

ENGLISH FOR YOUR WORK AND LIFE



# Business Spotlight

**Business Skills**

**How to make  
communication  
more effective**



**Careers**

Learning from  
career mistakes

**Head-to-Head**

Does AI promote  
equality?

**Skill Up!**

Idioms and collocations  
about farming

**EASY E**

CEF level A2

**MEDIUM M**

CEF levels B1–B2

**ADVANCED A**

CEF levels C1–C2

CEF: European Framework of Reference for Languages

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## INTRODUCTION

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

**Elisa Moolecherry:** Hi there, everyone! We're really glad to have you here.

**David Ingram:** Are you ready to practise your business English? This time, you'll hear a debate about the use of artificial intelligence in promoting equality.

**Elisa:** And we also hear from a brand consultant from Minnesota who shares his biggest professional failure with us and, more importantly, what he learned from it.

**David:** That's not all. You can also practise farming-related vocabulary and phrases and listen to some expert advice about dealing with emotions at work.

**Elisa:** All right, let's not give it all away. Shall we get started?

**David:** OK! Why don't we start with the news? Here goes.

## TRENDS

### NAMES AND NEWS

#### [2] Newsbite (I) E

**Elisa Moolecherry:** The war in Ukraine has led many Ukrainians to flee their country. Two Harvard students have created a website to help Ukrainian refugees find safe accommodation. Let's hear more about this great initiative.

### [3] Teens' website matches Ukrainians to hosts **E US**

Avi Schiffmann could not sleep after going to a demonstration against Russia's war in Ukraine. "I couldn't stop thinking about what I could do to help," he told *The Washington Post*. "I wanted to do something that had an instant impact." Schiffmann, a 19-year-old student at Harvard, had developed a website in 2019 that helps track global cases of Covid-19. That website was so successful that he was named the Webby Person of the Year by Anthony Fauci, the chief medical advisor to the U.S. president.

Schiffmann tweeted: "A cool idea would be to set up a website to match Ukrainian refugees to hosts in neighboring countries." He and his classmate, Marco Burstein, an 18-year-old computer coder, created a site and had it translated into 12 languages. Three days later, Ukraine Take Shelter was live. Schiffmann describes it as "a stripped-down version of Airbnb." In the first week, more than 4,000 hosts registered. "There have been more than two million refugees," Schiffmann said. "They all deserve a safe place to stay."

*Business Spotlight 5/2022, p. 8*

#### classmate

- hier: Kommilitone/  
Kommilitonin

#### host

- Gastgeber(in)

#### impact

- Wirkung

#### instant

- sofortig

#### match sb. to sb.

- jmdn. mit jmdm. (einer passenden Person) zusammenbringen

#### refugee

- Flüchtling

#### shelter

- Schutz;  
hier auch: Unterkunft

#### stripped down

- vereinfacht, abgespeckt

#### track sth.

- etw. (nach)verfolgen

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

**David Ingram:** A trip to IKEA can take some time. This isn't just because of arguments about whether you really needed to buy that cactus-shaped vase, though. IKEA stores are usually outside cities, meaning the journey to and from the store is typically quite long. In Dubai, IKEA made sure that this travel time paid off. Let's find out more.

## [5] IKEA's new sales strategy **M**

Who hasn't been to IKEA and come home with a lot more than planned? There's a good reason for this. The Swedish company is a master of impulse buying. A study by Alan Penn of University College London estimates that 60 per cent of all IKEA purchases are unplanned.

All retailers encourage impulsiveness, but few as systematically as IKEA. In most shops, an average customer sees about a third of all the products for sale. At IKEA, customers walk past everything in the catalogue, creating more opportunities for impulsive decisions. And IKEA's maze-like stores further encourage this, because customers don't want to go back to get something later.

Now, the world's largest furniture retailer has been innovating again, this time, with technology to let shoppers buy things with time. Since IKEA stores are usually located outside cities, many consumers don't go there for smaller purchases. In Dubai, IKEA allowed people to track their trips to the store, using a geolocation app. They could then convert their travel time into currency to spend. During the campaign, store visits in Dubai rose even higher than expected — with many more unplanned purchases, too, no doubt.

Business Spotlight 5/2022, p. 9

### currency

- Wahrung; hier: Geldwert

### impulse buying

- Spontankauf/-kaufe

### maze

- Labyrinth

### purchase

- Kauf

### retailer

- Einzelhandler(in)

### track sth.

- etw. (nach)verfolgen

**HEAD-TO-HEAD****Does AI promote equality?****[6] Debate introduction E**

**Elisa Moolecherry:** AI is increasingly being used to help people make good decisions, but is this a positive or a negative thing? Two of our colleagues, Owen and Richard, don't seem to have the same opinion on this topic. Let's hear what they have to say.

**[7] Debate: Two different opinions** **M**

**Richard Mote:** I used to think I was a fan of AI, but I have to say now I'm not so sure, because AI looks like it's objective from the outside — like the computers are making all the decisions based purely on facts. But it's becoming increasingly clear that many of the algorithms that power AI simply copy and embed biases that already exist in society. And when this happens, AI gives these biases a sort of misleading scientific credibility because it's AI.

**Owen Connors:** Yes, and that is a big issue. I think AI has developed very much like the internet developed. Companies have developed it individually, and are using it in a commercial way. I think as AI becomes more relevant and more prevalent to society and people are dealing with it and being directly affected by it, much greater stringency must be developed by governments and organizational bodies in relation to how AI is actually programmed and how it is used in society.

**Richard:** I think that's true, but how many people can really understand AI that well that they can actually regulate it? Surely, the government along with everyone else is going to be overwhelmed with the complexity of the whole thing.

**Owen:** Yes. And that's another issue. I mean, they're overwhelmed with social media. They're overwhelmed with the internet, which has been

around for decades now in an important way for society. Um, yes, it, I think educating ourselves on AI, educating the public on AI and making AI central to where we're going as a society is very, very important. You can see that with police forces that use AI. If they're using data that has been created with a discriminatory bias, that data is going into the AI. You're going to get a biased output — same with healthcare. AI has amazing potential to be misused. And yet, if society accepts the responsibility of AI, accepts that there are risks, that algorithms are not neutral and give out what they're being fed. AI also has the potential to create amazing equality. Or certainly better equality than we have now.

**Richard:** Mm, I think for a long time, it was assumed that AI would simply be automating the simple, repetitive tasks that everybody hates. And that would make our lives much easier because it, that only requires sort of a low level of judgement, but it's quite scary how sophisticated AI is becoming, because they've got more powerful computers. They've got much more data to work with and they seem like they could be smarter than humans pretty soon.

I guess the question is whether you think human judgement is really essential for deciding some of the most important things in life. Is there something about humans that software can't quite replicate?

**Owen:** It's almost like do our emotions have importance above what a computer can offer or what AI can offer? Are they relevant in certain situations? And of course, where is AI going to lead us job-wise? How much automation is to come and what are people going to do if their job is taken by AI, this could definitely lead to great inequality. I think we have to learn from our mistakes with the internet and how certain companies created giant virtual monopolies, and how developing countries lost out in many ways.

**Richard:** If it's not too late — that is, if AI hasn't already taken over.

Business Spotlight 5/2022, pp. 22–23

#### affected: be - by sth.

- von ew. betroffen sein

#### amazing ifml.

- fantastisch, toll

#### assume sth.

- etw. annehmen, vermuten

#### bias ▶ Voreingenommenheit

#### credibility

- Glaubwürdigkeit, Vertrauenswürdigkeit

#### decade ▶ Jahrzehnt

#### embed sth.

- etw. einbinden

#### healthcare

- Gesundheitsversorgung

#### issue ▶ Problem

#### output ▶ Ergebnis

#### overwhelmed

- überwältigt;

*hier auch:* überfordert

#### prevalent

- vorherrschend

#### regulate sth.

- etw. regulieren; *hier auch:* kontrollieren

#### repetitive

- sich wiederholend

#### replicate sth.

- etw. replizieren, kopieren

#### scary ifml.

- erschreckend

#### sophisticated

- ausgefeilt, komplex

#### stringency

- Stringenz, Strenge

## COMMUNICATION

### BUSINESS SKILLS

#### Effectiveness and clarity

#### [8] Introduction **E**

**David Ingram:** Communication isn't always easy. It is about more than just words. Body language and tone of voice can also affect the impression you make on others. Then there are also the challenges of remote work, which can make communication even harder. Ken Taylor has written an article on how to make communication clearer and more effective. Let's listen to this article.

## [9] It's not what you say... **M**

“It is impossible to speak in such a way that you cannot be misunderstood” Karl Popper (Austrian-British philosopher)

In business, we don't want to be misunderstood. Effective communication is important. Salespeople must convince customers of the benefits of a product. A PA asks for a higher salary. A nurse needs to convince a patient that a vaccine is necessary. And we all want others to understand our point of view.

To make your message clear, be aware of the three Vs of communication:

**Verbal:** the words that are spoken.

**Vocal:** the way the words are said.

**Visual:** facial expressions and body language.

Getting the balance right is important, as the impact of a message often depends more on the way you present it than on the actual content.

Albert Mehrabian, professor of psychology at the University of California, Los Angeles, gave us the three Vs of communication. His study has been oversimplified, but it's often summarized as follows:

**Verbal:** 7% of the message is in the words that are spoken.

**Vocal:** 38% of the message is the way that the words are said.

**Visual:** 55% of the message is in facial expressions and body language.

## Verbal

“Words can inspire. And words can destroy.

Choose yours well” Robin Sharma  
(Canadian author and leadership expert)

Words carry meaning, and we must choose them wisely. Words can even produce a chemical reaction in the brain. Powerful words can cause the release of dopamine, a chemical that improves memory — examples include:

**Free:** (as in “free of charge”) people want to make good financial decisions.

**Guarantee:** providing the customer with a sense of stability and security.

**Love:** a positive emotional connection.

**Now:** reduces hesitation before action.

**Unique:** makes people feel special.

**Win:** most of us want to avoid losing.

**You:** the most powerful word, as it forms a connection with an individual.

Besides being powerful, words should be easily understood, especially when working with non-native speakers. It's usually a mistake to try to show sophistication by using complicated language or by copying fancy words used by native speakers.

**Tip:** KISS (keep it short and simple).

## Vocal

“The human voice is the most perfect instrument of all” Arvo Pärt

(Estonian classical composer)

“Paralinguistics” refers to how we say things, not what we say. Without it, it’s impossible to understand the expressions and thoughts that go with words. This includes intonation, stress, accent, and the use of silence and pauses.

Stressing a word affects the meaning of a sentence — for example:

- “**I** know how you feel about John.” ➤ This means that no one else knows.
- “I **know** how you feel about John.” ➤ You’ve told me this many times before.
- “I know how **you** feel about John.” ➤ But how do the others feel?
- “I know how you feel about **John**.” ➤ But how do you feel about me?
- And finally, with no stress and flat intonation: “I know how you feel about John.” ➤ Everyone feels the same — he’s hopeless!

Try playing with your voice. Say the word “well” to show the meaning indicated. Get a friend to listen and give you feedback.

1. It was a good film, wasn’t it? ➤ Well... (I don’t think so)
2. How old is she? ➤ Well... (I’m not sure)
3. He got married to Helen. ➤ Well... (What a surprise!)
4. It’s your fault! ➤ Well... (I’m insulted)
5. I’ve made a decision. ➤ Well? (What is it?)
6. You’re so clever. ➤ Well... (I’m flattered)

Another powerful communication tool is silence. Pauses can add impact and emphasis to words, and silence can encourage others to speak. We learn to use paralinguistic elements by copying others.

**Tip:** Stress the most important word(s) in a sentence to help your listeners understand your key ideas.

## Visual

“I speak two languages, Body and English”

Mae West (American film star)

Body language isn’t an exact science, but you can get an understanding of what people think from their posture, gestures and how much eye contact they make. If you want to improve your non-verbal communication, look at TV interviews or chat shows. Watch the body language. What signals show that people are confident, engaged and open to discussion?

Not all non-verbal signals are universal. Some psychologists say that about 75 per cent of non-verbal signals are common to all humans, while the rest is cultural. For example, if you move your arm up and down with the thumb upright, it’s interpreted as hitch-hiking in Western countries, but it’s an insult in Nigeria. In parts of the Indian subcontinent, people shake their heads to show agreement, which is confusing to outsiders.

**Tip:** When you visit a country for the first time, spend an evening in a restaurant or bar and observe how people interact with each other. You might get a feel for the non-verbal communication style of the locals.

### Modern technology

“Regardless of the changes in technology, ... well-crafted messages will always have an audience”

Steve Burnett (American author and leadership coach)

Messaging apps like Zoom and Slack have enabled and accelerated remote working. At least for younger people, texting has widely replaced talking on the phone. And their phones are on 24 hours a day. These developments affect the three Vs. While in voice-only calls, the paralinguistics are very important, when we text, the vocal element disappears and it's harder to use stress and emphasis. On video calls, most of our body is out of the picture, so faces and backgrounds become more important — although slow networks can play havoc with facial expressions.

Use of new technology and social media has increased immensely. That leaves less time for real-life interactions, and verbal communication may decrease further. But I doubt the three Vs are any less important. Effective communication is an essential tool for productivity and

business relationships. It just needs adapting to new technology.

Business Spotlight 5/2022, pp. 32–34

#### accelerate sth.

• etw. beschleunigen

#### affect sth.

• etw. beeinflussen

**audience** ▶ Publikum

**chat show** UK

▶ Talkshow

#### composer

▶ Komponist(in)

**emphasis** ▶ Nachdruck

**engaged** ▶ engagiert;

hier: aufmerksam

**Estonian** ▶ estisch

**fancy** ▶ ausgefallen

**flat** ▶ hier: neutral, ohne

Modulation

**flattered** ▶ geschmeichelt

**gestures** ▶ Gestik

**hesitation** ▶ Zögern

**hitch-hiking** ▶ Trampen

**impact** ▶ Wirkung

**indicate sth.**

• etw. angeben

**insult** ▶ Beleidigung

**insulted: be** ▶

• beleidigt sein

**nurse** ▶ Krankenpfleger(in)

#### PA (personal assistant)

▶ persönliche(r) Assistent(in)

#### paralinguistics

▶ Paralinguistik

**play havoc with sth.**

• etw. (völlig) durcheinanderbringen

**posture** ▶ Haltung

**release** ▶ Freisetzung,

Ausschüttung

**remote working**

▶ Arbeit(en) nicht vom Büro aus / im Homeoffice

**sophistication**

▶ Raffinesse; hier: hohes

Bildungsniveau

**stress (sth.)**

▶ Betonung; etw. betonen

**summarize sth.**

• etw. zusammenfassen

**texting** ▶ Versenden von

Kurznachrichten

**thumb** ▶ Daumen

**unique** ▶ einzigartig

**vaccine** ▶ Impfstoff

**well-crafted**

• gut gefertigt; hier: gut formuliert

## [10] Essential phrases: Communication M

**David Ingram:** Let's practise some phrases that are useful for talking about verbal, vocal and visual communication and the effect of modern technology on co-workers' interactions with one another. 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. You say that a story helps you to communicate.
  - Use "good story", "enhances", "ability" and "remember".
  - ▶ A good story enhances my ability to remember.
2. You comment on the way in which a French woman you once met spoke English.
  - Use "she", "spoke", "distinct" and "French accent".
  - ▶ She spoke with a distinct French accent.
3. You say that you noticed a change in the way that John was sitting at the start of your conversation.
  - Use "John", "changed", "posture", "started" and "speaking".
  - ▶ John changed his posture when he started speaking.

4. You ask if the pandemic has had an impact on how people work.
  - Use "has accelerated", "pandemic", "the trend" and "hybrid offices".
  - ▶ Has the pandemic accelerated the trend towards hybrid offices?

**David:** Excellent. Well done!

impact ▶ Wirkung

**[11] Essential words: Communication M**

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

**George:** I have to go back to the office next week. No more remote working for me!

**Lucy:** I'll still be working at home for ages, I think. I really miss face-to-face interaction. Talking to people in online meetings just isn't the same. Some people's flat intonation in video calls really sends me to sleep.

**George:** That's not good. And slow networks can play havoc with facial expressions. It's hard not to laugh sometimes.

**Lucy:** [laughs] Yes, sometimes I only understand every second word. I work with someone who has a distinct French accent, and I have to concentrate so hard when I'm talking to her.

**George:** Imagine what it would be like if you had to speak French, though!

**Lucy:** [laughs] Ooh la la, I'm afraid my French stops there!

**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 com-

plete 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: "remote" OR "remotely"

**George:** No more [beep] working for me!

► No more remote working for me!

2. And here's the next pair of words: "face-to-face" OR "facial"

**Lucy:** I really miss [beep] interaction.

► I really miss face-to-face interaction.

3. And another pair of words to choose from: "flat" OR "stale"

**Lucy:** Some people's [beep] intonation in video calls really sends me to sleep.

► Some people's flat intonation in video calls really sends me to sleep.

4. And one more pair of words: "advocate" OR "havoc"

**George:** And slow networks can play [beep] with facial expressions.

► And slow networks can play havoc with facial expressions.

5. And the last pair of words to choose from: "distant" OR "distinct"

**Lucy:** I'm working with someone who has a [beep] French accent.

- ▶ I'm working with someone who has a distinct French accent.

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

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**distinct**

- ▶ deutlich, ausgeprägt

---

**face-to-face**

- ▶ persönlich

**flat** ▶ hier: neutral,  
ohne Modulation

---

**play havoc with sth.**

- ▶ etw. (völlig) durcheinanderbringen

---

**remote working**

- ▶ Arbeit(en)  
nicht vom Büro aus / im  
Homeoffice

## CAREERS

### MY BIGGEST FAILURE

#### [12] Introduction E

**Elisa Moolecherry:** Failure can be scary, but it is also an opportunity to learn and improve. Josh Cramer, a brand consultant and copywriter from Minneapolis, Minnesota, spoke to Richard Mote about the lessons that can be learned from making mistakes in one's professional life. In this interview, he reflects on career mistakes he made when he left college.

**[13] Interview with Josh Cramer** 

**Richard Mote:** Hi, Josh. Thanks for agreeing to this interview. First of all, could you tell me a little about your current job?

**Josh Cramer:** So, I own and operate a consultancy called Ghost CMO — we're a full-service branding consultancy. I focus on the verbal strategy side of it. So, my specific title is verbal strategy consultant. Essentially, I help brands get their message across in ways that are truthful, differentiating and compelling.

**Richard:** I see. That sounds like a really interesting role, but you weren't always in this position, were you? In fact, before this call, I remember you saying that it was failure that led to your success. Could you expand on that?

**Josh:** It's hard to have regrets because I like where I am now, and I like where my life is headed, but there have definitely been some hard lessons that I've learned along the way. What I had come from originally was I sold shoes on commission for eight years during high school and then through college. And then once I graduated with my bachelor's degree, I said to myself, "Well, now it's time for a serious adult job."

And we were at the height of the recession in 2010, so what a time to go out and try to knock on doors and get people to buy radio advertising! Brilliant, what could go wrong? So, I went in, and I received no training whatsoever. I

didn't even have my own list of existing clients, like everybody else had. And all I had to rely on was what I had learned selling shoes in a shoe store, which, you know, I consider myself a very good shoe salesman, but there are fewer transferable skills between inside sales and outside sales than one might think.

And it was living hell. I would get like a ball of tension in my stomach getting ready for the weekend to be over because I knew that I had to get in my car and drive all around the Twain Cities and be rejected again and again and again, and treated like the scum of the earth. And then I had to go to the office and be berated for having produced nothing and it was that process for three straight months. And the day that I decided to quit, it was a surprisingly euphoric feeling. So, yeah... I wouldn't say that I was a big failure or that failing at the job was my biggest failure, but in failing to recognize how shitty the situation was to begin with and then sticking with it probably for as long as I did was the biggest part of failure for me.

**Richard:** What were your key learnings from this experience?

**Josh:** I mean I shouldn't have been as desperate as I had been because there is nothing wrong with the job that I had. It was just that I'd been there for eight years, and I knew that I had ascended to as high a position as you can get in

selling shoes. You know, I wasn't about to be a store manager because they knew I wasn't a lif-er, so that was the best that I could do there, and I wanted really badly to begin my career. And I let that pressure get to me.

**Richard:** Thanks so much for sharing those in-sights with me. Take care.

**Josh:** You, too.

Business Spotlight 5/2022, p. 35

#### along the way

► auf dem Weg dorthin, in dieser Zeit

**ascend** ► aufsteigen

**berate sb.** ► jmdn. schelten

**brand** ► Marke

#### branding

► Aufbau einer Marke

**brilliant** UK *ifml.*

► genial

#### compelling

► zwingend, überzeugend

#### consultancy

► Beratungsunternehmen

#### desperate

► verzweifelt

#### expand on sth.

► hier: etw. näher erläutern

#### get a ball of tension in one's stomach

► unter großer Anspannung leiden

#### get a message across

► eine Botschaft rüberbringen

#### graduate

► einen (Hochschul-)Abschluss machen

#### hard lesson

► harte Lektion

#### headed: where sb.'s life is ~

► etwa: welche Richtung jmds. Leben eingeschlagen hat

**I see.** ► Ich verstehe.

#### insight

► Erkenntnis, Einblick

#### lifer *ifml.*

► Lebenslängliche(r); hier: Person, die etw. ein Leben lang tut

#### on commission

► auf Provision(sbasis)

**quit** *ifml.* ► kündigen

#### reject sb.

► jmdn. ablehnen

#### rely on sth.

► auf etw. vertrauen

#### scum of the earth: the ~ *ifml.*

► der Abschaum der Menschheit

#### shitty *ifml.*

► beschissen

#### straight

► hier: glatt, ganz

#### translatable

► übertragbar

#### Twin Cities

► Ballungsraum von Minneapolis und Saint Paul in Minnesota

## **LEADERSHIP**

### **Emotions at work**

#### **[14] Introduction E**

**Elisa Moolecherry:** How do you deal with your co-workers' emotions at work? If someone started crying in a meeting, would you know how to react? Leadership expert Bob Dignen considers the topic of emotional excellence at work in conversation with Melita Cameron-Wood.

## [15] An interview with Bob Dignen

**Melita Cameron-Wood:** Bob, thanks so much for joining us. Why is it so important for leaders to become more emotionally aware?

**Bob Dignen:** I think there are two types of “emotionally aware” that we need to talk about. Firstly, there’s awareness of your own emotions, your own inner world, self-awareness in other words. And then there’s awareness of others’ emotions, how they’re feeling. Let’s call that empathy. So, let’s take these separately. We start with the first self-awareness, and many people would call that self-leadership. I mean, for me, it’s pretty much the foundation of everything. And if you’re not aware and, to some degree, in control of your emotions, it’s very difficult to think rationally and to behave effectively. So, I think that’s fundamentally where we need to start — being aware of what is happening in your own head, in your own body.

And then, secondly, regarding others’ emotions, I mean obviously effective leaders this should connect to other people’s emotions, their feelings, their motivations — not simply to be kind, but also to unlock higher performance. I mean if I don’t know how you feel about a task, if you’re confident, bored, then I’m not leading you in an effective way. So, emotional awareness, for me, both types, it’s not an option. This is a must.

**Melita:** Right, I see. And how can leaders best prepare for emotionally tense situations at work?

**Bob:** I think the first part of preparation is curiously to challenge our sense of what we’re preparing for. I mean it’s interesting. If we use language like emotionally tense, that itself is very charged, and we start to inject pressure into the situation. And for me, people come to a meeting and they have strong beliefs. If they’re feeling something strong, if they disagree, if somebody feels something is not fair, then at the end of the day, yes, it’s emotionally charged, but it shows commitment. And commitment is fundamentally an opportunity to build understanding of what’s important to each other and to take a decision which makes other people feel good and makes me feel good. So, I think it’s emotionally significant moments, not emotionally tense. I think if we see emotionally significant moments as great opportunities to build relationships, to achieve results, we approach those moments with much more kind of focus and hope, actually.

**Melita:** Thanks so much for sharing your thoughts with us.

**Bob:** Thank you!

Business Spotlight 5/2022, pp. 36–38

achieve sth.

→ etw. erreichen

approach sth.

→ sich etw. nähern

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**charged**

- ▶ hier: belastet

---

**commitment**

- ▶ Engagement, Einsatzbereitschaft

---

**confident**

- ▶ selbstbewusst

---

**foundation**

- ▶ Grundlage

---

**inject sth.**

- ▶ etw. initiieren

---

**tense** ▶ angespannt

---

**unlock sth.**

- ▶ etw. entriegeln; hier: (aus)nutzen

**CAREER COACH****Body language****[16] Introduction E**

**David Ingram:** Have you ever been on a video call and noticed that your nose was almost touching the screen or that your shoulders were hunched? Body language is important, both off- and on-screen. Let's listen to this column on body language by Bo Graesborg, read by Richard Mote.

## [17] “Sit up, switch on your camera and smile” **M**

Remember when you were at school and your teachers told you to sit up straight? They might have been right about that. We know that the mind often influences the body. When we're nervous, we feel it in our stomachs. Stress can cause headaches, and a depressive mood can make us tired and unmotivated. Today, it is becoming increasingly clear that this influence works in the other direction as well. Your posture can influence your mind and your performance at work.

The importance of body language for effective communication is not a new idea, of course. Although not everybody knows that it also plays a role in virtual communication. When you're in an online call, sit up straight, switch on your camera and smile — and already you will have set yourself apart from most people in online calls.

Your body language can have a positive influence on your relationship with others, online or offline. It might also improve your relationship with yourself. With some very simple measures, you can regulate the hormones responsible for stress (cortisol) and confidence (testosterone), and make yourself feel more relaxed and focused. People who work in an office and sit all day at a desk in front of a computer can easily develop back and neck problems. For

those people, a good posture as well as ergonomic office furniture are essential.

Research by social psychologist Amy Cuddy showed a big performance increase among people who spent just two minutes on body language right before a job interview. The participants were asked to spread their arms wide, raise their heads and hold this “power pose” for two minutes. In the job interview, those people were then seen as more confident, more enthusiastic and more authentic — and were generally more likely to get the job than the control group, who didn't do the power pose.

The simple lesson is that you can become more productive by changing your body language. Do a power pose before an important meeting (maybe in a private space or the positive effect might be offset by the surprised reactions of your colleagues) and others will see you more positively in the interaction.

Business Spotlight 5/2022, p. 39

### job interview

• Bewerbungs-, Vorstellungsgespräch

mood • Stimmung

### offset sth.

• etw. ausgleichen;  
hier: neutralisieren

### posture

• (Körper-)Haltung

### power pose: hold a ~

• hier etwa: sich selbstbewusst durch eine kraftvolle Körpersprache zeigen

### research

• Forschung

### set oneself apart from sb.

• sich von jmdm. abheben

## LANGUAGE

### SKILL UP!

#### Farming

#### [18] Exercise: Idioms (I) M

**Elisa Moolecherry:** OK, let's "skill up" on our language now with some idioms related to farming. First, listen to a dialogue between Adele and Barry. The language they use is simple.

**Adele:** I've just seen the boss. He looked extremely happy. He's about to close that big deal.

**Barry:** Really? You heard it from the boss himself! He shouldn't be too confident because something could still go wrong. The offer might not be any good.

**Adele:** I doubt it. What annoyed you so much, anyway? It's good to make use of an opportunity while it lasts!

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

**Adele:** I've just seen the boss. He looked as happy as a pig in mud. He's about to close that big deal.

**Barry:** Really? You heard it straight from the horse's mouth! He shouldn't count his chickens before they hatch. The offer might be a pig in a poke.

**Adele:** I doubt it. What's got your goat, anyway? It's good to make hay while the sun shines!

**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.

- Someone who is extremely happy, is...
  - as happy as a pig in mud.
  - as happy as a king in his palace.

► **a)** is right. Someone is "as happy as a pig in mud" if they feel very, very happy. Next one.
- If you get information from someone who is directly involved in a matter, you hear it...
  - straight from the horse's mouth.
  - directly from the bird's whistles.

► **a)** is right. If you hear something "straight from the horse's mouth", you learn it at first hand. Next one.
- If someone tells you not to get too excited about something before it has happened, they say that you should not...
  - feed your chickens before the night falls.
  - count your chickens before they hatch.

► **b)** is right. "Do not count your chickens before they hatch" means that you should not be too confident about something before it really happens. Next one.

4. If you buy something before seeing and checking it, you buy...

a) a pig in a poke.

b) a cat in a basket.

➤ a) is right. If you buy “a pig in a poke”, you buy something that you haven’t seen before, so you don’t know if it’s really any good. OK, next one.

5. Something that makes you very angry,...

a) gets you a bird.

b) gets your goat.

➤ b) is right. If something “gets your goat”, it really annoys you. And here’s the last one.

6. If you take advantage of an opportunity while you have it, you...

a) make a fire for the iron.

b) make hay while the sun shines.

➤ b) is right. “Make hay while the sun shines” means that you should use an opportunity before it expires.

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

**annoy sb.**

➤ jmdn. verärgern

**confident**

➤ selbstsicher

**hatch**

➤ (aus)schlüpfen

**mud** ➤ Schlamm

**poke**

➤ hier: Sack, Beutel

**straight** ➤ direkt

**[19] Exercise: Idioms (II) M**

**Elisa Moolecherry:** In this exercise, you can practise the idioms you have just heard again. You'll hear the sentences that Adele and Barry 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.

**Adele:** He looked as happy as a pig in mud.

• He looked extremely happy.

**Barry:** You heard it straight from the horse's mouth!

• You heard it from the boss himself!

**Barry:** He shouldn't count his chickens before they hatch.

• He shouldn't be too confident because something could still go wrong.

**Barry:** The offer might be a pig in a poke.

• The offer might not be any good.

**Adele:** What's got your goat, anyway?

• What annoyed you so much, anyway?

**Adele:** It's good to make hay while the sun shines!

• It's good to make use of an opportunity while it lasts!

**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.

**annoy sb.**

• jmdn. verärgern

**confident**

• selbstsicher

**hatch** • (aus)schlüpfen

**mud** • Schlamm

**poke**

• hier: Sack, Beutel

**straight** • direkt

**[20] Exercise: False friends** 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 is used for the waste from animals. Translate this word, please.

**German:** Mist

**English:** manure, dung

**David:** You can't say "mist", which refers to tiny drops of water suspended in the air or near the ground limiting visibility but which is not as dense as fog. The German word Mist is "manure" or "dung" in English. Please, translate this sentence.

**German:** Mist ist ein natürlicher Dünger.

**English:** Manure is a natural fertilizer.  
Dung is a natural fertilizer.

**David:** Well dung, er, I mean, done!

**dense** ▶ dicht

**visibility** ▶ Sicht

**suspend sth.**

▶ etw. aussetzen; hier: schweben lassen

**[21] 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 "manure" or "mist" instead of the beep. Then you'll hear the right sentence again. Ready?

1. I mix [beep] with the soil to help the flowers and vegetables grow.
  - I mix manure with the soil to help the flowers and vegetables grow.

OK. Next sentence.

2. According to the weather forecast, there'll be [beep] in the morning and sunshine later in the day.
  - According to the weather forecast, there'll be mist in the morning and sunshine later in the day.

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

3. Due to the early morning [beep], no one could see how much [beep] he had spread over the field.
  - Due to the early morning mist, no one could see how much manure he had spread over the field.

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

**[22] Text and exercises: Collocations** **M**

**Elisa Moolecherry:** For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together. Listen carefully to someone talking about a farm that is for sale. We'll then do an exercise on it.

Widdicombe Organic Farm consists of a 4-bedroom farmhouse and approximately 48 acres of farmland suited ideally to livestock grazing and hay cropping. A farm track leads to an extensive range of adaptable modern farm buildings. There is also a farm shop offering a wide range of fresh farm produce and artisan products. Price on application.

**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 "farm" from the text you just heard. Then you'll hear the correct answer. OK, here's the first sentence.

1. A farm where crops are grown without using any synthetic chemicals or fertilizers is an...
  - ▶ **organic farm.** A farm where crops are grown without using any synthetic chemicals or fertilizers is an organic farm.

OK, next one.

2. The area that is used for agriculture is called...
  - ▶ **farmland.** The area that is used for agriculture is called farmland.

The next sentence has to be completed with two collocations that use the word "farm".

3. The residential and commercial structures of a farm are the...

- ▶ **farmhouse and farm buildings.** The residential and commercial structures of a farm are the farmhouse and the farm buildings.

And the next one.

4. The fruits and vegetables grown on a farm are the...

- ▶ **farm produce.** The fruits and vegetables grown on a farm are the farm produce.

And another sentence.

5. The farm's produce is sold in the...

- ▶ **farm shop.** The farm's produce is sold in the farm shop.

And the last one.

6. You reach the farm via a...

- ▶ **farm track.** You reach the farm via a farm track.

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

Business Spotlight 5/2022, pp. 42–43

acre ▶ Morgen

adaptable

▶ anpassbar

artisan

▶ handwerklich

crop ▶ Nutzpflanze

cropping ▶ Anbau

fertilizer ▶ Dünger

graze

▶ grasen, weiden

livestock

▶ Nutztiere

on application

▶ auf Anfrage

**ENGLISH FOR...**  
**Humanitarian aid****[23] Introduction E**

**David Ingram:** Listen to this dialogue between two friends who are collecting and sorting through items to give to Ukrainian refugees. While you're listening, try to answer this question: Which item do the friends mention that is used to help people walk when they have injured or broken one or both of their legs?

**[24] Dialogue: Refugee aid M**

**Sarah:** Hi, Damian!

**Damian:** Hi, Sarah. I hope you've got enough space in your garage for all these donations.

**Sarah:** Yes, I've cleared it out, and I think it will work well as a central collection depot, don't you?

**Damian:** It'll be fine as long as we're organized and put different items in specific sections.

**Sarah:** That's a good idea. Show me what you've got so far, and we can start sorting through it.

**Damian:** Right, well, I've got a few blankets, lots of staple foods, some sanitary products, a tent, medicine and a pair of crutches.

**Sarah:** That's great. Why don't you put the food in the corner back there, and we could put the medicine, sanitary products and crutches over here. I have already bagged up some other blankets. I'll put these blankets next to the other ones.

**Damian:** Oh, by the way, my friend Matt said he had an old camp bed that he could give us. He'll come and drop that off later if that's OK with you?

**Sarah:** Sure, as long as he can come before seven o'clock this evening. I'm meeting a friend in town later on.

**Damian:** I'll drop him a text. I'm sure that'll be possible. He doesn't live far away.

**Sarah:** Great! I've been in contact with loads of local refugee charities, and they'll be thrilled when they see how much stuff we've collected.

**Damian:** Well, there'll be more on its way! I posted about our collection the other day before going to the gym and when I got back I had received over 300 messages.

**Sarah:** Wow! Well, maybe we could organize a weekly pickup, otherwise, my garage might get a bit too full.

**Damian:** Yes, that sounds like a great idea. Right, let's start emptying the van!

**David:** Did you get the answer to my question? The item that is used to help people walk when they have injured or broken one or both of their legs is called a "pair of crutches" or a "crutch" in the singular.

Business Spotlight 5/2022, pp. 40-41

**bag sth. up**

• etw. (in einen Sack)

einpacken

**blanket** ▶ Decke

**camp bed** ▶ Feldbett

**charity** ▶ Wohltätigkeitsorganisation; hier auch: Hilfsorganisation

**clear sth. out**

• etw. ausräumen

**collection depot**

• Sammellager

**crutch** ▶ Gehhilfe, Krücke

**donation** ▶ Spende

**drop sb. a text** *ifml.*

• jmdm. eine SMS schicken

**drop sth. off**

• etw. vorbeibringen

**item** ▶ Artikel

**pickup** ▶ Abholung

**refugee**

• Flüchtling, Geflüchtete(r)

**sanitary product**

• Hygieneartikel

**sort through sth.**

• etw. sortieren

**staple food**

• Grundnahrungsmittel

**thrilled: be - ifml.**

• hocheifreut sein

**van** ▶ Liefer-,

Transportwagen

## SHORT STORY

### [25] Introduction **E**

**Elisa Moolecherry:** Now, we come to a short story by James Schofield about a hacker who gets hired to check a company's cybersecurity system and discovers a company secret.

## [26] White hat, black hat A

I look at the numbers on my screen. I don't know what they mean exactly, but I can guess — and it's not good, not good at all. I have to make a decision, an ethical decision. Why is this happening to me?

Let's go back a couple of weeks. I'm sitting in a company conference room in London, opposite Florian Groop. He doesn't like me. He's the information security officer at Hive Investment, and I'm a hacker. A "white-hat" hacker, which means I help companies find weaknesses in their cybersecurity defenses, but he has nightmares about "black-hat" hackers, who exploit those weaknesses, and I've just told him I want to hack his most important system, SideBoard.

"That's absolutely out of the question, Ms Stein," he says. "Firstly, it would be a waste of time. We've got the best firewalls. Secondly, we shouldn't be paying a consultant to do a penetration test on something like SideBoard. It contains all the board's presentations, minutes of meetings, signed agreements, contracts..."

"Which is why your chairman hired me, Mr Groop," I say. "Because the UK Financial Conduct Authority wants to be sure that your defences are strong. But ask him yourself." I press redial on my phone — I'd spoken to the chairman just before this meeting — and push

it across the table. Groop looks at it, then picks it up.

"Chairman," he says, "it's about this pen test on SideBoard. I don't think..." He stops as a flood of abuse comes down the phone. That man is scary. Finally, the chairman hangs up, and Groop returns my phone. His face is white.

"Fine," he says. "Do your worst."

I smile, and get up to leave. "Thank you," I say. "I'll be in touch."

For a couple of days, I do nothing. Groop will have his people scanning internet traffic coming into the company and making sure all software has been updated and patched. Then, on day three, I do a quick phishing attack. Nothing special. I just send emails to Hive Investment employees asking them to click on a link to win a prize. If they do click on the link, it installs some malware on their computers that can collect passwords. But Groop is up to the challenge and the emails are blocked. I can practically hear him high-fiving himself.

Next, I try a denial-of-service attack. I flood Hive Investment with hundreds of requests for their website services, just enough to slow the system down. But this is only a distraction. The real attack starts when I call Groop.

"Groop? IT isn't working," I say. "I requested a new password 20 minutes ago, and nothing has arrived!"

“I’m sorry, sir,” he says. “We’re having a problem with...”

Yes, that’s right, he thinks he’s talking to his scary boss. I recorded Groop’s phone call with the chairman the other day, and with some clever software, I can deepfake my voice to sound like his.

“No excuses,” I shout. “Send a new password to this phone in five minutes or you can look for a new job in our call centre.”

Five minutes later, my phone pings, and I have what I need. Groop is terrified of the chairman and doesn’t stop to think about what he’s doing. “Social engineering” is what we call this kind of attack. Humans are the weakest link in any cybersecurity system. You just need to find the right person, use the right pressure, and you can get anything you want.

And now, here I am, inside Groop’s precious SideBoard application, looking at a file called Off Book, buried deep inside the system. It’s encrypted, but not very well, and I open it just out of curiosity. It shows money transfers from Croatian, Bosnian and Serbian bank accounts back in the 1990s, all of them going via Hive Investments into a number of Cayman Islands bank accounts, to be washed and recycled in the global economy.

The 90s were a long time ago, but not for war crimes. And back then, there were a lot of illegal arms deals going on as Yugoslavia fell into

war. The records show company names, dates, amounts — everything a prosecutor could wish for.

I feel sick. Am I a white hat, finding weaknesses, or a black hat, exploiting them? If I do nothing, I’m an accomplice. If I’m a whistle-blower and go to the authorities or to the press, I’ll never be able to work for a company again. Unless...

I have an idea, but I’ll have to do this just right. I remove any signs I’ve been in the system, then pick up my phone.

“Groop speaking.”

“Well done, Groop,” I say, using the chairman’s voice once again. “It seems our cyber-defences are in very good condition.”

“Thank you.” He sounds relieved.

“Yes,” I say. “Well, I needed to be sure. Now, Ms Stein has already sent me her report, and I’ve put it in SideBoard under ‘FCA’. I’d like you to forward it to the Financial Conduct Authority people immediately. They’re waiting for it.”

“Of course, sir. I’ll just have a look at what she says about...”

“Groop! I said ‘immediately’. Now, do it before I come down to your office and kick your...”

\*\*\*

It takes a little while, but, a few weeks later, the story appears in the press, and Hive Investments is gone shortly after that. They still paid me for my work though, so that’s all right. I

mean, it would have been very unethical if they hadn't.

Business Spotlight 5/2022, pp. 46–47

**abuse** ► Missbrauch;  
hier: Beschimpfung(en)

**accomplice**  
► Komplize/Komplizin

**arms deal** ► Waffen-,  
Rüstungsgeschäft

**board** ► Vorstand

**chairman** ► Vorsitzender

**deepfake sth.**  
► etw. realistisch simulieren

**denial of service (attack)**  
► DoS(-Angriff) (wörtlich:  
Verweigerung des Dienstes)

**distraction**  
► Ablenkung

**encrypted** ► chiffriert

**file** ► Datei

**Financial Conduct Authority  
(FCA) UK** ► Finanzdienst-  
leistungsaufsicht

**forward sth.**  
► etw. weiterleiten

**high-five sb.** US *ifml.*  
► jmdn. abklatschen

**I'll be in touch.**  
► Ich werde mich melden.

**information security officer**  
► Beauftragte(r)  
für IT-Sicherheit

**link** ► Verbindung;  
hier: Glied

**malware** ► Schadsoftware

**minutes** ► Protokoll

**nightmare** ► Albtraum

**patch sth.** ► etw. verbessern;  
hier: Sicherheits-  
lücken bei etw. schließen

**penetration test: do a -**  
► einen Penetrationstest  
(zur Beseitigung von Sicherheits-  
lücken) machen

**pen test** *ifml.*  
► Penetrationstest

**precious**  
► kostbar, hochgeschätzt

**prosecutor**  
► Staatsanwalt/-anwältin

**redial** ► Wahlwiederholung

**scary** *ifml.*  
► unheimlich

**social engineering**  
► soziale Manipulation

**up to: be ~ sth.**  
► etw. vorhaben; hier: etw.  
gewachsen sein, durchschauen

**whistle-blower**  
► (interne(r)) Informant(in)

---

## AND FINALLY ONE QUESTION

### [27] Introduction E

**David Ingram:** Now, let's move on to our mystery person. You'll hear a series of facts about this person, and then you'll hear a beep. After the beep, the name of the mystery person will be revealed, so remember to pause the track if you want a moment to think before hearing the answer.

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

- I was born on January 11, 1984, in Houston, Texas.
- I can type over 120 wpm on my Dvorak key-board.
- I am an influential angel investor.
- I attended the Kinder High School for the Performing and Visual Arts in Houston, where I developed my jazz saxophone skills.
- I am best known for my work as a web programmer and a social media entrepreneur, but I also love writing prose, composing music and taking photos.
- I have experimented with polyphasic sleep, which involves taking the usual requirement of eight hours of sleep per night and breaking it down into short chunks over a 24-hour period. I stopped this experiment when I got a girlfriend.
- I am a big fan of Telegram.org, a messaging app that offers good encryption and is both free and fast.
- In 2004, I dropped out of my political science major at the University of Houston to work for CNET in San Francisco. The company agreed to let me spend 15 percent of my time developing my side hustle.
- In 2006, I left my job at CNET to found Automatic, the company behind WordPress, which I also co-founded and developed.
- Now, over 455 million websites are powered

by WordPress.

- Every time I celebrate my birthday, I write a blog post that focuses on personal assessment and growth.
- I am often hired as a keynote speaker.
- To make sure that my mother could blog without encountering spam from comments and trackbacks, I created the plug-in Akismet for WordPress. To date, the plug-in has blocked over 500 billion spam comments.
- I love reading. I think it makes people better humans. As I often read several books simultaneously, I like to listen to audiobooks or use my Kindle.
- I am a big supporter of charitable organizations, such as charity: water, an NGO that works to improve the availability of safe drinking water to people in developing countries.

So, who am I?

**David:** And the answer is...Matthew Mullenweg, the web developer and social media entrepreneur who co-founded WordPress.

Business Spotlight 5/2022, p. 50

**angel investor**

► Person,  
die Start-ups finanziert

**billion** ► Milliarde(n)

**charitable** ► karitativ

**chunk** ► Stück, Brocken;  
hier: Abschnitt

**drop out of sth.**

► etw. vorzeitig beenden

**encounter sth.**

► mit etw.  
in Berührung kommen

**encryption**

► Verschlüsselung

**entrepreneur**

- Unternehmer(in)

**found sth.**

- etw. gründen

**growth**

- hier: (Weiter-)Entwicklung

**keyboard**

- Tastatur

**keynote speaker**

- Hauptredner(in)

**major** US • Hauptfach;

hier: Hauptstudium

**personal assessment**

- Selbstbewertung

**polyphasic**

- mehrphasig

**prose** • Prosa**side hustle** *ifml.*

- Nebengeschäft

**wpm (words per minute)**

- Wörter pro Minute

## CONCLUSION

### [29] Until next time... E

**Elisa Moolecheery:** So, we've come to the end of this issue. Thank you for joining us and choosing to practise your business English with *Business Spotlight Audio*.

**David Ingram:** We hope you enjoyed listening to the interviews, audio articles and exercises.

**Elisa:** Keep up the good work. Take care, everyone!

**David:** Bye bye!

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**Polly Jordan** (UK): English for...**Kenji Kitahama** (US): Names and

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## INTRODUCTION

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

## TRENDS

NAMES AND NEWS

2. **Newsbite (I)** **E** 0:16  
 3. **Teens' website matches Ukrainians to hosts** **E** 1:31  
 4. **Newsbite (II)** **E** 0:25  
 5. **IKEA's new sales strategy** **M** 1:36

HEAD-TO-HEAD

**Does AI promote equality?**

6. **Debate introduction** **E** 0:18  
 7. **Debate: Two different opinions** **M** 3:55

## COMMUNICATION

BUSINESS SKILLS

**Effectiveness and clarity**

8. **Introduction** **E** 0:33  
 9. **It's not what you say...** **M** 8:04  
 10. **Essential phrases: Communication** **M** 2:42  
 11. **Essential words: Communication** **M** 4:02

## CAREERS

MY BIGGEST FAILURE

12. **Introduction** **E** 0:27  
 13. **Interview with Josh Cramer** **M** 3:51

LEADERSHIP

**Emotions at work**

14. **Introduction** **E** 0:19  
 15. **An interview with Bob Dignen** **M** 2:37

CAREER COACH

**Body language**

16. **Introduction** **E** 0:18  
 17. **"Sit up, switch on your camera and smile"**  
**M** 2:31

## LANGUAGE

SKILL UP!

**Farming**

18. **Exercise: Idioms (I)** **M** 4:38  
 19. **Exercise: Idioms (II)** **M** 2:30  
 20. **Exercise: False friends** **M** 1:29  
 21. **Exercise: Don't confuse** **M** 1:43  
 22. **Text and exercises: Collocations** **M** 3:43

ENGLISH FOR...

**Humanitarian aid**

23. **Introduction** **E** 0:22  
 24. **Dialogue: Refugee aid** **M** 1:59

SHORT STORY

25. **Introduction** **E** 0:13  
 26. **White hat, black hat** **A** 6:14

## AND FINALLY

ONE QUESTION

27. **Introduction** **E** 0:19  
 28. **Who am I?** **M** 2:48

## CONCLUSION

29. **Until next time...** **E** 0:35  
 Total playing time 61:21

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