby: It's so weird that I haven't been using it. Anyway, I didn't think it was definite that we had to.

Ruth: Hugh might suddenly become very angry if we don't use it. I hope he doesn't criticize you severely!

Elisa: Now, you'll hear the same dialogue again, but this time, Ruth and Rigsby use more idiomatic language. Listen out for the idioms.

Ruth: I'm not a fan of this so-called groundbreaking new system of Hugh's. It's driving me up the wall!

Rigsby: It's so off the wall that I haven't been using it. Anyway, I didn't think it was set in stone that we had to.

Ruth: Hugh might go through the roof if we don't use it. I hope he doesn't come down on you like a ton of bricks!

Elisa: Now, it's your turn to form the idioms you've just heard. You'll hear a description of a

situation and the beginning of an idiom with two suggestions, **a)** and **b)**, for the appropriate idiom. In the pause, choose the correct option. OK? Here's the first one.

- Something that is important and leads to new ideas is...
 - groundbreaking.
 - icebreaking.
 - a)** is right. Something is "groundbreaking" if it leads to new ways of thinking about things. Next one.
- Something that makes you very angry, drives you...
 - up the tree.
 - up the wall.
 - b)** is right. Something that "drives you up the wall" annoys you very much. Next one.
- Something that is unusual or slightly crazy is...
 - out of this world.
 - off the wall.
 - b)** is right. "Be off the wall" means "be unconventional". Next one.
- Something that is impossible to change is...
 - set in stone.
 - hard as iron.
 - a)** is right. If something is "set in stone", it cannot be revoked or changed. OK, next one.

5. If you get very angry, you go...
- through the ceiling.
 - through the roof.
- **b)** is right. If you “go through the roof”, you react to something very angrily. And the last one.
6. Someone who criticizes you very harshly, comes down on you like...
- a ton of bricks.
 - tons of coal.
- **a)** is right. If someone “comes down on you like a ton of bricks”, they tell you off harshly.

Elisa: Well done. Did you get all those idioms right? If not, go back and try the exercise again.

harshly ► scharf

revoke sth. ► etw. widerrufen,
rückgängig machen

weird ifml.

► sonderbar, verrückt

[22] Keep on practising idioms **M**

Elisa Moolecherry: In this exercise, you can practise those idioms again. You'll hear the sentences that Ruth and Rigsby said using an idiom. In the pause, rephrase what they said in simpler words. Then, you'll hear the simpler version again for you to repeat. Don't worry if your simpler sentence is slightly different to ours. OK, here's the first one.

Ruth: I'm not a fan of this so-called groundbreaking new system of Hugh's.

- I'm not a fan of this so-called innovative new system of Hugh's.

Ruth: It's driving me up the wall!

- It's driving me crazy!

Rigsby: It's so off the wall that I haven't been using it.

- It's so weird that I haven't been using it.

Rigsby: Anyway, I didn't think it was set in stone that we had to.

- Anyway, I didn't think it was definite that we had to.

Ruth: Hugh might go through the roof.

- Hugh might suddenly become very angry.

Ruth: I hope he doesn't come down on you like a ton of bricks!

- I hope he doesn't criticize you severely!

Elisa: Well done. If you found it difficult to convert those idioms into simpler language, listen to the dialogues once more and do the exercise again.

weird ifml.

- sonderbar, verrückt

[23] False friends: What's the difference? M

David Ingram: Let's continue "skilling up" on our vocabulary by looking at a false friend. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause confusion and misunderstanding. In this exercise, we'd like you to translate a German word and sentence into English, being careful to avoid the false friend. Let's begin.

David: Our word refers to the upright sides of a building or room. Please translate this word.

German: Wand

English: wall

David: Don't say "wand", as this is used for a magician's magic stick. The English translation of the German word Wand is "wall". Translate this sentence, please.

German: Die Wände im Sitzungszimmer sind gelb gestrichen.

English: The walls in the meeting room have been painted yellow.

David: Well done.

magician ▶ Zauberer/
Zauberin

magic stick
▶ Zauberstab

[24] Exercise: Don't confuse M

David Ingram: In this exercise, we'll practise the use of the false friend in the previous track. First, you'll hear a sentence with a beep. In the pause, decide whether you need "wall" or "wand" instead of the beep. Then you'll hear the right sentence again. Ready?

1. The [beep] he uses in his new show is made of ivory.

- The wand he uses in his new show is made of ivory.

OK. Next sentence.

2. I think I'll hang the calendar on the [beep] behind my desk.

- I think I'll hang the calendar on the wall behind my desk.

OK. there are two beeps in our final sentence. So, listen carefully.

3. She took her [beep], touched the [beep] with it — and suddenly water was running down.

- She took her wand, touched the wall with it — and suddenly water was running down.

David: Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

ivory • Elfenbein

[25] Practise collocations 

Elisa Moolecherry: For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to someone talking about buildings and construction. We'll then do an exercise on it.

"We were so impressed by all the once magnificent public buildings, but saddened that many of them were derelict and crumbling. Our guide told us that the buildings were too costly to restore and that it was quite likely that they would be demolished and high-rise residential buildings erected in their place."

Elisa: OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using a collocation with the term "building" from the text you just heard. Then you'll hear the correct answer. OK, here's the first sentence.

1. A building that can be used by the people of a town is a...
- ▶ public building. A building that can be used by the people of a town is a "public building".
- OK, next one.

2. A very high building with flats is a...
- ▶ high-rise residential building. A very high building with flats is a "high-rise residential building".

The next sentence can be completed with two adjectives.

3. A building where people cannot live any longer because it is old and damaged is a...

- ▶ crumbling or derelict building. A building where people cannot live any longer because it is old and damaged is a "crumbling" or "derelict building".

And the next one.

4. Instead of saying "tear down a building", you can also say...

- ▶ "demolish a building". Instead of saying "tear down a building" you can also say "demolish a building".

And the last sentence.

5. If you repair an old building and return it to its original condition, you...

- ▶ restore a building. If you repair an old building and return it to its original condition, you "restore a building".

Elisa: Well done. If you didn't get all those collocations right, listen to the text again and then try the exercise once more.

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crumbling

▶ zerfallend

demolish sth.

▶ etw. abreißen

derelict ▶ verfallen

erect sth.

▶ etw. errichten

residential ▶ Wohn-

restore sth.

▶ etw. restaurieren

ENGLISH FOR...**An artist's studio****[26] Introduction E**

David: While many people work in an office, artists work in studios, where they create their work. Listen to this dialogue between a customer and an artist. The customer has something specific in mind, but he then buys something else instead. Where does the customer see the drawing that he buys in the end? Listen carefully!

[27] Dialogue: At an artist's studio **E**

Peter: Hello, can I come in?

Susan: Yes, do come in, darling. Excuse the mess. I've just been working on an oil painting for my upcoming exhibition, and I still haven't cleared up after the life drawing class I ran this morning. You know what it's like. You get in the flow of something, and then you lose track of time.

Peter: No worries! You've got a lovely, bright studio. It must be a great place for coming up with creative ideas.

Susan: Oh yes, I couldn't work in a dark, dingy space. Now, remind me, you're the client who rang me the other day about getting a self-portrait done, aren't you? It was an ink drawing you wanted, if I remember correctly? Although, looking at you now, it seems a shame not to do a painting — you have such wonderful eyes. That gorgeous green colour would get lost in an ink drawing.

Peter: Erm, well, I'm afraid you must have got me mixed up with somebody else. I actually wanted to get my wife a birthday present.

Susan: Oh, right. Sorry. What sort of thing were you looking for? Something romantic? A depiction of the love you share, maybe? You can rarely go wrong when you speak to the heart, darling.

Peter: Um, I was actually thinking of getting her a still life. You know, something like fruit on a table. I thought that might be a safe option. I mean everyone likes fruit, don't they?

Susan: Fruit? Fruit is nice, but nobody wants to receive something "nice", do they?

Peter: It was just an idea, really. Maybe I should

just take a look at some of the things you have here. I'm sure I'll find something suitable. Do you have any pictures of the local area?

Susan: Take a look around. Trust your instincts. And don't play it safe.

Peter: Oh, what's that you've got over on that easel?

Susan: That's a watercolour I did a while ago of a couple looking at the sea down on Rock-a-Nore beach in Hastings. Do you like it?

Peter: I love it. What a coincidence. That's actually where I met my wife. I remember I had just bought an ice cream and dropped half of it down my shirt. She gave me a tissue to clean my shirt, and the rest is history.

Susan: What a great story. Well, I can guarantee that she'd prefer that to a pile of oranges on a table.

Peter: Yes, I think you might be right.

Susan: Good choice, darling. Your instincts never lie!

David: Did you get the answer to my question? The customer sees the painting that he decides to buy on the artist's easel. An "easel" is used to support a canvas or a piece of paper as an artist paints on it.

Business Spotlight 4/2022, pp. 40–41

canvas ➤ Leinwand

clear up

➤ aufräumen

coincidence ➤ Zufall

come up with sth.

➤ sich etw. einfallen lassen

depiction

➤ Darstellung

dingy ➤ düster, schäbig

easel ➤ Staffelei

exhibition

➤ Ausstellung

flow: get in the - of sth.

- hier: bei etw. in Schwung kommen

gorgeous

- wunderschön

ink drawing

- Tusche-, Federzeichnung

lose track of sth.

- etw. aus den Augen verlieren

mess • Chaos, Durcheinander

run (a class)

- (Unterricht) geben

suitable • passend

tissue • (Papier-)Taschentuch

upcoming

- bevorstehend

watercolour • Aquarell

SHORT STORY

B.I.G.

[28] Introduction **E**

Elisa Moolecherry: Now, it's time for a short story. Have you ever considered what would happen if you met your real-life doppelganger? James Schofield explores this topic in his latest short story.

[29] B.I.G. M

Baxter Davies checked his watch for the third time in five minutes, then carefully unwrapped a cough drop and popped it into his mouth. He got so dry when flying and he didn't want to start coughing when he was on board. People would look at him. He hated that.

"Calling Mr Davies. Will Mr Baxter Davies go to departure gate B81 for Tokyo, please?"

It took a couple of minutes for Baxter to gather his things and hurry over, dropping his passport twice en route. To his surprise, a tall man was already there, speaking with the airline agent behind the desk. She ignored Baxter as he tried to catch her eye.

"Excuse me," he said eventually. "I'm Baxter Davies."

"Baxter!" said the other man, turning to him with a huge smile. Baxter was so surprised he stepped backwards and nearly tripped over his carry-on bag. "Good to meet you. I asked Stefanie here to call you, because when I was checking in, I found out there were two Baxter Davies on this flight. What a coincidence!"

He put his arm around Baxter's shoulders and turned to the agent.

"See? We could be twins!" he said. The agent smiled, acknowledging the similarity.

"Well, near enough. Now, Baxter, you and I need to talk. So, I've upgraded your seat on this flight to first class and we're travelling together."

"But..." started Baxter.

"No buts! Stefanie is letting us on straight away. Now that we've met, I have a proposal..." and his new companion marched him through the gate and on to the plane that was taking them to Japan.

Apart from a few holiday trips to Spain, Baxter hadn't travelled much. The only reason he was going to Japan was because he'd won a competition in a trade magazine for an all-expenses trip to a huge consumer electronics fair, the ConTronix.

"You should go, dear," his mother had said when he asked her what she thought of the idea. "Only, don't go eating any whales. I watched a nature documentary about it. Very cruel..."

The other Baxter, however, was clearly much travelled. But it wasn't until he'd ordered several cocktails for them both that he explained his proposal.

"Baxter, I'm guessing that, like most people on this plane, you're going to ConTronix, right?"

Baxter nodded. The cocktails felt good inside him.

"Well, so am I. I'm a motivational speaker and I'm giving a big presentation the day after tomorrow to all the salespeople at ConTronix about my new book. It's called B.I.G."

He handed Baxter a copy.

"What do the letters mean?"

"Belief. Imagination. Growth. But I have a problem: tomorrow, my publisher wants me to visit the trade fair and pretend to be interested in consumer electronics, which I'm not. In fact, I'd rather visit a lady friend of mine who lives in Tokyo.

So, I had an idea. You take my place for the boring bits — you're doing that anyway. Then I'll turn up on day two and do the speech."

"But won't they see I'm not you?"

"Oh, not a problem. We're the same age, roughly the same height and complexion. Everyone knows publicity photographs are airbrushed. Who is going to object if you say you're Baxter Davies? And after all, you ARE Baxter Davies. It says so on your passport. This is what we'll do..."

He was persuasive, and so it was that a very hung-over Baxter walked up to a driver holding a sign with his name on it at Narita airport. He waved his passport under the man's nose and, moments later, was speeding towards the Imperial Palace Hotel in the centre of Tokyo. It was amazing, Baxter thought, as he was shown to a luxurious suite. It had worked exactly as the other Baxter had said it would.

The next morning, Baxter was collected by the Japanese agent and taken to the trade fair, where he was treated like royalty. Everybody wanted to shake his hand and ask his opinion, and he began to enjoy himself. In the early afternoon, he returned to the hotel to get ready for the dinner that had been arranged for him. He ran himself a bath in a tub that was about the size of his bedroom at home, and as he relaxed in the delicately scented water, he sighed. It seemed such a pity it was soon going to end.

It was while he was drying off that he first opened B.I.G.

"As I say in my book, the key to sales success is belief in yourself," Baxter told the guests at dinner. "A product and its features are important, but if you don't believe yourself to be a top salesperson, you don't have a chance." He nodded wisely and there was a murmur of agreement from around the table.

"But how do you get that self-belief, Mr Davies?" asked an anxious-looking young man in a business suit.

"Imagination," answered Baxter with confidence. "See yourself how you want to be, love that vision, and you will become that person. It works every time. I remember once when..."

He was the centre of attention for the whole evening, and as he went to bed, Baxter realized that things had to change in his life. Big changes. B.I.G. He was just going to sleep when the phone rang. It was the night manager: "Mr Baxter, sorry to disturb you. There's a man here at reception who wants to speak to you. I..." There was the sound of the phone being snatched away.

"Baxter, old boy? This is Baxter!"

It was the other Baxter. He sounded very drunk.

"Tell them to let me upstairs, will you? I need a place to sleep. Got a couple of drinks inside me."

Baxter thought for a millisecond. "Certainly. Give me the night manager again." The phone was handed back.

"Reception? I think you'd better call the police. I have absolutely no idea who that person is."

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acknowledge sth.

- etw. bestätigen

airbrush sth.

- etw. retuschieren

all-expenses trip

- All-inclusive-Reise

amazing jfml.

- fantastisch

carry-on bag

- Reisetasche (als Bordgepäck)

catch sb.'s eye ➤ jmds.

- Aufmerksamkeit erregen

coincidence ➤ Zufall**companion**

- Begleiter(in)

cough drop

- Hustenbonbon, -pastille

en route ➤ auf dem Weg**anxious**

- (ängstlich) gespannt

competition

- Gewinnspiel

complexion

- hier: Aussehen

delicately scented

- fein duftend

fair ➤ Messe**let sb. on** ➤ hier: jmdn. an

- Bord lassen

feature

- Merkmal, Funktion

hung-over ➤ verkater**much travelled**

- weit gereist,
viel herumgekommen

murmur ➤ Gemurmel**near enough UK**

- nahezu

object

- Einwände erheben

old boy UK ➤ alter Junge**persuasive**

- überzeugend

pop sth. into sth.

- etw. schnell in etw. hinein-
stecken

publisher ➤ Verleger(in);

- Verlag

run oneself a bath

- sich ein Bad einlassen

trip over sth.

- über etw. stolpern

snatch sth. away

- etw. wegreißen;
an sich reißen

trade magazine

- Fachzeitschrift

treat sb. like royalty

- jmdn. wie eine(n) König(in)
behandeln

tub ➤ Badewanne**whale** ➤ Wal

AND FINALLY ONE QUESTION

[30] Introduction **E**

David Ingram: And now, we come to our mystery person. Listen carefully to the following clues and see if you can guess who it is. The name of the person will be revealed after the beep at the end of the next track, so remember to pause the track if you want to listen to the clues again before finding out who the person is.

[31] Who am I? **M US**

- I was born in Colorado on April 21, 1978.
- I trained to be an Olympic skier but later ran secret poker games for Hollywood stars.
- I wrote a book about my life, and the story was later turned into a film.
- I come from a very high-achieving family. My father is a college professor. One of my brothers became an Olympic skier and professional football player. My other brother is a surgeon.
- I qualified for the U.S. Ski Team, but a back injury forced me to give up my sports career.
- I studied political science at the University of Colorado Boulder. After that, I moved to Los Angeles and worked as a waitress in Hollywood.
- I worked at The Viper Room, a famous L.A. nightclub popular with celebrities from film and music. My boss asked me to host secret (and illegal) poker games for celebrity customers. Later, I organized my own games in L.A. and New York City.
- These games attracted very wealthy people, including famous athletes, Mafia figures and movie stars such as Ben Affleck, Tobey Maguire and Leonardo DiCaprio.
- The bets were for very large amounts of money. As host, I was earning up to \$150,000 per game and \$4 million per year.
- One night, armed FBI agents burst into my home and arrested me for illegal gambling. The court gave me one year of probation and a fine.

- The media gave me the nickname “Poker Princess.”
- In 2014, I wrote a bestselling book about my life, which was turned into a film, starring Jessica Chastain (as me) and Kevin Costner (as my dad).
- Today, my life is very different. I am an entrepreneur and a motivational speaker. I regularly speak about my life experiences, about risk-taking and about being a woman in a male-dominated business world.
- My husband is a neuroscientist. We are working together to develop an app that will help people who have an addiction to gambling or drugs.

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David: And the mystery person is... Molly Bloom, the famous poker entrepreneur. If you didn't get this right, go back and listen to the clues again. To expand your vocabulary, I'd also recommend memorizing a fun fact about Bloom that uses a new piece of vocabulary that you hadn't heard before. Then try to use it in conversation yourself one day this week to make sure you don't forget it.

addiction

• Sucht(erkrankung),
Abhängigkeit

bet • Wette; hier: Einsatz

burst into sth.

• in etw. hineinstürmen

celebrity

• Promi(nente(r))

entrepreneur

• Unternehmer(in)

fine • Geldstrafe

high-achieving

• erfolgreich, leistungsorientiert

host (sth.)

• Gastgeber(in),
Veranstalter(in);
etw. veranstalten

illegal gambling

• illegales Glücksspiel

injury ► Verletzung

nickname

► Spitzname

probation

► Bewährung

run sth. ► hier: etw.

veranstalten

starring..

► mit... in der Hauptrolle

surgeon

► Chirurg(in)

waitress

► Kellnerin

CONCLUSION

[32] Until next time... E

Elisa Moolecherry: So, we've come to the end of another issue.

David Ingram: We hope that you've enjoyed listening to our articles, dialogues, interviews and exercises.

Elisa: Take care. Bye!

David: Bye, everyone.

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INTRODUCTION

1. **Let's get started!** **E** 1:07

TRENDS

NAMES AND NEWS

2. **Introduction (I)** **E** 0:10
 3. **Battle of the brains** **M** 0:47
 4. **Introduction (II)** **E** 0:13
 5. **The profit prophet** **M** 1:00

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6. **Introduction** **E** 0:25
 7. **Elon Musk: A debatable figure** **M** 5:52

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 9. **The great paper chase** **M** 3:47

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BUSINESS SKILLS

Meetings

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 11. **Preparing for successful meetings** **M** 4:30
 12. **Response** **M** 0:34
 13. **Essential phrases for preparing successful meetings** **M** 3:28
 14. **Essential words for preparing successful meetings** **M** 4:25

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 18. **Interview: Bob Dignen** **A** 2:32

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21. **Practise idiomatic language** **M** 4:12
 22. **Keep on practising idioms** **M** 2:34
 23. **False friends: What's the difference?** **M** 1:18
 24. **Exercise: Don't confuse** **M** 1:34
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26. **Introduction** **E** 0:23
 27. **Dialogue: At an artist's studio** **E** 2:58

SHORT STORY

28. **Introduction** **E** 0:15
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AND FINALLY

ONE QUESTION

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 31. **Who am I?** **M** 3:23

CONCLUSION

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