**EASY E** CEF level A2

**MEDIUM M** CEF levels B1–B2

**ADVANCED A** CEF levels C1–C2

CEF: European Framework of Reference for Languages

## INTRODUCTION
### [1] Let's get started! E

**Sion Dayson:** Welcome to *Business Spotlight Audio*! It's great to have you with us. If you want to find out how to manage a media interview, gain better understanding of agile improvement and hear all about ethical hacking, then you're in the right place. You'll also have a chance to learn useful language connected to the theme of public transport. And we'll practise translating a very important German term for time spent away from your desk — *Reise*! But before we begin our learning journey (see what I did there?), let's start with some trending news topics. Ready? Let's go!

| | | | |
|---|---|---|---|
| **trending** ➤ Trend- | | **topic** ➤ Thema | |

## TRENDS
### NAMES AND NEWS
### [2] Relying on remittances M

In 2022, migrants around the world sent nearly $800 billion back to their home countries. For many low- and middle-income economies, remittances are vital. In Tonga, for example, they make up about half the total GDP. However,

do they increase economic growth in the countries that receive them? Cash from abroad can boost consumer spending and investment, but it can also push up the value of the local currency, making exports less competitive. This is why, when economists are asked about remittances, they usually give a complicated answer.

That's the macroeconomic view, at least, but when it comes to fighting poverty, the positive impact is much clearer. Remittances allow families to buy more nutritious food, for example, or pay for health care or for a child's education, all of which can have profound long-term benefits. Those positive effects could be even greater if rich countries were to let in more migrants. Making money transfers cheaper would also help. The UN wants to see the cost of money transfers cut from six or eight per cent to about three per cent. Improving payment technology should help lower costs, and that seemingly small difference would be worth tens of billions of dollars.

*Business Spotlight 7/2023, p. 8*

| | |
|---|---|
| **billion** ➤ Milliarde(n) | **local currency** ➤ Landeswährung |
| **remittance** ➤ Überweisung | **impact** ➤ Auswirkung(en) |
| **vital** ➤ wichtig, unverzichtbar | **nutritious** ➤ nährstoffreich, gehaltvoll |
| **GDP (gross domestic product)** ➤ BIP (Bruttoinlandsprodukt) | **profound** ➤ tiefgreifend, umfassend |

## [3] Build it better Ⓜ

All major industries have enjoyed significant productivity growth thanks to digital technologies and big data, with one exception. The construction industry has seen little to no growth — in some countries, productivity has actually fallen. Canadian <u>entrepreneur</u> Mallorie Brodie wants to change this trend.

Brodie, whose grandfather owned a <u>demolition firm</u> in Ottawa, says she's grown up in the industry. In 2014, at the age of 28, she <u>co-founded</u> a technology company called Bridgit, with the aim of driving the digital transformation of construction. The company's <u>flagship product</u>, Bridgit Bench, is a digital platform that helps <u>general contractors</u> with modern <u>workforce</u> management and resource planning solutions.

"Construction is one of the biggest industries globally and often gets the least attention from a technology and software perspective, because it's so dynamic and complex," Brodie wrote on Autodesk Construction Cloud. "Building software that makes life easier for the people who are building the world around us? What more do you need?"

*Business Spotlight 7/2023, p. 9*

**entrepreneur**
➤ Unternehmer(in)
**demolition firm**
➤ Abbruchunternehmen
**co-found sth.**
➤ etw. mitgründen
**flagship product**
➤ Hauptprodukt
**general contractor**
➤ Generalunternehmer(in)
**workforce** ➤ Belegschaft

## [4] Who gets the kids? Ⓜ

Family break-ups are never easy, but for Japanese families, they can be even more difficult. Japan's legal system does not recognize <u>joint custody</u> of children. Often, whichever parent has them at the time effectively gets full custody — leaving struggling couples in a grotesque <u>game of chicken</u>: who will be the first to <u>grab</u> the kids and run?

In such cases, the other parent may be cut off completely. And as custody disagreements often <u>affect</u> child support payments, this is one reason why Japan has the highest poverty rate among single-parent households in the OECD.

Many Japanese politicians want to change their country's <u>sole-custody</u> system. Since 2021, a parliamentary subcommittee has been considering reforms, including joint custody and <u>mandatory</u> child support. Masayuki Tanamura, who is a member of the subcommittee, told *The Japan Times* that the current system "doesn't reflect the needs of modern society". However, Japanese judges tend to be very conservative, and change may not come quickly. As the discussions <u>grind on</u>, <u>spare a thought for</u> the children, who have no <u>say</u> in the matter.

*Business Spotlight 7/2023, p. 9*

**joint custody**
➤ gemeinsames Sorgerecht
**game of chicken**
➤ Feiglingsspiel
**grab sb.**
➤ sich jmdn. schnappen
**affect sth.**
➤ sich auf etw. auswirken

**sole custody**
☛ alleiniges Sorgerecht

**mandatory** ☛ vorgeschrie-ben, verpflichtend

**grind on**
☛ sich (weiter) hinziehen

**spare a thought for sb.**
☛ an jmdn. denken, jmdn. nicht vergessen

**say** ☛ *hier*: Mitspracherecht

## INNOVATION
### Energy and weapons
### [5] Introduction 🇪

**Sion:** Innovative, solution-oriented ideas are important in the world of business. These ideas often come from people asking questions about how things can be improved. Can you imagine charging your devices without having to plug them in? Or what about having user-identification safety locks on guns in the US to help reduce the number of accidents? Let's find out more about two start-ups that turned their ideas into businesses.

**device** ☛ Gerät

**plug sth. in** ☛ etw. einstöpseln

**lock** ☛ *hier*: Verschluss, Sperre

### [6] Unplugged 🇲

It sounds like science fiction, but Reach Inc, a California start-up, has developed a way to beam electricity wirelessly. This allows electrical devices and machines to run without batteries or being attached to a power source by a cable. "Reach's mission is to do for power what WiFi has done for data," company founder and CEO Chris Davlantes said in a statement.

The start-up has also developed a power chip that can send and receive electricity beamed through the air. This can be used in commercial products — initially, by manufacturing and logistics companies, for example, which use robots and autonomous vehicles. The technology will let the machines move freely and work without having to stop while batteries are charged.

Is shooting beams of electricity through the air safe? Davlantes explains the system can detect objects and either switch off or find a way around them. "We always guarantee when you're around one of our systems, you're getting exposure that meets the same limits as all of the cell phones," he said.

**unplugged** ☛ ausgesteckt

**beam sth.** ☛ etw. aussenden; *hier*: übertragen

**wirelessly** ☛ drahtlos; *hier*: kabellos

**device** ☛ Gerät

**attached** ☛ befestigt; *hier*: angeschlossen

**power source** ☛ Stromquelle

**founder** ☛ Gründer(in)

**CEO (chief executive officer)** ☛ Firmenchef(in)

**detect sth.** ☛ etw. erkennen

**exposure** ☛ *hier*: Belastung

**cell phone** US ☛ Handy

### [7] Can guns be made safer? 🇲

The lesser-known tragedy of America's gun culture is that more than half of all gun deaths are suicides or accidents. As politics currently makes banning, or even restricting, privately owned guns impossible, some are asking if they can at least be made safer.

The company Biofire has developed a "smart gun" that uses facial-recognition and fingerprint detection. This is part of a trend towards personalized weapons — guns that can be fired only by verified users. In theory, the technology could greatly reduce accidents and deaths caused when a gun falls into the wrong hands, and make lost and stolen weapons useless. Biofire's founder, Kai Kloepfer, told Reuters that his aim was to "build an extremely reliable product that will always unlock for you any time that you pick it up, and will never unlock when your kid finds it". However, marketing the guns may be a challenge. Gun users worry that the system might fail when it's needed most. Critics say guns are still deadly weapons and that technological solutions may distract from the job of removing guns from civil society.

Business Spotlight 7/2023, p. 11

| | |
|---|---|
| **gun culture** ➤ Schusswaffenkultur | **reliable** ➤ zuverlässig; *hier*: sicher |
| **ban sth.** ➤ etw. verbieten | **unlock** ➤ sich entsichern |
| **detection** ➤ *hier*: Erkennung | **distract from sth.** ➤ von etw. ablenken |
| **founder** ➤ Gründer(in) | |

## PROFILE
### Mira Murati
### [8] Introduction Ē

**Sion:** Artificial intelligence is a rapidly growing field. You've probably heard of the ways that it is going to impact our lives in the future, but have you heard of Mira Murati — one of the biggest names in the industry? If not, listen up!

| | |
|---|---|
| **impact sth.** ➤ sich auf etw. auswirken, etw. beeinflussen | **industry** ➤ *hier*: Branche |

### [9] The most powerful woman in AI Ḿ

The chief technology officer (CTO) of OpenAI, the company behind ChatGPT, Mira Murati, has had quite a spectacular career that already includes a number of top-level positions. Born in Vlorë, a coastal city in south-western Albania, Murati was fascinated by mathematics, video games and computer science from an early age. She left her home country to study at Dartmouth College, an Ivy League university in New Hampshire, in the US, graduating in 2012 with a degree in mechanical engineering.

Beginning her career in Tokyo as an analyst for the bank Goldman Sachs, Murati later moved to Silicon Valley to get experience at some of the world's most innovative technology companies. She worked as an engineer at an aerospace company, spent three years at Tesla as a senior product manager and she worked at the computer hardware manufacturer Leap Motion as vice president of product and engineering. In 2018, Murati joined OpenAI and quickly got two big promotions, becoming CTO in May 2022. And she's still only in her mid-30s.

In January 2023, OpenAI's estimated value was around $29 billion, as reported by *The*

*Wall Street Journal*. ChatGPT, which had been underlined launched just two months earlier, already had an estimated 100 million active monthly users. Murati's role in the growth of the business has been significant: she leads the teams behind both DALL-E, which uses AI to create art based on text prompts, and ChatGPT.

**Addressing the ethics of AI**

Murati openly addresses criticisms based on the ethical concerns of artificial intelligence. "The technology has such a huge effect on society," she told Trevor Noah on *The Daily Show*. "But also, society can and should shape it. There are a ton of questions we are wrestling with every day." She has also spoken out about the potential risks of AI, stating that it is time to move towards regulating it. In an interview with TIME magazine in February 2023, she acknowledged common concerns over AI's impact on society: "There are a lot of ethical and philosophical questions that we need to consider."

Renowned for being a very private person, Murati is uncomfortable with the hype that ChatGPT has generated. When asked about the updated version of ChatGPT, GPT-4, she told the US business magazine *Fast Company*: "Less hype would be good."

*Business Spotlight 7/2023, pp. 12–13*

**chief technology officer**
► Technikvorstand

**AI (artificial intelligence)**
► KI (künstliche Intelligenz)

**Ivy League university** US
► Eliteuniversität

**graduate**
► einen Abschluss machen

**degree**
► *hier*: akademischer Grad

**mechanical engineering**
► Maschinenbau

**aerospace company**
► Luftfahrtunternehmen

**senior** ► leitend

**promotion** ► Beförderung

**billion** ► Milliarde(n)

**launch sth.**
► etw. auf den Markt bringen

**prompt** ► Input des Benutzers, zu dem ein Output erzeugt wird

**ton: a ~ of sth.** *ifml.*
► eine Menge von etw.

**wrestle with sth.** ► mit etw. ringen; *hier*: intensiv nach Antworten auf etw. suchen

**acknowledge sth.**
► etw. eingestehen, einräumen

**impact** ► Auswirkung(en)

**renowned: be ~ for sth.**
► für etw. bekannt sein

### HEAD-TO-HEAD
### Corporate language
### [10] Why do we have to speak English at work? Ⓜ

**Sion:** What do you think about companies making their corporate language English? Listen carefully to these two colleagues discussing their company's decision to change the corporate language to English. We'll test your understanding of some of the words and phrases used afterwards, so listen carefully!

**Melanie:** Have you heard that they're changing the company language to English? I'm a native speaker, but to be honest, I think it's a bit unfair. Why should everyone be expected to use English in all company communication? The company isn't based in an English-speaking country — it's in Germany.

**Miriam:** Well, I'm German, and I don't have a problem with it. It's just a logical choice. Most people have a good level of English anyway nowadays.

**Melanie:** Yes, but not everybody is a <u>language person</u>. Some people have other <u>capabilities</u>. Making the corporate language English might stop people from <u>speaking up</u> in meetings if they don't feel confident expressing themselves in English.

**Miriam:** Of course, there are some people who will be a bit <u>hesitant</u> at the start, but companies can always offer language courses to help them to improve their English.

**Melanie:** I think it's important to show <u>sensitivity</u> and <u>appreciate</u> that people might be more comfortable using their mother tongue.

**Miriam:** Yes, but that just isn't practical in the modern world. If you work for a company that has foreign clients, then you need to speak English. Many people <u>work remotely</u> for companies in other countries, too. If people work for an international company, then I just <u>assume</u> that they can speak English.

**Melanie:** I think policies like this will make people lazy and stop them from learning the local language!

**Sion:** OK, now, let's test your understanding of some of the words and phrases used. Complete the following sentences with option **a)** or **b)**.

1. If someone is a "language person", then…
a) foreign languages <u>come easily to</u> them.
b) their communication skills are strong.
- The correct answer is **a)**. If someone is a "language person", then foreign languages come easily to them. This means they are able to learn languages easily.

2. If someone "speaks up" in meetings, then…
a) they become angry.
b) they share their thoughts.
- The correct answer is **b)**. If someone "speaks up" in meetings, then they share their thoughts.

3. If someone is "hesitant", then…
a) they are unsure.
b) they are quiet.
- The correct answer is **a)**. If someone is "hesitant", then they are unsure.

4. A person's "mother tongue"…
a) is the language that their native language is most closely related to.
b) is their native language.
- The correct answer is **b)**. A person's "mother tongue" is their native language.

5. If you "assume" something, …
a) then you believe it without questioning it.
b) then you disagree with it.
- The correct answer is **a)**. If you "assume" something, then you believe it without questioning it.

**Sion:** Well done! Did you get all of those right? If not, try the exercise again.

**corporate** ► Firmen-
**language person**
► *hier*: Sprachtalent
**capability**
► Fähigkeit
**speak up** ► sich äußern
**hesitant: be ~** ► zögern;
*hier*: Bedenken haben
**sensitivity** ► Sensibilität,
Feingefühl

**appreciate sth.**
► *hier*: etw. anerkennen,
einsehen
**work remotely**
► im Homeoffice arbeiten
**assume sth.**
► etw. annehmen, von etw.
ausgehen
**come easily to sb.**
► jmdm. leichtfallen

## ECONOMY
## U.S. national holiday
### [11] Introduction E US

**Sion:** On July 4, 1776, the Continental Congress adopted the Declaration of Independence, separating the 13 North American colonies from Britain and forming the new United States of America. It was a key moment in the Revolutionary War (called the War of Independence by the British), which was finally won in 1783. This holiday commemorates America's independence from Great Britain. In the following article, you'll hear more about what this holiday means for the U.S. economy.

**adopt sth.**
► etw. annehmen

**commemorate sth.**
► etw. gedenken

### [12] Food, flags and fireworks M US

The Fourth of July, also known as Independence Day, is perhaps the most important federal holiday in the U.S. Coming in the middle of summer, the day is marked by travel, family gatherings, barbecues, and outdoor concerts and festivals. It is also a very important day for many businesses and a big moneymaker for parts of the economy.

While the Covid pandemic dampened festivities, July 4th celebrations are now back on track. "People have already returned to observing the holiday normally," Jill Gonzalez, analyst at the U.S.-based finance website WalletHub, told *Business Spotlight*. "This was shown by the estimated amounts spent on food and fireworks that surpassed pre-pandemic levels. The projections for last year were $7.7 billion on food and $2.4 billion on fireworks, compared to $6.8 billion on food and $1 billion on fireworks in 2019. This year, due to high inflation, we don't expect there will be a significant increase in the amounts spent."

**Festive food**

Americans will eat an estimated 150 million hot dogs over the July 4th holiday period, according to the U.S. National Hot Dog and Sausage Council (NHDSC). Average food spending per person is around $84, with most people choosing to celebrate at home with a barbecue rather than attending an organized event.

As it is a celebration of America, one would expect to see lots of money spent on paraphernalia that displays the patriotic colors red, white and blue. U.S. flags receive a particular boost in sales at this time of year. According to the Flag Manufacturers Association of America, 95 percent of U.S. flags are made in the United States. This is in contrast to the several hundred million pounds of fireworks that will light up the night sky on July 4th. Around 70 percent of professional display fireworks and 99 percent of consumer fireworks are imported from China.

**Time to travel**

Americans tend to travel domestically, boosting the national economy. According to estimates from the American Automobile Association (AAA), nearly 48 million people traveled over the July 4th holiday in 2022, despite high gas prices. And the travel numbers are expected to continue this upward trend in 2023 and beyond. "What's unique about travel trends now is that the rise in remote work is affording people the flexibility to work from their vacation destinations," Aixa Diaz, an AAA spokesperson, explained. "For example, some people may travel over the July 4th weekend, stay at their destination through the holiday and work remotely the rest of the week."

With so much traveling, eating and partying, billions of dollars are spent over the July 4th period every year. Even with high inflation, it is unlikely that Americans will let rising costs spoil the traditional celebrations of their national holiday.

*Business Spotlight 7/2023, pp. 22–23*

**federal holiday** US ➤ Bundes-, Nationalfeiertag
**dampen sth.** ➤ etw. dämpfen; *hier:* etw. einen Dämpfer verpassen
**back on track: be ~** ➤ wieder auf Kurs sein; *hier:* wieder regulär stattfinden
**observe sth.** ➤ *hier:* etw. begehen
**surpass sth.** ➤ etw. übertreffen, übersteigen
**projection** ➤ Prognose
**billion** ➤ Milliarde(n)
**due to** ➤ wegen
**sausage** ➤ Wurst
**rather than** ➤ anstatt
**paraphernalia** ➤ Krimskrams, Zubehör
**display sth.** ➤ etw. zeigen
**boost** ➤ Zulauf, Aufschwung
**domestically** ➤ im Inland
**gas** US ➤ Benzin
**unique** ➤ einzigartig; *hier:* ungewöhnlich
**remote work** ➤ *hier:* Arbeiten im Homeoffice
**spokesperson** ➤ Sprecher(in)
**spoil sth.** ➤ etw. verderben

## [13] Fourth of July spending habits M US

**Sion:** What do these two Americans spend their money on for Fourth of July festivities? The first speaker is called Joel and the second speaker is called Djavid. Listen carefully to what they say because we'll test your understanding of what you have heard afterwards.

**Joel:** When the Fourth of July comes around, then my bank account definitely takes a toll. I host a hot dog party for all the neighbors in my block. I live in the ground-floor apartment, and I have access to the yard, so I invite everyone over for a barbecue. It's a lot of fun, but I spend

a lot on patriotic <u>paraphernalia</u>, hot dogs, <u>toppings</u> and <u>booze</u>.

**Djavid:** I'm based in New York, but my family lives all the way down in Atlanta. I always drive down with a car full of gift bags and <u>candy</u> for my relatives. The gifts aren't too expensive, but the <u>gas</u> prices are astronomical. I'm considering flying back next year, as it might be more <u>reasonable</u>!

**Sion:** Are the following statements true or false? Base your answers on what you have just heard.

**1.** Joel spends a lot on Independence Day festivities.
- This statement is true. He says that his bank account takes a toll, which means "there is a bad effect on his <u>balance</u> <u>due to</u> his spending."
**2.** Joel doesn't like to buy products with stars and stripes on them.
- This statement is false. Joel likes to buy "patriotic paraphernalia", which means "a variety of <u>items</u> that celebrate the U.S."
**3.** Joel spends money on alcohol.
- This statement is true. "Booze" is an informal word for alcohol.
**4.** Djavid usually spends more on presents than on transport.
- This statement is false. He says that the gift bags are not too expensive, but the gas is! "Gas" is the American word for petrol or <u>fuel</u>.

**5.** Djavid is thinking about taking a plane back to Atlanta next year, as it might be a cheaper option.
- This statement is true. Djavid is considering flying back home next year, as it might be more reasonable. If a price is "more reasonable", then it is cheaper.

**Sion:** Well done! Did you get all of those right? If not, try the exercise again.

**take a toll** *ifml.*
- einen Tribut fordern, strapaziert werden

**host sth.** - etw. veranstalten

**yard** US - Garten (vor dem Haus), Hof

**paraphernalia**
- Krimskrams, Zubehör

**topping**
- (Brot-)Belag, Aufstrich

**booze** *ifml.*
- Alkohol, Schnaps

**candy** US - Süßigkeit(en)

**gas** US - Benzin

**reasonable** - *hier:* günstig

**balance** - *hier:* Kontostand

**due to** - wegen

**item** - Artikel

**fuel** - Treibstoff

## COMMUNICATION
### BUSINESS SKILLS
### Media interviews

#### [14] Introduction Ē

**Sion:** Have you ever been contacted by a <u>media outlet</u> and asked for an interview? Here are the key things to bear in mind when speaking to the media to make sure that you give the right impression.

**media outlet** - Medienkanal, -unternehmen

## [15] Managing a media interview M

A media interview is a conversation between two people with different aims. Interviewers want you, as the interviewee, to present information, explain it and, in some cases, justify your position. They'll look for <u>topics</u> they think will interest their audience.

Your job, however, is to <u>make the points</u> you want to make. You are there because you have something important to say. Before you do an interview, there are several things you'll need to consider and prepare.

**The basic groundwork**

If you're asked to do an interview, find out what the purpose of it is and how long it's expected to last. Try to understand how you fit into the whole programme. All interviews should be taken seriously, whether for radio, TV, a podcast or a YouTube video. Also, check if it will be live or recorded and whether the interview will be in a studio, <u>on-site</u> or <u>remote</u>. Ask if there will be other interviewees and whether there will be a confrontation with any of them. Watch or listen to <u>previous</u> programmes, podcasts or videos to become familiar with the interview style.

**Preparing your message**

You'll probably have limited time to <u>get your message across</u>. Expect to <u>cover</u> no more than three or four points in a three-minute interview. Choose points that will <u>resonate with</u> the interviewer and audience. Make sure the points are <u>concise</u>, <u>credible</u> and <u>memorable</u>. And have <u>back-up</u> points to support each one.

You'll also need to <u>anticipate</u> the <u>slant</u> of the questions you will be asked. This might include <u>tough</u> or even <u>hostile</u> questions. Prepare answers that <u>incorporate</u> your key messages.

If possible, practise with a friend or colleague. This lets you know if you're communicating clearly, whether your responses are concise and your back-up points strong enough. It's better to be over-prepared than <u>get caught off guard</u>.

Practise <u>steering</u> the interview. Use phrases like, "The <u>main issue</u> here is…" or "Let's put this into perspective". When answering a question, make your main point first. Then, support the message with back-up points. Today, "<u>sound-bite</u> journalism", which packages information in ever-shorter bits, requires that you deliver your message <u>succinctly</u> and clearly.

**Before the interview**

If you've been invited to a studio, <u>beware of</u> pre-interview <u>hospitality</u>. You must keep a clear head. Don't be <u>flustered</u> by last-minute changes — including who the interviewer is. If it's a live interview, be prepared to start with little or no warning. If it's recorded, be prepared for cancellation or <u>postponement</u> — other events may <u>take precedence</u>.

**Dos during the interview**

1. Listen carefully and answer questions simply and in a positive manner.

2. If you don't understand a question, say so immediately and ask the interviewer to re-phrase it.
3. Remember your main points and get them across.
4. Be aware of the time and keep your answers fairly short.
5. Once you've said what you want to say, stop talking. Wait for a follow-up question.
6. If the interviewer gets facts wrong, correct them politely but quickly.
7. Be enthusiastic, especially if you're promoting a campaign or an idea.
8. Use concrete examples.
9. Watch and listen for signals that the interview is about to finish.
10. Answer the final question and remind the audience of your key point.

**Don'ts during the interview**

1. Avoid "yes" / "no" answers. Explain the rationale behind your answer.
2. Don't use jargon or clichés. Use your own words.
3. Avoid repetition. The audience will switch off.
4. Never dismiss a question as unimportant. This sounds arrogant.
5. Avoid long silences. This sounds evasive.
6. Don't give an explanation before you answer. This sounds apologetic.
7. Don't talk over the interviewer. This sounds aggressive.

8. Don't ask for too many clarifications. This sounds evasive or defensive.
9. Avoid ambiguous answers. Remember you may be quoted out of context.
10. Avoid being too reasonable about alternatives to your ideas or sounding lukewarm about your own.

Media interviews are a great way to have your voice heard. They needn't be daunting if you're well prepared.

**topic** ➤ Thema
**make a point** ➤ eine Aussage treffen, ein Argument vorbringen
**on-site** ➤ vor Ort
**remote** ➤ über Telekommunikation
**previous** ➤ früher
**get sth. across** ➤ etw. rüberbringen
**cover sth.** ➤ etw. abdecken, behandeln
**resonate with sb.** ➤ bei jmdm. Anklang finden; *hier:* bei jmdm. gut ankommen
**concise** ➤ kurz und präzise
**credible** ➤ glaubwürdig
**memorable** ➤ einprägsam
**back-up** ➤ *hier:* zusätzlich
**anticipate sth.** ➤ etw. vorhersehen
**slant** ➤ Tendenz; *hier:* Richtung

**tough** ➤ *hier:* schwierig
**hostile** ➤ feindselig
**incorporate sth.** ➤ etw. integrieren
**get caught off guard** ➤ sich als unvorbereitet outen müssen
**steer sth.** ➤ etw. lenken
**main issue** ➤ Hauptthema, -frage
**sound bite** ➤ Soundbite (bevorzugt kurze, knackige Artikel oder Meldungen)
**succinctly** ➤ prägnant
**beware of sth.** ➤ vor etw. auf der Hut sein
**hospitality** ➤ Gastfreundlichkeit; *hier:* Unterhaltung
**fluster sb.** ➤ jmdn. aus der Fassung bringen
**postponement** ➤ Terminverschiebung

**take precedence**
➤ Vorrang haben

**rephrase sth.**
➤ etw. anders formulieren

**follow-up question**
➤ Anschlussfrage

**rationale**
➤ Grundgedanke

**dismiss sth.** ➤ etw. abtun

**evasive** ➤ ausweichend

**apologetic**
➤ rechtfertigend, zaghaft

**talk over sb.**
➤ jmdm. ins Wort fallen

**clarification**
➤ Klarstellung

**ambiguous**
➤ mehrdeutig

**quote sb.**
➤ jmdn. zitieren

**lukewarm** ➤ lauwarm;
*hier:* unenthusiastisch

**daunting**
➤ einschüchternd

## CAREERS
### ODD JOBS
### Ethical hacker
### [16] Interview with Dr. Daniel Graham M US

**Sion:** Hacking is usually something that companies want to prevent, but did you know that companies hire ethical hackers to help them protect their systems and data? In the following interview, you'll hear *Business Spotlight* correspondent Rachel Preece speaking to Dr. Daniel Graham, an assistant professor of computer science at the University of Virginia and the author of the book *Ethical Hacking: A Hands-On Introduction to Breaking In*.

**Rachel Preece:** I wanted to ask when the term "ethical hacking" was first on your radar?

**Dr. Daniel Graham:** That's a good question. You know, I don't know. I don't remember my first time coming across that. I think my first time getting interested in hacking was [when] I tried to start a company when I was very young. We were looking at selling video games, and we'd have a third-party market for video games. So, you'd have these two sellers that were independent, and then we gave them a position to meet and exchange and sell like physical video games, and that was kind of supplanted by digital markets, but that was the kind of business idea. And then, that website ended up getting hacked. And I thought, you know, this is really destructive — I should learn how to do this.

**Preece:** OK, so hacking or the topic of cybersecurity was something you first became interested in after this event. What did you want to do kind of in your teenage years? What was your dream job as a child? And then, how did that change to get you to where you are today?

**Dr. Graham:** I think I wanted to be a pilot. And then, while I was at the University of Virginia, engineering was one of the things I wanted to pursue. And then when I got here, computer science was a requirement, and I wasn't sure if I was going to be a good computer scientist or not. And this fellow, his name is Jim Cohoon — Dr. Jim Cohoon — decided that he was going to create a class called CS101X, which was going to be kind of an introduction for people who have never had a computer science experience before. And I loved the class. It came easily to me. So then, I've just been on that path of computer science.

**Preece:** And how can ethical hacking help underlined corporations? Can you explain it to me in layman's terms?

**Dr. Graham:** Yeah, so the way I think about it is if you give people a choice between not having water for a day and not having WiFi for a day, people might choose not having water. And so, there's this dependence on our productivity on technology. With financial systems, we have people go in and look at the books, check and audit financial trails and financial systems. And so what we need is, we need auditors for technology systems and that's what hacking is — it's going in and performing an audit that says everything is in order and everything is secure, so that we can count on it. And so, these auditors have to be very knowledgeable. I mean, if you're an accounting auditor, you have to have very deep knowledge of regulations. You have to have very deep knowledge of accounting. And it's even more difficult, I think, to do auditing for technology systems, because they're so integrated and connected and large. As your business progresses and gets larger, there are a lot of moving parts, and you are accountable to the public. I think that's the stage that we're going in with technology.

**Preece:** And how does that work in practical terms? Do companies approach ethical hackers? Is it something that companies are becoming more and more aware of — that they need to boost their cybersecurity levels and improve that area?

**Dr. Graham:** Yeah. What's the kind of entry point? So, there's kind of three approaches. The first one is that companies say, "Hey, we'll go out, and we'll hire another company. And so, these groups are called red teams, and these teams will come in, they'll look at the systems and then they will externally tell the group what's wrong. And actually, it's done in governments, and it's also done in private sectors. The second approach is having an internal team, so a lot of people will have internal members that will test their systems and monitor. Some of these people also have the ability to attack the systems as well. So, you could have an external company or an internal group. So, the third option is called a "bug bounty" — it's like a bounty hunter. So, you say anybody can break into our systems and we'll pay you if you find something. These are really popular.

**Preece:** Fantastic. Thank you so much for your time. That was a really interesting conversation.

**Dr. Graham:** Yeah, it was great chatting with you, too, Rachel.

| | |
|---|---|
| **computer science**<br>► Informatik | **topic** ► Thema |
| **supplanted: be ~ by sth.**<br>► von etw. verdrängt werden | **engineering**<br>► Ingenieurwesen |

**pursue sth.**
➤ etw. (weiter)verfolgen

**come easily to sb.**
➤ jmdm. leichtfallen

**corporation**
➤ Unternehmen

**layman's terms: in ~**
➤ allgemein verständlich, auf eine für Laien verständliche Weise

**audit sth.**
➤ etw. (über)prüfen

**financial trail**
➤ Finanzstrom

**auditor** ➤ Prüfer(in)

**knowledgeable**
➤ sachkundig, kompetent

**accounting** ➤ Buchhaltung, Rechnungswesen

**accountable: be ~ to sb.**
➤ jmdm. rechenschaftspflichtig sein

**approach sb.**
➤ sich an jmdn. wenden

**boost sth.**
➤ etw. verstärken, verbessern

**approach** ➤ Herangehensweise, Methode

**monitor sth.**
➤ etw. überwachen, kontrollieren

**bug bounty** ➤ *hier etwa:* Zahlen einer Prämie für das Auffinden einer Software-Schwachstelle
(**bug** ➤ Softwarefehler; **bounty** ➤ Kopfgeld)

## CAREER COACH
## Agile at work
### [17] Introduction Ẽ

**Sion:** "Agile" has become a <u>buzzword</u> in business interactions, but how can agile practices be applied to make <u>tangible</u> changes at work and really improve teamwork? Career coach Frank Peters reflects on this <u>topic</u> in the following article.

**buzzword** ➤ Schlagwort

**tangible** ➤ greifbar, spürbar

**topic** ➤ Thema

### [18] Agile improvement M̲

<u>Once upon a time</u>, I was a member of a team that held regular meetings every week. The structure of our meetings remained the same for years. Occasionally, we discussed what we could do differently to make the meetings more <u>beneficial</u> to everyone. In the end, however, we always came up with good reasons for keeping things as they were — and so it went on (and on…) without any changes. (Sigh.)

This was a lose-lose situation. As team members, we were frustrated because our weekly meeting didn't feel like time well spent. Our boss was also frustrated because we weren't taking the meeting as seriously as he would have wished.

It would have helped if, at the time, I had known about the following exercise. I would have been able to convince my colleagues and my boss to try out a few new ideas — and that continuous improvement is not just something for manufacturers and "<u>agile-work nerds</u>"; it's actually really helpful for any team.

**Here's how it works**
Have your team members form a circle, leaving enough space to be able to run around the outside of the circle. You'll understand why in a minute.

Before you start the exercise, there are two important <u>goals</u> to remember:

- Always keep the process running — <u>no matter what</u>.
- Be as fast as possible.

Next, introduce the game. I like to call it "The Agile Seven". Standing in the circle, the group should count out loud (from one to seven). Each person says one number, one after the other, around the circle. While saying their number, each person also <u>taps</u> themselves with one hand on their opposite shoulder. The person standing next to that person goes next. In doing this, each person can change the direction of the counting at any time (as long as it's their <u>turn</u>). So far, that's pretty easy, isn't it?

After having introduced the two goals and practised a bit, introduce a rule: "Anyone who makes a mistake must run once around the circle."

Next, introduce a role (without calling it that): "I'm the team lead and, when in doubt, I decide if something was a mistake or not."

Continue practising for a while, until people make the first mistakes and start running around the circle and/or complaining. Encourage the group to be aware of anything that's not clear or any questions that come up — they'll have the chance to talk about them later.

**Things get a little harder**
Now, introduce some complications, which will increase the probability of mistakes, but also force everyone to focus more:

- On "three", don't touch your shoulder but hold up three fingers to the person next to you.
- On "seven", remain silent and point one arm (at chest height) to one side or the other, either continuing or changing the direction. (If this sounds too complicated, you can always try another move that involves pointing.)

As the game continues, this would be a good time to ask the team about the two goals discussed at the beginning. It never <u>ceases</u> to <u>amaze</u> me how many people forget these simple goals because they're so involved in getting the movements right. (Are they doing this in their work, too?) If necessary, remind the players of the goals and the rules.

**Game analysis**
Pause the game and write down any questions that people have or things that weren't clear. Look for moments of <u>hesitation</u>, for example when people don't know where to restart after a mistake has been made. Were the mistakes clear to everyone? Did the group decide collectively that a mistake had been made, or was that only the team leader's job?

Some groups tend to discuss the game from a meta perspective and ask questions like "Why are we doing this?" or "When will the exercise be over?" You might want to write these questions down, too, and come back to them after

the game. Or maybe not. The point is that the group learns to cope with uncertainty and sudden change. Above all, it's about improving processes and cooperation.

Once you've collected five or six questions, go through them one after the other. As a team, find answers to these questions. For example, if the question is from what point to continue after a mistake, there are various options: restart on the number of the mistake or on the number before that, or go back to "one", or allow the next person in the circle to choose any number they want.

The person who raised the question in the first place should decide which solution to try out. They might ask the rest of the group for their opinion but they don't have to. If the discussion gets too intense or takes too long, interrupt and have the group play instead of talk. There's an important lesson in that: if you're not sure how to proceed and nobody has superior experience, don't spend too much time on theory. Go for practice instead and learn from the results.

Play again, implementing the solution that was decided upon. Then, ask the "question owner" whether to keep this change or not? If the answer is no, try another solution. (I can say from experience that restarting the game on "one" whenever someone has made a mistake generally runs quite smoothly.) Use the same procedure with every question.

**To lead or not to lead?**
When I play this game with a team, one general question comes up almost every time: do we actually need a team leader? The answer is different for each team. Some teams depend on their leader to make decisions in unclear situations. Other teams, however, quickly get rid of the leader, as they realize they can sort out themselves when to (re)start, what a mistake is and how to deal with situations that need clarifying. Obviously, such a decision requires a significant amount of trust within the team, as well as willingness to take responsibility for one's own actions and those of the team.

From the outside, this game might seem a little trivial, but it offers benefits to you as a leader:
• You get a quick impression of how mature your team really is in terms of trust and self-organization.
• You and your team learn intuitively how continuous improvement works and how it can help you to move forward. You also learn how to ask the right questions.
• The team learns to act rather than talk.

Allow your team members to experiment with how to play the game. If you want, let them change the rules you introduced and introduce their own, and see what happens.

Once, a group I was working with decided to get rid of all the complications. Furthermore, they decided to pass on the impulse in one direc-

b) continual improvement.

➤ The correct answer is **b)**. "Iterative" <u>approaches</u> involve the repetition of activities, and they aim at <u>achieving</u> continual improvement.

4. **Lean** is a style of working that, apart from minimizing waste and aiming for continuous improvement,…
a) <u>empowers</u> teams.
b) reduces the number of team members.
➤ The correct answer is **a)**. A "lean" style of working empowers teams, minimizes waste and aims for continuous improvement.

5. **Minimum viable product** is…
a) a basic version of a product.
b) a prototype of a product.
➤ The correct answer is **a)**. "Minimum viable product" refers to a basic version of a product that provides useful data to learn how to improve it.

6. **Pivot** refers to…
a) a fundamental change in direction.
b) the continued use of traditional methods.
➤ The correct answer is **a)**. A fundamental change in direction is referred to as a "pivot".

7. **Timeboxing** means…
a) <u>exceeding</u> deadlines.
b) setting time limits for specific activities.
➤ The correct answer is **b)**. "Timeboxing" means that you <u>allocate</u> a period of time to perform a specific task.

8. **User story** is…
a) the smallest unit of work in an agile framework.
b) a short story told by a team member about their work experience.
➤ The correct answer is **a)**. In an agile context, this term is based on the concept that work can be divided into functional <u>increments</u> called "user stories".

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

*Business Spotlight 7/2023, pp. 38–41*

**sustainable** ➤ nachhaltig; *hier:* aufrechterhaltbar
**maintain sth.** ➤ etw. beibehalten
**approach** ➤ Vorgehensweise
**achieve sth.** ➤ etw. erreichen
**empower sb./sth.** ➤ jmdn./etw. stärken
**exceed sth.** ➤ etw. überschreiten
**allocate sth.** ➤ etw. zuweisen; *hier:* einplanen
**increment** ➤ hier etwa: Etappenziel

## LANGUAGE
### ENGLISH FOR...
### Away from your desk
### [20] Vocabulary exercise ᴹ

**Sion:** Listen to the following dialogue between two colleagues about time spent away from their desks. We'll test your understanding of some of the words and phrases used in an exercise afterwards, so pay attention. Ready? Let's go!

**Otto:** Hi, Jeremy. Great to have you back in the office! I heard you were away <u>backpacking</u> in India last month.

**Jeremy:** Yes, that's right. I took most of my <u>annual leave</u> for the trip, but it was definitely worth it.

**Otto:** I can imagine. It must have been a great experience. I've just come back from a <u>work assignment</u> abroad in Thailand, but I saw more of the company canteen than Thailand itself because we were mainly in the office over many team meetings, unfortunately...

**Jeremy:** Ah, that's a shame. You should definitely go back at some point on vacation instead of on a business trip. Or perhaps you could ask the company if they offer language training abroad. If you work with Thai clients, then it might be worth learning the language!

**Otto:** That's a good point. It would be a form of professional development, after all.

**Sion:** OK, let's test your understanding of what you have just heard. Choose the correct option — **a)** or **b)** — to complete the definition of some of the words and phrases used in the dialogue.

**1. Backpacking** involves...
**a)** carrying your things in a rucksack while travelling or trekking.
**b)** booking your luggage after booking your flight.
➤ The correct answer is **a)**. "Backpacking" in-

20

volves carrying your things in a rucksack while travelling or trekking.

**2. Annual leave** is...
**a)** the amount of time that employees are allowed to <u>take off</u> per year.
**b)** the maximum number of sick days that an employee is allowed to take according to their contract.
➤ The correct answer is **a)**. "Annual leave" is the amount of time that employees are allowed to take off per year.

**3.** A **work assignment abroad** is...
**a)** a project that involves <u>hosting</u> foreign guests at the <u>headquarters</u> of a company.
**b)** an overseas project that a company sends an employee to work on.
➤ The correct answer is **b)**. A "work assignment abroad" is an overseas project that a company sends an employee to work on.

**4.** A **business trip**...
**a)** is an employee's daily journey to work.
**b)** is a work-related visit to a place or company.
➤ The correct answer is **b)**. A "business trip" is a work-related visit to a place or company.

**5. Language training abroad**...
**a)** is a course to improve one's skills in a foreign language in a country where the language is spoken.
**b)** is a digital course offered by the company to improve one's language skills.
➤ The correct answer is **a)**. "Language training

abroad" is a course to improve one's skills in a foreign language in a country where the language is spoken.

6. **Professional development** is…

a) the practice of asking for feedback from one's <u>superiors</u>.

b) the practice of acquiring new work-related skills through continued education and learning opportunities.

➥ The correct answer is **b)**. "Professional development" is the practice of acquiring new work-related skills through continued education and learning opportunities.

**Sion:** Well done! Did you get all of those right? If not, why not try the exercise again?

### [21] Exercise: Don't confuse M̲

**Sion:** This is an exercise on different English translations of the German word *Reise*. Listen carefully to the explanations because we'll then do an exercise to test your translation skills afterwards.

The German word *Reise* can be translated as follows:

■ **Travel** is used if you talk about the activity of travelling in general, like in **business travel**. In German, this means *Geschäftsreise* in the sense of *Geschäftsreisetätigkeit*. Note that a *Geschäftsreise* would be translated as **business trip** if you were talking about individual events.

■ **Journey** generally refers to the time travelled and the distance covered, like **a three-hour journey** — *eine dreistündige Reise*.

■ **Trip** refers to the experience of the whole visit, like a **boat trip** — *Bootsreise* or *Bootsfahrt*.

■ **Voyage** is a long journey, usually either at sea or in space, like a **sea voyage** — *Seereise* in German.

**Sion:** In this exercise, you'll practise these different English translations. First, we'll give you two translations of *Reise*, and then you'll hear a sentence with a beep. In the pause, choose the right word to complete the sentence. Then, you'll hear the sentence again. Repeat the sentence and try to copy the speaker's pronunciation and intonation. Ready?

1. "travel" or "trip"
   My new job involves a lot of air [*beep*].
➥ My new job involves a lot of air travel.
2. "journey" or "trip"
   The ten-hour [*beep*] wasn't as bad as I thought it was going to be.

- The ten-hour journey wasn't as bad as I thought it was going to be.
3. "trip" or "voyage"
What would you prefer, a weekend [*beep*] or a week away?
- What would you prefer, a weekend trip or a week away?
4. "voyage" or "travel"
Private investment in space [*beep*] is increasing.
- Private investment in space travel is increasing.
5. "trip" or "voyage"
On 12 January 2004, the cruise ship *Queen Mary* 2 started on her maiden [*beep*].
- On 12 January 2004, the cruise ship *Queen Mary* 2 started on her maiden voyage.

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

**SKILL UP!**
**Public transport**
**[22] Exercise: Essential words for public transport** M

**Sion:** This language exercise is focused on useful words or phrases for public transport. First, you'll hear a definition of a word or phrase. Then, you'll hear two suggestions for the word or phrase that is being defined: **a)** and **b)**. In the

pause, choose the correct option. OK? Here's the first one.

1. If a bus or train has a delay, it arrives…
a) late.          b) lately.
- **a)** is right. A bus or train that is delayed arrives "late". "Lately" means "recently".
2. If a train or bus arrives as scheduled, it arrives…
a) on time.          b) in time.
- **a)** is right. A train or bus that arrives on time, arrives at the time that is indicated in the timetable. "In time" means that something happens early enough for something else. For example: "I arrived just in time to catch the train."
3. Someone who travels to work and back home each day is a…
a) commute.          b) commuter.
- **b)** is right. A "commuter" is someone who travels to work each day. "Commute" refers to the commuter's journey.
4. The money that a passenger has to pay is…
a) a fare.          b) a ticket.
- **a)** is right. The word "fare" is used for the cost of using public transport. "Ticket" is the printed piece of paper given to a passenger when they have paid the fare.
5. To make sure that there will be a seat for you on a train, you can make a…
a) reserve.          b) reservation.
- **b)** is right. A seat "reservation" is an arrange-

ment for a seat on a train. "Reserve" may be used as a verb here: you reserve a seat.

6. A space on a road that is reserved for buses is a…
a) bus line. b) bus lane.
➤ **b)** is right. Only buses may use a "bus lane". A "bus line" refers to the route of a bus.

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

scheduled: as ~
➤ wie geplant

## [23] Text and exercise: Collocations M

**Sion:** This is an exercise on collocations. These are words that frequently go together to form word partnerships. Listen carefully to the following information about buying tickets and the available ticket types. We'll then do an exercise on it. Ready? Let's begin.

**BUYING TICKETS**
You can buy train tickets online or get them from the ticket machine before you travel. If you prefer, you can buy them at the ticket office at the station.

**TICKET TYPES**
- If you plan your journey ahead of time, you can get great deals with an advance ticket.
- If you don't need to travel during rush hour, an off-peak ticket will save you money.
- If you make the same journey more than three times a week, a season ticket is your best option. Choose between a weekly, monthly or annual ticket.

**Sion:** In this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using the matching collocation from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

1. The printed piece of paper that you need for travelling on a train is a…
➤ **train ticket.** The printed piece of paper that you need for travelling on a train is a train ticket.
2. The counter where you buy tickets is the…
➤ **ticket office.** The counter where you buy tickets is the ticket office.
3. The device where you buy tickets is the…
➤ **ticket machine.** The device where you buy tickets is the ticket machine.
4. A ticket that you buy some time before your journey is called an…
➤ **advance ticket.** A ticket that you buy some time before your journey is called an advance ticket.
5. A ticket that is valid for travelling at times other than the rush hour is called an…
➤ **off-peak ticket.** A ticket that is valid for travelling at times other than the rush hour is called an off-peak ticket.
6. A ticket that you buy for a specific period of time is a…
➤ **season ticket.** A ticket that you buy for a specific period of time is a season ticket.

7. A ticket that is valid for a week, a month or a year is a…

➤ **weekly, monthly or annual ticket**. A ticket that is valid for a week, a month or a year is a weekly, monthly or annual ticket.

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

*Business Spotlight 7/2023, pp. 44–47*

**ticket machine**
➤ Fahrkartenautomat

**ticket office**
➤ Fahrkartenschalter

**advance ticket**
➤ Frühbucherticket

**off-peak** ➤ außerhalb der Stoßzeit(en)

**season ticket**
➤ Zeit-, Saisonkarte

**annual** ➤ Jahres-

**counter**
➤ Theke, Schalter

**device** ➤ Gerät

**valid** ➤ gültig

## CONCLUSION

### [24] Until next time… Ē

**Sion:** Thanks so much for joining us and taking the time to practise your business English. We hope you enjoyed our selection of articles, exercises and interviews. Keep up the good work!