EASY E

CEF level A2

MEDIUM M

ADVANCED A CEF levels C1-C2

CEF levels B1-B2 CEF: European Framework of Reference for Languages

INTRODUCTION [1] Let's get started!

Damion Sanchez: Welcome to Business Spotlight Audio! This time around in Head-to-Head we'll consider whether brands should take a stance on social issues. In Business Skills, you'll hear some top tips for improving workplace culture. Then, in the language section, we'll take a look at some museum-related words before we "skill up" on the vocabulary and phrases you need to describe trends. There's loads more, too, including an interview with Claudia Warias, who gave up her role as a manager at a corporate company to become a self-employed career and mindset coach. But first of all, let's get started with some trending news topics.

brand Marke

- take a stance
- Stellung beziehen

corporate company

Konzern(unternehmen)

mindset

- Denkweise, Einstellung
- topic Thema

TRENDS

NAMES AND NEWS [2] Snobs on the job M

Many professions that were once dominated by white, middle-class men have tried to diversify in recentyears, and most of them have been far more successful at this than Britain's legal profession.

A 2020 study showed that lawyers working at Britain's biggest corporate-law firms, including those of the "magic circle" (the firms that work on London's international finance deals), are mostly white, male and privately educated. Britain's legal regulator, the Legal Services Board, has also found "substantial overrepresentation of lawyers who were privately educated". And figures from July 2022 show that white men still make up 53 per cent of the legal profession in England and Wales.

Lawyers from different backgrounds, most of whom did not attend a private school, report feeling pressure to assimilate, which can include having to behave differently and changing a regional or working-class accent into a posh, middle-class one. London-based lawyer Kathleen Harris told the Financial Times: "I grew up in the days where people would call you names, but that's changed. Now, it's more subtle, and sometimes, the person in question isn't even aware that they're exhibiting exclusionary behaviour." Business Spotlight 2/2023, p. 8

corporate-law firm
 Wirtschaftskanzlei
regulator
 Aufsichtsbehörde
posh UK ifml. 🗢 vornehm

call sb. names	
🗢 jmdn. beschimpfen	
subtle 🗢 subtil, dezent	
exhibit sth.	
► etw. zeigen, aufweisen	

[3] Pulling out the plastic M

Boyan Slat, a 28-year-old <u>Dutch entrepreneur</u>, has made it his mission to save the oceans from plastic. That means not only removing the plastic that's already there, but also stopping the millions of tonnes of plastic that enter our oceans every year.

A 2017 study by the Helmholtz Centre for <u>Environmental Research</u> found that just ten rivers were the source of about 90 per cent of all the plastic in the ocean. "If we focus on the worst rivers, we believe we can really have the fastest and most cost-effective way to <u>close the tap</u> and prevent more plastic from reaching the oceans <u>in the first place</u>," Slat told CNN. His organization, The Ocean Cleanup, has developed solar-powered, autonomous <u>barges</u>, called Interceptors, that use the water <u>currents</u> to collect plastic from rivers — currently, eight of them are active around the world, with more on the way.

Slat says the inspiration for The Ocean Cleanup came to him when he was 16. While <u>scuba</u> <u>diving</u> in Greece, he saw more plastic bags than fish in the sea. His aim is to remove 90 per cent of the plastic from the oceans by 2040.

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Dutch 🗢 niederländisch
entrepreneur
 Unternehmer(in)
environmental research
 Umweltforschung
close the tap UK
 den Hahn schließen; hier: den
Plastikstrom unterbinden

in the first place • überhaupt erst
barge 🗢 Leichter
current 🗢 Strömung
scuba dive
🗢 tauchen

[4] A hard landing US M

Dubuque, Iowa, is an American town that's big enough to have an airport but too small for national airlines. Three-quarters of America's 430 commercial airports had fewer flights in 2022 than before the pandemic, but most of that reduction has hit small-market, regional airports, which lost 34 percent of their air traffic, on average.

This is not good news for travelers. It means higher <u>fares</u>, less convenience and longer trips to bigger airports. Why is this happening when demand for domestic air travel is high? It has to do with what airline managers call "route <u>economics</u>." A pilot <u>shortage</u> during the pandemic <u>caused</u> salaries to rise, especially among regional pilots. For airlines, the higher costs mean that smaller planes flying to smaller airports have become significantly less profitable.

The effects on local economies could be serious. Molly Grover, president of the Dubuque <u>Area Chamber of Commerce</u>, told The New York Times: "A 21st-century company expects air service. The time spent to get to an airport much farther away is a resource you can't get back." Business Spotlight 2/2023, p. 9

fare 🗢 Ticketpreis	
economics • hier: Wirtschaftlichkeit	
 shortage Knappheit, Mangel 	

cause sth. etw. herbeiführen area chamber of commerce regionale Handelskammer resource Ressource

INNOVATION Environment and medicine [5] The great carbon-removal race M

The UN Intergovernmental Panel on Climate Change (IPCC) has reported that cutting carbon emissions won't be enough to prevent a climate disaster. Carbon must also be removed from the atmosphere. Do carbon-dioxide removal (CDR) technologies actually work? Or will untested high-tech solutions just make things worse?

CDR comes in two main forms. BECCS ("bioenergy from carbon capture and storage") involves catching emissions before they reach the atmosphere. This is already being used in some power plants and factories. The other method is called DACCS ("direct air carbon capture and storage"). The Swiss company Climeworks has a DACCS plant in Iceland that uses fans and filters to suck carbon out of the air and bury it underground, where it turns to stone.

Environmentalists worry that hoping for a technological solution will distract from the essential job of cutting emissions. Others say climate change is so big, we shouldn't exclude anything. Jessica Strefler, of the Potsdam Institute for Climate Impact Research, told Reuters: "We really need everything."

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Intergovernmental Panel on Climate Change • Weltklimarat	po fa su
carbon emissions • Kohlen(stoff)dioxid-, CO ₂ - Emissionen	di
 carbon capture and storage CO₂-Abscheidung und -speicherung 	in re

ower plant 🗢 Kraftwerk an 🗢 Ventilator. Gebläse ick sth. out of sth. etw. aus etw. absaugen istract from sth. von etw ablenken npact 🗢 Auswirkung(en) esearch - Forschung

[6] Can we beat malaria?

Malaria is an old enemy that has been killing people for thousands of years. While numerous deadly viruses have been tamed by modern vaccines, the malaria parasite, which is transmitted by the Anopheles mosquito, has proved much tougher to beat. Malaria killed 640,000 people in 2020 - mostly young children in Africa. According to the US National Library of Medicine, about 40 per cent of the world's population lives in areas where malaria is transmitted

Now, we may be getting closer to an effective vaccine. One US-made vaccine was approved by the World Health Organization in 2021, but it prevents only 44 per cent of malaria episodes in children. A new vaccine, developed at Britain's Oxford University, shows more promise. Called R21, it is used in combination with an <u>adjuvant</u>, which increases the immune system's response to the vaccine. The same method was used with Covid vaccines. Tests in Burkina Faso, where around half the population gets malaria every year, suggest this vaccine will be more effective. A larger <u>trial</u> is now needed to get clearer results

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tame sth. 🗢 etw. zähmen
vaccine - Impfstoff
transmit sth.
🗢 etw. übertragen
approve sth.
 hier: etw. zulassen

episode 🗢 hier: Schub
adjuvant – Adjuvans, Wirkungsverstärker
trial 🗢 Versuch; hier: Studie

HEAD-TO-HEAD Brands and social issues [7] Dialogue: Should brands take a stance on social issues? M

Damion: Now, it's time to listen to the following dialogue between two friends who have different opinions about <u>brands</u> expressing their views on social concerns. After the dialogue, we'll test your understanding of what you have just heard, so listen carefully! Ready? Let's go. Helen: It really is <u>incredible</u> what some companies post on LinkedIn these days. They all want to <u>take a stance</u> on social <u>issues</u>, but to be honest, I just don't <u>buy</u> it most of the time.

Emma: Would you rather businesses remained neutral and didn't comment on what is happening in the world? Personally, I think it is really important for brands to show their customers what they stand for. Companies exist in the context they operate in, not as individual <u>entities</u>.

Helen: Brands already have a purpose, and that purpose is not to <u>preach about</u> social or political issues! It is to sell their products or services. I think companies are just using social issues to <u>portray themselves as</u> socially aware. But very often, what they say doesn't match their actions. You can <u>sniff out</u> their lies a mile off!

Emma: Is there really anything wrong with businesses expressing opinions on social issues, though? I mean as long as the causes they support <u>align with</u> their brand in some way, and they are <u>consistent</u>, then I don't see an issue. It <u>comes down to corporate social responsibility</u> at the end of the day. Supporting social <u>causes</u> can even be profitable for companies if they think it through properly.

Helen: Well, that is the problem. They often don't think it through properly. Companies just jump on the bandwagon and appear <u>disingenuous</u> as a result. **Damion:** Listen to the following statements from the dialogue. After each statement, we'll test your understanding of some of the words and phrases used. All you have to do is choose the correct option: **a**) or **b**). Ready? Let's go!

- "They all want to take a stance on social issues, but to be honest, I just don't buy it most of the time." In this sentence, the phrase "I just don't buy it" is another way of saying...
- a) "I am not interested in purchasing their products".
- **b)** "I do not believe it".
- The correct answer is b). "I just don't buy it" is another way of saying "I do not believe it".
- "Brands already have a purpose, and that purpose is not to preach about social or political issues!" In this context, the verb "preach"...
- a) means "give unwanted advice, usually about moral <u>topics</u>".
- b) means "invest money in worthwhile causes".
- The correct answer is a). In this context, the verb "preach" means "give unwanted advice, usually about moral topics", but it is also often used in religious contexts, for example when a priest gives a religious speech.
- **3.** "I think companies are just using social issues to portray themselves as socially aware." The verb "portray oneself as something" means...
- a) "represent oneself in a certain way".
- b) "emphasize something".

- The correct answer is a). The verb "portray oneself as something" means "represent oneself in a certain way".
- 4. "I mean as long as the causes they support align with their brand in some way, and they are consistent, then I don't see an issue." The verb "align with something" means...
- a) "agree with" or "be the same or similar as something".
- **b)** "be sponsored by something".
- The correct answer is a). The verb "align with something" means "agree with" or "be the same or similar as something".
- "It comes down to corporate social responsibility at the end of the day." "Corporate social responsibility" is...
- a) the concept that society is responsible for policing companies' actions and <u>ensuring</u> that they give back to society.
- b) the idea that businesses should be willing to help society and the environment, while also being conscious of the way in which their products and profits are made.
- The correct answer is **b**). "Corporate social responsibility" is the idea that businesses should be willing to help society and the environment, while also being conscious of the way in which their products and profits are made.
- **6.** "Companies just jump on the bandwagon and appear disingenuous as a result."

6

Choose the sentence that has the same meaning as the sentence you have just heard. Is it option **a**) or **b**)?

- a) Companies follow the example of others and appear dishonest as a result.
- **b)** Companies go to great lengths, but they appear silly as a result.
- The correct answer is a). The expression "jump on the bandwagon" means "to follow the example of others" and "disingenuous" is another way of saying "dishonest" or "untrustworthy".

Damion: Well done! Did you get all of those right? If not, go back and listen to the dialogue again.

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brand - Marke	align
incredible 🗢 unglaublich	► au
take a stance	consi
 Stellung beziehen 	come
issue 🗢 Problem	🗢 au
buy sth. ifml. • hier: (jmdm.) etw. abnehmen	corpo ty 🗢
entity - Organisation, Firma	verant
preach about sth.	cause
 über etw. predigen; hier: Moralpredigten halten 	jump sic chend dising
 portray oneself as sth. sich als etw. darstellen 	
sniff sth. out 🗢 etw.	► un
erschnuppern; hier: erkennen, wahrnehmen	topic

- line with sale
align with sth.
 auf einer Linie mit etw. sein
consistent 🗢 konsequent
come down to sth.
► auf etw. hinauslaufen
corporate social responsibili-
ty 🗢 soziale Unternehmens-
verantwortung
cause 🗢 hier: Anliegen
jump on the band wagon
 sich einem erfolgverspre-
chenden Trend anschließen
disingenuous
 unaufrichtig
topic 🗢 Thema



WHAT IF? War

[8] Introduction E

Damion: The war in Ukraine could last longer than many of us initially expected. In the following article, Michael Thumann, the foreign affairs correspondent and Moscow bureau <u>chief</u> of DIE ZEIT considers what could happen if the war really does last for a very long period of time.

chief - hier: Leiter(in)

[9] What if the war continues for years? M

On 24 February 2022, Vladimir Putin decided to invade Ukraine and take over the country. He thought it would be a matter of days or weeks. His plan failed; Ukrainian <u>troops</u> have taken back large parts of their country. Now, the Russian ruler has changed his strategy from blitzkrieg to <u>deterrence</u> and <u>war of attrition</u>, while threatening the world with nuclear weapons. In Ukraine, he has pulled troops back from indefensible positions and is <u>digging in</u> behind the frontline. At the same time, his air force bombs Ukraine's cities, using rockets from Iran. Putin is now planning for a long war.

If the war continues for years, it will have tremendous repercussions for Ukraine, Russia and the West. Ukraine's army can still move forward, inch by inch, in the east. But Russia's air attacks on cities are slowly but surely destroying essential infrastructure and, increasingly, industrial and residential areas, too, Industrial production and external trade are suffering, while Ukraine's large cities become less and less liveable. The countryside is full of internally displaced people, and more refugees will move to western Europe with little chance of returning soon. It is unlikely that Putin will own Ukraine, but it is possible that he will break it.

For Europe, this has serious consequences. Already, the EU and the UK are providing billions in military and humanitarian aid. They are also covering a considerable part of Ukraine's budget. In some EU countries, especially Germany and Poland, millions of Ukrainians have found refuge. By November 2022, some eight million Ukrainians had become refugees, nearly a quarter of the population. The US is the most important provider of military support for Ukraine, but pressure in the US Congress will grow to shift more of the cost to Europe. This will increase tensions here, on top of the crises of high inflation, energy shortages and growing international competition for industrial production sites.

While destroying Ukraine, Putin is also fighting against his own people. Fear is spreading that this is a war without an end. The mobilization of young Russians is taking a huge toll on production, services and trade in Russia, Smaller companies have had to close because their managers have been sent to the front; medium-sized companies have cut their production; and big corporations have seen their profits nationalized by the state to fund the ever more expensive war.

All of this is taking shape assuming that the war won't spread beyond Ukraine's borders. If it does, the costs will be much larger. However, even on its present trajectory, the war will make Europe a poorer and more <u>battered</u> continent than at any time since the end of the Second World War

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troop 🗢 Truppe	aid 🗢 Hilfe	
deterrence - Abschreckung	refuge 🗢 Zuflucht	
war of attrition	tension 🗢 Spannung	
 Zermürbungskrieg 	shortage - Knappheit	
dig in 🗢 sich verschanzen	competition	
tremendous 🗢 enorm	 Wettbewerb, Konkurrenz 	
repercussion - Auswirkung	production site	
inch by inch 🗢 langsam	Produktionsstätte	
liveable - bewohnbar	take a toll on sth. 🗢 von etw.	
displaced - vertrieben	seinen Tribut fordern	
 break sth. hier: etw. zerschlagen billion Milliorde(p) 	 big corporation Konzern 	
billion - Milliarde(n)		

nationalize sth.

🗢 etw. verstaatlichen

fund sth. 🗢 etw. finanzieren

assume sth.

etw. annehmen

COMMUNICATION

trajectory

Flugbahn; hier: Verlauf

battered - angeschlagen

BUSINESS SKILLS Workplace culture

[10] Introduction M

Damion: Workplace culture is the result of the interactions between the people who populate the workplace. This means it can be <u>adapted</u> to suit the needs of the company and its employees. However, it can be challenging to know where to begin when it comes to improving workplace culture. The following article by Ken Taylor offers some great advice on this <u>topic</u>.

adapt sth. 🗢 etw. anpassen

topic 🗢 Thema

[11] Build a better workplace culture M

Workplace culture develops through the <u>attitudes</u> and behaviour of everyone. A good culture can help an organization <u>thrive</u>. A bad one can make it dysfunctional. Awareness of the importance of workplace culture leads to improved performance. What is the workplace culture like in your organization? And, if you're not happy with it, what can you do to improve it? The best way to gain <u>insight</u> into your workplace culture is to carry out an employee <u>survey</u>. The results will help you understand the differences between the culture your organization wants to have (perhaps even <u>claims</u> to have) and the one it actually has. It'll show how well your culture <u>aligns with</u> your values and ethics.

Culture check

Ask yourself these questions and answer them for yourself and your workplace:

- What three words best describe your workplace culture?
- On a scale of 0–10, how likely are you to recommend your workplace to a friend?
- Do you feel respected by your colleagues and the management?
- How would you describe your organization's leadership style?
- What aspects of the company can be improved to make it a better place to work?
- Do you understand how your work <u>impacts</u> the organization?
- How is success defined?
- Do you feel you are listened to and given the opportunity to contribute?
- Does your organization have a safe <u>working</u> <u>environment</u> for its employees?
- Do you have a good work-life balance?

To get lots of responses, make sure everyone knows the survey will take place, guarantee anonymity and keep it short — "survey <u>fatigue</u>" lowers the response rate. Regular surveys of this kind can help you identify potential problems and make <u>adjustments</u> specific to your workplace. There are, however, also some general practices that will help that process.

Consider these six questions: 1. Is our <u>mission</u> still relevant?

Lorne Rubis, <u>chief culture and transformation</u> <u>officer</u> at NorQuest College, says a good workplace culture is created by leaders who encourage those in the organization to believe in its mission statement.

Workplace culture has to be <u>rooted</u> in <u>purpose</u> and values. People must feel that their work is meaningful. So, the first step in building a better workplace culture should be to <u>revisit</u> your mission statement to see if it really reflects your values and represents your vision. It should state your values in understandable terms, define the behaviour that's expected of your employees and explain how you want them to <u>project themselves</u>.

2. How do we connect our employees more closely to our mission?

This can be done through team meetings, larger company-wide events, and during <u>appraisal</u> and employment interviews. <u>Senior</u> staff can really help in this process by <u>mentoring</u> lessexperienced colleagues. Knowledge sharing <u>reinforces</u> key elements of your mission statement and shows that your organization is <u>in-</u><u>vested</u> in personal development.

3. Are we leading by example?

Actions speak louder than words. Leaders must make sure their actions match the statements and are moving the organization towards its vision of the future. Their actions must reflect a transparent leadership culture, as this creates trust that then leads to an improved workplace culture.

4. How do we <u>appreciate</u> and recognize our staff?

Perhaps nothing improves workplace culture more than proper appreciation and recognition of employees. Leaders often appreciate the talents, attitudes and contributions of their staff, but it has to be clearly shown. People need recognition. Simple things like being thanked in a meeting for good work, being <u>showcased</u> in internal communications or a handwritten thank-you note have a powerful effect and have been shown to increase employee <u>engagement</u>.

5. Are we good at building teams?

Cynics tend to view team-building activities as a waste of time, but if they're well-planned and <u>executed</u>, they can have a number of positive effects. Employees get to know each other, build friendships and learn each other's strengths. They can <u>lighten up</u> the serious work atmosphere and help staff feel more invested in each other and the organization.

6. Do we ask for regular feedback?

One survey is, of course, not enough. You need to ask for feedback on a regular basis. Workplace culture is dynamic and changing, depending on the decisions that are taken. Repeat the survey at regular intervals (but not too often). Team meetings and individual appraisals should include opportunities for feedback. Based on the feedback, you can determine what parts of the culture are falling short and make appropriate changes.

With these steps, you can expect to build a better workplace culture, where people enjoy coming to work.

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attitude 🗢 Einstellung
thrive 🗢 florieren, erfolg-
reich sein
insight 🗢 Einblick
survey 🗢 Befragung
claim 🗢 behaupten
align with sth.
 sich mit etw. decken
impact sth.
 sich auf etw. auswirken
 working environment Arbeitsumfeld
fatigue 🗢 Ermüdung
adjustment
 Änderung, Anpassung
mission (statement) • Unternehmensvision, Leitbild
 Unternehmensvision, Leitbild

chief culture and transformation officer leitende(r) Beauftragte(r) für Unternehmenskultur und -wandel rooted - verwurzelt. hier·verankert purpose - hier: Sinnhaftigkeit

revisit sth.

- etw überdenken
- project oneself
- sich (nach außen) darstellen

appraisal

Beurteilung;

hier: Mitarbeiterbeurteilung

senior 🗢 in leitender Stellung mentor sb.

jmds. Mentor(in) sein

reinforce sth.
etw verstärken; hier: untermauern

invested: be ~ in sth.	engagement ← Einsatz,
← hier: sich für etw. engagieren	Mitwirkung
actions speak louder than	execute sth. 🗢 etw. ausführen
words - Taten sagen mehr	lighten sth. up
als Worte	etw. auflockern
appreciate - hier: an-	fall short ► Defizite
erkennen	aufweisen
showcase sb. ← jmdn. präsen-	appropriate
tieren, herausstellen	entsprechend

أبعدهم والمحمد والمحمد

[12] Essential phrases for building a better workplace culture M

Damion: Let's now practise some phrases that are useful for building a better workplace culture. I'll tell you what to say and give you some of the words that 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 want to connect with employees.
- Ask a question using "our", "mission statement", "resonate" and "you".
- Does our mission statement resonate with vou?
- 2. You recognize good work.
- Use "thanks", "putting in", "all" and "hard work"
- Thanks for putting in all that hard work.

3. You emphasize the importance of team building.

- Use "important", "have", "good relations" and "our co-workers".
- It's important to have good relations with our co-workers.
- 4. You ask for feedback.
- Use "how", "you" "feel" and "the present situation".
- How do you feel about the present situation?

Damion: Excellent. Well done!

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[13] Essential words for building a better workplace culture M

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

Diana: Hey, John. Are you coming for lunch? John: Hi. I'm afraid not. I have to finish writing this <u>survey</u>.

Diana: Is that the one about our <u>working envi</u><u>ronment</u>?

John: Yes. I'm just trying to write a question about the relevance of our <u>mission statement</u>.

Diana: Something like: "Why are we here?"

John: Very funny. I was thinking of: "Do you understand how your work <u>impacts</u> the organization?"

Diana: Yeah, that's probably better. Is it to increase employee <u>engagement</u> or something? John: That's right. Workplace culture has to be <u>rooted</u> in <u>purpose</u> and values. Hopefully, most of our employees find their work meaningful. Diana: Sounds like you're going to be busy. I'll bring you back a sandwich.

Damion: 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: "survey" OR "supper"

John: I have to finish writing this [beep].

- I have to finish writing this survey.
- 2. And here's the next pair of words: "envy" or "environment"
- Diana: Is that the one about our working [beep]?
- Is that the one about our working environment?
- **3.** And here's another pair of words: "commission" or "mission statement"

John: I'm just trying to write a question about the relevance of our [*beep*].

- I'm just trying to write a question about the relevance of our mission statement.
- 4. And here's the next pair of words: "impacts" or "imparts"

John: Do you understand how your work [beep] the organization?

- Do you understand how your work impacts the organization?
- 5. And another pair of words to choose from: "engagement" or "engaging"

Diana: Is it to increase employee [beep] or something?

- Is it to increase employee engagement or something?
- 6. Here's the last pair of words: "purpose" or "pursuit"

John: Workplace culture has to be rooted in [beep] and values.

Workplace culture has to be rooted in purpose and values.

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

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survey • Umfrage; hier auch: Fragebogen working environment • Arbeitsumfeld

- mission statement • Unternehmensvision, Leitsatz impact sth.
- sich auf etw. auswirken

engagement Einsatz, Mitwirkung

purpose

hier: Sinnhaftigkeit

rooted • verwurzelt; hier: verankert

CAREERS

CAREER CHANGER Becoming a coach

[14] Claudia Warias, career and mindset coach M

Damion: Today, Claudia Warias helps people to change career and find their purpose in life, but a few years ago, she was working as a manager in a <u>corporate company</u>, suffering from depression and burnout. Sometimes, low points can lead to moments of realization that change the course of your life and your career. Claudia Warias spoke to Business Spotlight correspondent Melita Cameron-Wood about her journey thus far.

Melita: How have your goals changed since you first started your working life?

Claudia: My vision back then or my goals were to become, like, a director as fast as possible. It was kind of the type of goal that I just took on from I don't know where, without actually taking a moment to reflect on it.

So, you know, all the moves that I've done with like Dubai, London, Barcelona, management — were all towards, like, "Let's become a director as fast as possible!" So, I always thought, "What can I do next in order to get there?" So, I've done the part-time master's in big data and analytics 'cos I just realized there's such a big demand for it, it pays well, etc. So, I spent one and a half years doing that part-time master's while being in my firsttime management role. I ended up actually becoming a data analytics manager of a team of nine people - data analysts and data scientists - for one year and a bit, and then, I just hit a point where I was really... "OK, something's wrong!" You know? In the sense that, you know, I have a very good job, I have a stable job, I earn well, I'm a manager, I work in a big company, and everyone is like, "Oh, it's so amazing what you do! So great! You're so successful," but then, here I was at, like, age 28, and I just felt at the lowest point ever. And I was just like, "What is going on?" You know? And so obviously, the pandemic also happened, which I think impacted just a lot of people. And so then, in August 2020, I had a burnout. You know, when you just kind of wake up, like you don't want to get out of bed, and then you feel anxious about every meeting that you have.

And so, at some point, your body just says, "OK, make a change!" And this is then when I started to work myself with a coach to kind of help me <u>figure out</u>, "OK, what next, right?" And this is then when I started to work a lot on myself and realize what I really want to do. And I just realized that I hate working with data and numbers, you know? Just like, I'm not a numbers person, you know? And so, I started to realize that I did all these things for the wrong reason, like I never reflected what a successful career means to me, you know? I took on what other people think a successful career looks like. And so, I just realized that that path is really not for me, and I really was dedicating my time in my next steps to do the deep inner work, which I think a lot of people don't realize is really needed, because changing your job without really understanding what you truly want to do - you're going to end up in the same situation in a couple of months or in a year's time, right?

Melita: Yeah, absolutely. So, what did you do next? Claudia: So, I did a coaching certification, primarily to learn tools and to learn strategies to kind of help myself and to become more aware of myself and what I really want to do — to increase my confidence, to, you know, learn how to deal with <u>impostor syndrome</u>, all these kinds of things. And then, during that journey, I realized, "OK, I really want to actually make a business out of that." And so then, I worked on this. And I just realized, "OK, I really love doing that!" And I also see how many people feel or are in the same situation that I've been in, and you know, like burned out and depressed and <u>exhausted</u>, caused by their career. And it's not that the people are the problem. It's just that the problem is that they're in an <u>environment</u> that is just not for them.

That's what I right now focus on with my coaching business. I <u>quit</u> my job, and I've been now fully focusing on my coaching business, helping basically people transform their career into something they love and enjoy, and just kind of get that excitement back and wake up in the morning and be like, "Oh, yes! I'm excited, you know, to kind of, like, get up and do what I do, you know?"

Melita: Yeah, yeah! So, could you talk to me a bit about how that was <u>setting up</u> your own business? So, did you have any <u>apprehension</u> at the start?

Claudia: That's a good question. I like to sometimes reflect back on that. So, in August 2020, there was, like, burnout / depression phase, and then I worked with a coach for four months, which really helped me a lot to get out of it. And then, from February 2021, I did the coaching certification. So, basically, I made a conscious choice that "OK, I need to lay the <u>foundation</u> for me to be able to quit my job and focus fully on the business", right? So, I feel, like, it's also when clients come to me, it's also what I tell them. It's, like, I'm never going

to tell you, "Quit your job right now and fully focus on making the business!" Let's just find a way to make sure we can lay the foundation first, right?

I feel like the big realization for me, working through all of that as well, is that we want instant results, but in this case, you set up yourself to feel miserable if you feel like you can do something like that in one month's time, you know, to kind of completely change career trajectory. And so, it's been a very intense one year, but at the same time, it was calculated. I was like, "OK, I invest eight hours of my week. besides my job, for my business and how I want it to look like. And so, I prioritized this and just made sure that I moved forward — that I don't get stuck because it's easy to get overwhelmed when you're like I have this idea, I want to set up my business, and you just don't know how to get started.

And so, I've always, since that journey, I've always had a coach by my side — back then, during the phases of doing my coaching certification, and as well now, as I'm doing my business, always working with a coach by my side because it's so powerful to have this space where you can just like express your thoughts and have someone that works with you through that. And so, it's been that goal and that vision for me: like, OK, January 2022, I will quit my job because this is where, financially, you know, I have all my debts paid back (my student debts), I have savings aside, and this is the right time. So, I'll keep laying my foundations until January 2022 — so doing the certifications that I need, you know, setting up my website, starting to do my brand on LinkedIn, all these kinds of things. So, these are all the things that people can already do, even though they're still employed and they're still in a job. And so, I think this is important. And so, when I say laying the foundation in terms of business, a big part that comes into that is just doing the deep inner work again. You know, there are so many limiting beliefs inside of you.

Like, for example, if you would have asked me one year ago that I will be, you know, doing social media posts on LinkedIn or videos on Instagram, I would have said there's no way I would ever be doing that, you know? And so, there all these kinds of limiting beliefs of, like, you know, "Do I have something to say?" or "People will not listen" and all this kind of stuff that a coach can really help you to reframe, so that you improve your own self-worth and confidence. And I really truly believe that this is the work that is needed in order to set up a sustainable and long-term business that is aligned to you.

Melita: Great, there's some brilliant advice there. Thanks so much for taking the time to talk to me. I really appreciate it.

Claudia: Cool, thank you so much, Melita. Thank you!

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corporate company	set sth. up
 Konzern(unternehmen) 	 hier: etw.
'cos non-stand. 🗢 because	apprehens
hit a point 🗢 hier: an einem	 Befürcht
Punkt ankommen	lay the fou
amazing ifml. 🗢 fantastisch	► die Grun
impact sb.	career traje
 sich auf jmdn. auswirken 	 beruflich
anxious 🗢 unruhig	overwheln
figure sth. out ifml.	 überlaste
 etw. herausfinden 	debt(s) ►
dedicate time to sth.	brand 🗢 M
 Zeit für etw. aufwenden 	seiner Marke
impostor syndrome	reframe st
 etwa: Hochstapler-Syndrom 	rahmen; hier
exhausted	sustainable
 entkräftet, erschöpft 	aligned: be
environment 🗢 hier: Umfeld	► aufjmdn
quit (one's job) ifml.	appreciate
 (seine Stelle) kündigen 	🗢 etw. (zu)

tw. gründen, aufbauen nsion chtung(en) oundation undlage schaffen rajectory liche Laufbahn elmed astet, überfordert Schulden Marke hier Aufbau arke sth. - etw. neu hier neu ausrichten able 🗢 zukunftsfähig be ~ to sb. ndn. abgestimmt sein ate sth. zu) schätzen (wissen)

CAREER COACH Values

[15] Introduction E

Damion: Now, in the following article, career coach Frank Peters reflects on the importance of understanding your colleagues' values - or, in other words, what is important to them on a personal level. Listen carefully, because we will test your understanding of some of the vocabulary used after you have listened to the article.

[16] It's what you value M

When a new team is <u>assembled</u>, there'll come a time when the leader says: "OK, now, let's have a quick round of introductions." For various reasons, people will roll their eyes when they hear this. They know what's coming.

There are those colleagues who take the opportunity to share too much of their private lives — in text-speak: <u>TMI</u>! If no one <u>intervenes</u>, they'll keep talking for ten minutes, although it may feel longer. Others prefer to share only the information that was asked of them: "Hi. I'm Tom, I have one child and I live in Berlin."

The point of this is for people to get to know each other better, right? But why is that actually important? From my point of view, as a team coach, there are two benefits for the team if the members get to know each other better.

First, if people are more or less <u>candid</u>, they'll <u>reveal</u> things that their colleagues didn't know. If done right, others will open up, too, and tell a little bit more about their inner worlds. Being open, revealing personal information makes us more <u>vulnerable</u>. If your colleagues are <u>ill-</u> <u>willed</u>, they'd now have some more information to use against you. Fortunately, I've never seen that happen. Instead, if you are brave enough to show your vulnerability, something happens that's <u>crucial</u> for every team: trust increases.

Second, besides creating trust, sharing personal information can have another effect. Make sure that people talk not only about where they live and what their hobbies are, but also share a little about what's important to them, how they like to be treated and what makes them <u>tick</u>. The benefit of that should be clear. If I know how Tom wants to be treated and what's important to him, I can <u>take that into account</u> when I talk or write to him, and when I work with him. It has the potential to improve how we work together, bringing the cooperation in a team to a new level.

So, how to do this?

Well, of course, as a coach, I can simply ask what's important to you. If I do that, almost everybody says: "Well, I want us to be respectful and honest with each other." But is that really coming from their heart? Or is this just something they're saying because it's expected and sounds good?

Let me tell you how I handle this in a team workshop: I ask people to find out what their top three values are. A value is something that gives your life direction and orientation. As this is quite personal, I don't require people to share their three values with the group. Instead, I hand out a list of 120 values to everybody, sorted in alphabetical order. The list includes such things as <u>compassion</u>, adventure, freedom, security, growth, wisdom and fairness. Of course, anyone can add values of their own that aren't on the list. I have the group go through the list on their own, in silence. Every time someone has a good feeling when they read a value, they should mark it. Some people can go through the list doing this quite quickly, others need more time, so be prepared to <u>grant</u> a little bit more time. In most cases, people will end up with a <u>shortlist</u> of 10–20 values.

In the next step, they have to reduce that number to ten. That's usually done quite quickly.

If I announce that, in the next round, everyone will cut it down to only three values, most of them <u>frown</u>. Three is not very many — how should I do that? A simple trick can help.

Competing values

Write down your ten values in a list. Then, you take the first one (let's say "respect") and let this value <u>compete against</u> the second on the list (maybe, "passion"). The question now is: If you're allowed to <u>live by</u> only one of the two values, which one would you choose? The winner gets one point. Next, the first value plays against the third on the list, and so on, until "respect" has competed against all other values. Then, you take the second value ("passion") and compare it to the third, fourth and so on. At the end, every value has competed against all the others.

When I did this exercise for myself, some of the internal battles I had were easy, while others were quite hard. <u>Posing the question</u>, however, helped me to come up with a clear result. By this point, everybody has their top three values, and I ask the team members to write them down on a <u>sticky note</u> and to keep them for themselves for a minute. I have everybody come together in a circle and move a bit closer together. I give them some words of <u>appreciation</u> for having done some inner work and for determining the three most important values in their lives. When you think about it, that's no small thing. Then, I <u>invite</u> everybody to share their most important value. It's crucial to make it clear that this is entirely <u>voluntary</u>, and that nobody has to share anything against their will. I say this calmly and softly, to <u>reinforce</u> trust.

After inviting people to share, there's often a few seconds of <u>awkward</u> silence. That's fine. A few seconds later, the first courageous team member <u>speaks up</u>. I have done this exercise <u>dozens</u> of times, and people always — always share their values. <u>What's more</u>, most are usually happy to share not just their most important value, but all three.

Go a little deeper

I ask for some more context: What does this value mean to you? Can you give us an example of how you live by or when you experienced this value?

After the first person has broken the ice, the others generally follow. Sometimes, you have to wait a bit for the next person to <u>come forward</u>. Here, it's important not to <u>rush</u>, to be pa-

tient and, in particular, to accept if not everyone wants to share. That's also perfectly fine.

Depending on the group size, this session usually takes 30 to 45 minutes. In this relatively short period of time, the level of trust within the team has been given a significant boost. If people share something personal, something as essential as their core values, a special atmosphere arises. It's deep and calm.

As I said, the top three values can also improve cooperation. Imagine, for example, that Tom's top value is "efficiency", while Susan's is "connection". This exercise will provide some insight into why the occasional email or conversation in the past has led to conflict or dissatisfaction. Another great benefit is that it makes differences in the team visible and makes team members aware of them. Being aware of differences is the first step towards a better understanding of each other, and better communication and cooperation.

And all of this only because people wrote three values on their sticky notes.

assemble sth. 🗢 etw.	reveal sth. 🗢 etw. offenlegen	
zusammenbauen; hier: etw.	vulnerable 🗢 verletzlich,	
zusammenstellen	angreifbar	
TMI ifml. too much information	ill-willed 🗢 übel gesinnt	
	crucial - wichtig, wesentlich	
intervene 🗢 eingreifen	tick: make sb. ~ ifml.	
candid 🗢 ehrlich	 jmdn. antreiben 	

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 take sth. into account etw. berücksichtigen 	invite sb. ← hier: jmdn. auffordern
compassion 🗢 Mitgefühl	voluntary 🗢 freiwillig
grant sth. 🗢 etw. gewähren	reinforce sth. 🗢 etw. stärken
shortlist • (engere) Aus- wahlliste	awkward ← unbeholfen; hier: unbehaglich
frown 🗢 die Stirn runzeln	speak up 🗢 sich äußern
compete against sth.	dozen 🗢 Dutzend
 gegen etw. antreten 	what's more 🗢 zudem
live by sth. 🗢 sich an etw. halten	come forward sich melden; hier: sich äußern
pose a question 🗢 eine Frage aufwerfen	rush 🗢 drängen
	boost - Schub, Stärkung
sticky note Haftnotiz	core - Kern; hier: zentral
appreciationWertschätzung	insight 🗢 Einblick
	visible 🗢 sichtbar

[17] Exercise: Vocabulary M

Damion: Now, it's time to test your understanding of some of the words and phrases used in the text you have just heard in the previous track. You will hear a series of incomplete sentences. Choose the correct option to complete each sentence

- 1. The abbreviation "TMI" stands for
- a) "too much information".
- b) "the most interesting".
- The correct answer is a). The abbreviation "TMI" stands for "too much information".
- 2. The expression "make somebody tick"...
- a) refers to the things that make a person behave in the way they do.
- b) refers to the things that somebody does to annoy others.

- The correct answer is **a**). The expression "make somebody tick" refers to the things that make a person behave in the way they do.
- 3. If a person "shows compassion", then they...
- a) demonstrate strong feelings of sympathy.
- b) are cold towards those in need.
- The correct answer is a). If a person "shows compassion", then they demonstrate strong feelings of sympathy.
- 4. If a situation is "awkward", then...
- **a)** people know exactly what to say, and there are no silences.
- **b)** it makes people feel embarrassed or uncomfortable.
- The correct answer is b). If a situation is "awkward", then it makes people feel embarrassed or uncomfortable.

Damion: Did you get all of the answers right? If not, go back and try the exercise again.

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LANGUAGE

ENGLISH FOR... An art museum [18] Exercise: Tricky translations M

Damion: Now, 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.

Damion: Our word is used for how something is done. Translate this word please.

German: Art

English: way, manner

Damion: Don't say "art", as this refers to the use of creativity to make objects such as paintings or sculptures. Translate the following sentence.

- German: Ich mag die Art, in der sie Sitzungen moderiert.
- **English:** I like the way in which she facilitates meetings.

I like the manner in which she facilitates meetings.

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[19] Exercise: Don't confuse M

Damion: 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 "way" or "art" instead of the beep. Then you'll hear the correct sentence again. Ready?

- **1.** Both his parents were famous painters but he's never been interested in [*beep*].
- Both his parents were famous painters but he's never been interested in art.

- 2. I don't like the [beep] she handles criticism.
- I don't like the way she handles criticism.
- There are two beeps in the next sentence. This sculpture is supposed to be [beep], but in my opinion, it's just another [beep] of wasting <u>public funds.</u>
- This sculpture is supposed to be art, but in my opinion, it's just another way of wasting public funds.

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

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public funds öffentliche Gelder

SKILL UP! Describing trends [20] Dialogue: Comprehension M

Damion: Listen to the following dialogue between two colleagues, Grace and Evan. They are discussing the cost-of-living crisis. We'll test your understanding of some of the vocabulary used afterwards. Ready? Let's go.

Grace: Evan, I need a substantial <u>pay rise</u>! Energy bills have <u>skyrocketed</u>. Last year, I was paying £111 a month on energy bills. This year, that's <u>soared</u> to over £200 a month. I'm <u>scared</u> to put the heating on. It's no wonder they say <u>dis</u>-

<u>posable incomes</u> will <u>plummet</u> by ten per cent over this year and the next. I've already <u>quit</u> my <u>gym</u> and stopped going out. If most people have to cut back, it's going to have a huge effect on businesses.

Evan: I know. My <u>mortgage repayments</u> have risen, too, thanks to the <u>hike</u> in <u>interest rates</u>. Raising interest rates is the best way the Bank of England can lower inflation, but it means I have to give up Netflix and lattes.

Grace: [laughs] Poor you! Seriously, though, the UK has such high inflation compared with other countries.

Evan: Well, no prizes for guessing why that might be. Brexit has raised the cost of doing business with Europe dramatically, as well as contributing to low productivity growth.

Grace: Ugh, don't mention the B-word! But still, things have to improve sooner or later, right? I mean, inflation can't remain above ten per cent forever. <u>Eventually</u>, it's going to drop back to where it was before.

Evan: Does that mean you only need a temporary pay rise?

Grace: [laughs] No, Evan, that's not what it means!

Damion: Now, let's test your knowledge of some of the words and expressions used in the dialogue that you've just heard. You will hear a series of statements. Decide whether they are true or false. You'll hear the answer after the ping sound at the end of each statement. Ready?

- 1. Here's the first statement: According to Grace, the amount of extra money people have at their disposal will fall by ten per cent over this year and the next.
- This statement is true. Grace says that people's disposable incomes will plummet by ten per cent over this year and the next. "Disposable income" is the extra spending money that people have after all of their necessary expenses have been paid. If something "plummets", then it suddenly goes down by a substantial amount.
- 2. Here's the next one: Evan is grateful for the drop in interest rates because his mortgage repayments have gone down as a result.
- · This statement is false. Evan says that his mortgage repayments have risen thanks to the hike in interest rates. In this context, "a hike in something" means "a rise in something".
- 3. And here's the last one: Evan thinks Brexit has had a good impact on business.
- · This statement is false. Evan says that Brexit has raised the cost of doing business with Europe dramatically and has also contributed to low productivity growth.

Damion: Did you get all the answers right? If not, go back and listen to the dialogue again.

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pay rise UK	quit ifml. 🗢 kündigen	
 Gehaltserhöhung 	gym 🗢 Fitnessstudio	
skyrocket ← in die Höhe schießen	 mortgage repayment Hypothekenrückzahlung 	
soar 🗢 stark ansteigen	hike 🗢 starke Erhöhung	
scared: be ~ - Angst haben; hier: (vor etw.) zurückschrecken disposable income	interest rate 🗢 Zinssatz	
	eventually - letztendlich; hier: irgendwann	
 verfügbares Einkommen 	impact - Auswirkung	
plummet 🗢 absacken, stark fallen		

[21] Exercise: Essential words for describing trends M

Damion: OK, let's "skill up" on our language now with some words that are essential when describing trends. First, you'll hear a definition of a word. Then, you'll hear two suggestions for the word that is being defined: a) and b). In the pause, choose the correct option. OK? Here's the first one

- 1. If something reaches its highest level or highest value, it...
- a) reaches out.
- b) peaks.
- b) is right. Something that "peaks" reaches its highest level. "Reach out" means "stretch out an arm to touch something" or "get in contact with somebody".
- If something "rises considerably", it...
- a) soars.

- a) is right. Something that "soars" increases a lot, whereas something that "speeds up" gets faster.
- 3. If <u>interest rates</u> rapidly fall, then they...
- **a)** dip.
- b) drip.
- a) is right. If something "dips", it becomes lower than it was. If a liquid "drips", however, then it falls in small drops.
- 4. If something rises again after a rapid <u>de-</u> <u>crease</u>, it...
- a) rebounds.
- b) plummets.
- a) is right. If something rises again after a rapid decrease, it "rebounds".

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

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interest rate 🗢 Zinnsatz

decrease - Rückgang; sich verringern, abnehmen

[22] Text and exercise: Collocations M

Damion: 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 reading out a news item about governmental plans for the economy. We'll then do an exercise on it. We are <u>capable</u> of building a thriving economy. However, we must <u>face up to</u> the fact that, for too long now, economic growth has been weak and certain regions of the country have been stagnant. Everyone needs to make the best possible contribution. Good schools, strong public services and skilled workers are all necessary in a fast-growing, modern economy.

Damion: 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 correct word or expression from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- 1. An economy that is not financially strong or successful is a...
- weak economy. An economy that is not financially strong or successful is a weak economy.
- 2. An economy that does not show any changes is a...
- stagnant economy. An economy that does not show any changes is a stagnant economy.
- 3. An economy that develops quickly is a...
- fast-growing economy. An economy that develops quickly is a fast-growing economy.
- 4. An economy that continues to be successful is a...

• thriving economy. An economy that continues to be successful is a thriving economy.

Damion: 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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capable: be ~ of doing sth. Fähig sein, etw. zu tun face up to sth. • etw. ins Auge blicken

CONCLUSION [23] Until next time... <u>E</u>

Damion: Thanks so much for joining us for another issue of *Business Spotlight Audio*. We'll be back again next month with more articles, exercises and interviews for you to enjoy. In the meantime, take care and have fun practising your business English! IMPRESSUM Chefredakteurin: Judith Gilbert Geschäftsführende Redakteurin (CvD): Maja Sirola Audioredaktion: Melita Cameron-Wood (verantw.), Hildegard Rudolph (frei) Gestaltung: Georg Lechner, Christiane Schäffner Fachredaktion: Hildegard Rudolph (frei), Michele Tilgner (frei)

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