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

**Sion Dayson:** Welcome to *Business Spotlight Audio*. Listening to English on a daily basis can help you to feel more confident in international business situations. From trending news topics to advice on dealing with conflict at work, we've got a lot lined up for you. Let's start with a short article on one of Europe's wildest rivers. Ready? Let's begin.

| | |
|---|---|
| **topic** ► Thema | **lined up: have sth. ~** ► *hier:* etw. arrangiert/vorbereitet haben |

## THE BIG PICTURE
### [2] Running wild ⓔ

ALBANIA · Europe has some famous rivers, which have provided water and prosperity all through the continent's history. Even today, in terms of transportation alone, rivers and canals add about €80 billion to the economy every year.

Sadly, many of those waterways are in trouble. For thousands of years, humans have dammed and straightened once-wild rivers, drained wetlands and cut down forests along the banks — all that activity has made a lot of Europe's rivers vulnerable to both drought and flooding. Experts say highly modified rivers and river basins cannot hold water for long periods of time.

This makes Albania's Vjosa River even more special — it is one of the last untouched rivers in Europe and recently became the continent's first wild-river national park. The Vjosa and its tributaries are free-flowing. From the mountains on the Greek-Albanian border down to the Adriatic Sea, the river has no barriers and is not "channelized" (it still has its natural banks). That's important for biodiversity and the sedimentation flow, which protects the beautiful beaches on Albania's coast.

*Business Spotlight 11/2023, pp. 6–7*

| | |
|---|---|
| **prosperity** ► Wohlstand | **drought** ► Trockenheit, Dürre |
| **in terms of** ► in puncto | **river basin** ► Flussbecken |
| **billion** ► Milliarde(n) | |
| **dam sth.** ► etw. eindämmen | **tributary** ► Nebenfluss |
| **drain sth.** ► etw. trockenlegen | **channelize sth.** ► etw. kanalisieren |
| **wetland** ► Sumpfgebiet | **sedimentation flow** ► fluviatiler Sedimenttransport |
| **bank** ► *hier:* Ufer | |
| **vulnerable: make sth. ~ to sth.** ► etw. für etw. anfällig machen | |

## NAMES AND NEWS
### [3] Come out, come out, wherever you are ⓜ

Many South Koreans feel pressure (from parents, teachers or colleagues) to conform to so-

cial norms. Failing to do so makes life hard — so hard that a worrying number of young people choose to isolate themselves from society, refusing to go out, in some cases, for years. They are known as *hikikomori* — a term imported from Japan, which has also experienced this phenomenon.

Radical social withdrawal among young people would be problematic in any society, but as South Korea struggles with one of the world's lowest fertility rates, the *hikikomori* are very concerning. The government is so alarmed that it's now offering a monthly allowance to encourage young recluses to come out of their homes. Those between nine and 24 years old from lower-income families can receive up to 650,000 won (about €455), as well as discounts on services like health care, education and counselling.

Critics say throwing money at the problem will do nothing to fix the real causes. Kim Soo Jin, who works with *hikikomori*, says young South Koreans feel "oppressed" by social expectations. She told the BBC: "They think 'I failed', 'I'm too late for this'. This kind of social atmosphere depresses their self-esteem and may eventually cut them off from society."

**Come out, come out, wherever you are.**
☛ Spruch beim Versteckspiel, *etwa*: Eckstein, Eckstein, alles muss versteckt sein. 1-2-3 ich komme.

**withdrawal** ☛ Rückzug

**fertility rate** ☛ Geburtenrate

**allowance** ☛ Beihilfe

**recluse** ☛ Einsiedler(in); *hier*: zurückgezogen lebende Person

**counselling** ☛ Beratung, psychologische Betreuung

**fix sth.** ☛ etw. beheben

**oppressed: feel ~ by sth.**
☛ *hier*: etw. als große Last empfinden

**self-esteem**
☛ Selbstwertgefühl

**eventually**
☛ letztendlich, irgendwann

## [4] Rocket lady Ⓜ

Vanessa Clark makes things move. She's an aerospace engineer and expert for in-space propulsion and power systems. After studying physics and aerospace engineering in her home country, Australia, Clark worked for Airbus and the German Aerospace Centre before moving to the US, in 2015, to join Lockheed Martin in Colorado. There, she worked on projects ranging from military satellites to human space flight.

In 2017, Clark co-founded Atomos Space with the goal of making space travel easier and more sustainable — essentially through ride-sharing. Clark told the website The Executive: "The primary reason for satellites needing to be replaced is not because they break down; it's because they run out of propellant." Atomos has developed "space tugs" that take satellites, once they've been launched into low orbit, to their final destination. This allows them to save fuel and operate longer.

Clark is also working on next-generation technologies to take humans well beyond earth's orbit. When she was growing up, Clark says she was too embarrassed to tell people that she wanted to be an astronaut. She may not go to space herself, but she's making that dream come true for others.

**aerospace engineer**
➤ Luftfahrtingenieur(in)
**in-space propulsion**
➤ Weltraumantrieb
**co-found sth.**
➤ etw. mitgründen
**sustainable**
➤ nachhaltig

**ride-sharing**
➤ *hier*: gemeinsame Satelliten-starts auf einer Rakete
**propellant** ➤ Treibstoff
**space tug** ➤ Raumschlepper
**launch sth.** ➤ etw. starten
**fuel** ➤ Treibstoff
**embarrassed** ➤ verlegen

### [5] Remake the movies M̲

With their hit movies, Hollywood actors Ben Affleck and Matt Damon have generated more than $10 billion combined. But how much of the profit goes to the people who actually make the films? Not enough, say the two stars — as highlighted by the Hollywood actors' and writers' strike in 2023. Affleck and Damon have started their own movie studio, called Artists Equity, to provide a bigger share of the income to creators, filmmakers and crew members.

Affleck says the company is "merit-based" and offers an alternative to the "cash-upfront Hollywood model". The 51-year-old is the CEO,

and his longtime acting partner Damon, 53, is chief creative officer. Both men have plenty of experience in the movie business, having started as teenagers, working on camera and behind the scenes.

They also think it's the right time for a new business model as streaming has disrupted Hollywood, making the big studios less dominant. Damon told CBS: "We see a real opportunity to give artists more freedom and fair compensation."

**billion** ➤ Milliarde(n)
**highlight sth.**
➤ etw. betonen; *hier*: in den Blickpunkt rücken
**equity** ➤ Gerechtigkeit
**merit-based**
➤ leistungsabhängig
**cash upfront** (*ifml.*)
➤ Barzahlung im Voraus

**CEO (chief executive officer)**
➤ Geschäftsführer(in)
**chief creative officer**
➤ leitende(r) Kreativdirektor(in)
**disrupt sth.** ➤ etw. stören; *hier*: grundlegend verändern
**compensation**
➤ *hier*: Vergütung

### INNOVATION
### [6] The land and the sky M̲

**Sion:** When people think outside the box, they often ask unique, thought-provoking questions. Can you imagine growing vegetables in the desert? How can we fly drones without scaring birds and other wildlife? Let's find out more about how these ideas were developed and turned into innovative solutions.

**think outside the box**
➤ unkonventionell denken

**unique** ➤ einzigartig;
hier auch: völlig neu

**thought-provoking**
➤ zum Nachdenken anregend

**scare sb./sth.** ➤ jmdn./etw.
erschrecken, verscheuchen

**desertification**
➤ Wüstenbildung, Versteppung

**fertile** ➤ fruchtbar

**reverse sth.**
➤ etw. rückgängig machen

**liquid natural clay**
➤ Flüssigkeit aus Mineralien mit
geladenen Tonpartikeln

**soil** ➤ (Erd-)Boden

**nutrient** ➤ Nährstoff

**irrigation** ➤ Bewässerung

**liquefy sth.**
➤ etw. verflüssigen

**restore sth.**
➤ etw. wiederherstellen

**degraded** ➤ verarmt, verödet

**arid** ➤ trocken

**displace sb.**
➤ jmdn. vertreiben

## [7] Farming in the desert? Ⓐ

The UN describes <u>desertification</u> as a "silent crisis". Every year, an estimated 12 million hectares of <u>fertile</u> land disappear, an area almost the size of England. Can we stop, or perhaps even <u>reverse</u>, this trend?

A company called Desert Control, based in Norway and Abu Dhabi, has developed <u>liquid natural clay</u> (LNC), which can turn desert into farmland. When sprayed on sand or sandy <u>soil</u>, it is absorbed and allows the dry earth to hold water and <u>nutrients</u>. In a matter of hours, it becomes fertile ground, and the need for <u>irrigation</u> is cut by almost half.

Group CEO, Ole Kristian Sivertsen, told the World Economic Forum: "We've created a solution to <u>liquefy</u> natural minerals ... in a way that we can bring them back and <u>restore</u> <u>degraded</u> soils." About two billion people depend on ecosystems in <u>arid</u> and semi-arid regions, nearly all in the developing world. As those areas become more degraded through climate change, as many as 50 million people could be <u>displaced</u> over the next ten years.

*Business Spotlight 11/2023, p. 11*

## [8] Dead birds fly again Ⓜ

At the New Mexico Institute of Mining and Technology, in the south-western US, birds fly over a field, but all is not as it seems: some of the birds are dead. Mostafa Hassanalian, an <u>engineering</u> professor, has put electric motors inside the bodies of <u>taxidermied</u> birds. He wants to use his dead-bird drones to study birds that are alive to better understand the physics of flying, lessons he hopes will <u>drive</u> innovation in <u>aircraft</u> design and other areas of <u>aviation</u>.

Inside the drones are ornithopters, small machines with mechanical wings that <u>flap</u>. Hassanalian uses two types: one for the flapping and another to help the drones <u>glide</u> with straight wings. He has learned that wings that are lower down on their body, like those of albatrosses, are best for gliding.

Nobody really knows if other birds can tell that the drones aren't alive — or if <u>predators</u> might attack them. If not, another potential use

for them is in studying birds and other animals in their natural habitats without frightening them.

**engineering** ➤ Technik-
**taxidermied** ➤ ausgestopft
**drive sth.** ➤ *hier*: etw. vorantreiben
**aircraft** ➤ Flugzeug(e)
**aviation** ➤ Luftfahrt

**flap** ➤ flattern, (mit den Flügeln) schlagen
**glide** ➤ gleiten, segeln
**predator** ➤ Raubtier; *hier*: Raubvogel

## METROPOLITAN MAYHEM
### [9] Going back to the office Ⓜ

**Sion:** While some companies have gone fully remote, others have opted for hybrid work schedules or have even forced workers to return to the office. This dialogue is based on the Head-to-Head article "Do we need rules for going back to the office?" Michelle and Kyle, two colleagues at Metropolitan Mayhem, discuss the issue in this dialogue. Listen carefully because we will test your understanding of the dialogue afterwards.

**Michelle:** Hi, Kyle. How's it going?
**Kyle:** I've been better. I'm not going to lie.
**Michelle:** Oh, dear. What's up?
**Kyle:** Well, I don't like to be the bearer of bad news, but Davina has just told me that the company is going to force everyone to come back into the office. They are going to ban remote work. Apparently, HR is going to make the announcement later on today at the staff meeting.
**Michelle:** Really? Wow, I'm shocked. I'm curious to hear the logic behind that decision. They're shooting themselves in the foot if you ask me — the company will just ostracize itself from the talent pool and have a wave of resignations from current members of staff.
**Kyle:** I know, that's how I feel about it, but they are arguing that people are hard-wired to thrive on human connection. They say that creative processes are suffering as a result of remote work.
**Michelle:** Couldn't they just organize some offsites to bring people together every couple of months? They could opt for a hybrid work schedule instead of making everyone come in every single day. Going from a really flexible policy that offers workers the choice to work from wherever they want to a fully office-based working model seems like a step in the wrong direction to me.
**Kyle:** Hmmm, it's a tricky one. I mean, on the one hand, I can see their point about new hires finding it hard to acquire knowledge and relationships within the company if over half the workforce is at home, but on the other hand, commuting every day would really affect our work-life balance.
**Michelle:** Each individual's situation is unique. If I lived by myself, I might welcome a move

back to the office, but I live with my partner, so I get enough social interaction at home. At the moment, I'm quite happy coming in two to three days a week and spending the rest of the time at home.

**Kyle:** Yes, personally, I think flexibility and autonomy are <u>key</u>. But I have a <u>sneaking suspicion</u> that this decision has more to do with the high rent the company must be paying for the office space. It must be <u>annoying</u> to <u>pay through the nose</u> for an office full of empty chairs.

**Michelle:** Yeah, but there are <u>savvier</u> solutions to that issue. They could <u>convert</u> a portion of the office into a co-working space, rent out a few desks and get employees to book their desk space a day in advance. Surely, that would be a better solution than forcing everyone back to the office?

**Sion:** OK, now let's test your understanding of the dialogue you have just heard. Decide whether the following statements are true or false. You will hear the answers after the sound that follows each sentence.

1. The official announcement about the decision to ban remote work will take place at a company-wide meeting.
➡ This statement is true. The official announcement about the decision to ban remote work will take place at a "staff meeting". This type of meeting is the same as a "company-wide

meeting". All employees are present at this type of meeting.

2. Michelle thinks that potential <u>applicants</u> will be less likely to <u>apply</u> as a result of the company's decision to ban remote work.
➡ This statement is true. Michelle thinks that the company will ostracize itself from the talent pool as a result of its decision. If you "ostracize yourself from" a group of people, you alienate yourself, making yourself an outsider rather than a member of the group.

3. The decision to ban remote work was taken to make it easier for <u>long-standing</u> members of staff to feel integrated in the company.
➡ This statement is false. One of the reasons that the decision was taken was to make it easier for new hires to acquire knowledge and relationships within the company. A "long-standing member of staff" is a person who has worked for the same company for a long time.

4. Michelle thinks that the company should make everyone come in every day instead of adopting a hybrid work schedule.
➡ This statement is false. Michelle thinks that the company should opt for a hybrid work schedule instead of making everyone come in every day. If you "opt for" something, then you "choose" it.

5. Kyle believes that the real reason for the decision might be financial.

→ This statement is true. Kyle has a "sneaking suspicion" that the people in charge of the company might be frustrated about paying high rent for a half-empty office. He uses the expression "to pay through the nose", which means "to pay a lot of money for something".

**6.** Michelle believes that the smartest solution would be to stop renting the office and move the entire company into a co-working space.

→ This statement is false. Michelle suggests converting a portion of the office into a co-working space and getting employees to book the remaining desk spaces a day in advance.

**Sion:** Did you get all of those right? If not, listen to the dialogue again and try the exercise once more.

*Business Spotlight 11/2023, pp. 16–17*

**hybrid working schedule**
➞ Terminplan, der Arbeiten im Büro und Homeoffice ermöglicht

**issue** ➞ Frage, Problem

**What's up?** (*ifml.*)
➞ Was ist los?

**ban sth.** ➞ etw. verbieten

**HR (human resources)**
➞ Peronalwesen

**shoot oneself in the foot**
(*ifml.*) ➞ ein Eigentor schießen, sich ins eigene Fleisch schneiden

**ostracize oneself from sth.**
➞ *hier:* sich etw. verschließen

**ostracize** ➞ ächten, ausgrenzen

**talent pool** ➞ Pool an talentierten Mitarbeitern/Mitarbeiterinnen

**resignation** ➞ Kündigung

**argue that...** ➞ behaupten, dass ...

**hard-wired: sb. is ~**
➞ es liegt in jmds. Genen

**hard-wired** ➞ fest verdrahtet

**thrive on sth.** ➞ durch etw. gedeihen; *hier:* etw. brauchen

**offsite** ➞ Meeting außerhalb des Büros

**tricky** ➞ schwierig

**point** ➞ *hier:* Argument

**new hire** ➞ neue(r) Mitarbeiter(in)

**commute** ➞ pendeln

**affect sth.** ➞ sich auf etw. auswirken

**unique** ➞ individuell

**key: be ~** ➞ wesentlich sein

**sneaking** ➞ schleichend; *hier:* heimlich

**suspicion** ➞ Verdacht

**annoying** ➞ ärgerlich

**pay through the nose** (*ifml.*)
➞ einen Haufen Geld bezahlen, Wucherpreise zahlen

**savvy** (*ifml.*)
➞ klug, ausgebufft

**convert sth.**
➞ etw. umwandeln

**applicant** ➞ Bewerber(in)

**apply (for sth.)**
➞ sich (für etw.) bewerben

**long-standing** ➞ langjährig

### NEW WORK
### [10] Dialogue comprehension: A new arrival at a coworking space M US

**Sion:** This dialogue is based on "The rise of co-working" article. Before we begin, remember that the word "co-working" is written with a hyphen in British English, but it is written as one word in American English. In this dialogue, you will meet Sam and David. Sam is traveling the world and working remotely. He has just arrived in New York. David, the receptionist, shows him around the space. Listen carefully because we'll test your understanding of the dialogue afterwards. Ready? Let's go.

**David:** Hey, man, let me show you our facilities before you get started.

**Sam:** That'd be great, thanks!

**David:** You went for the hot-desking option rather than the fixed-desk option, so you can

select any desk that's available on the ground floor. Upstairs, we have the fixed-desk area, so those won't be available to you.

**Sam:** No worries. I'll remember to use only the ones on the ground floor.

**David:** Great. If you need to make a call or you have a videoconference, then you'll need to book one of our phone booths in advance. Each booth has a touchscreen tablet on the wall next to it. You can enter your name in the calendar next to the time slot you want to book the booth for. You cannot book a booth for longer than 60 minutes, though, so be careful not to overrun.

**Sam:** That's fine. Most of my calls are around 30 to 45 minutes, so that shouldn't be a problem.

**David:** OK, now for the fun stuff. Everyone has access to our roof terrace. There are daily yoga classes up there at 8 a.m. and, once a week, we have ping-pong tournaments on Friday evenings.

**Sam:** That sounds like a lot of fun. Yoga is such a great way to start the day. I think I might give ping-pong a miss, though. My hand-eye coordination leaves a little to be desired. By the way, can we use the tea and coffee in the kitchen, or do we need to bring our own?

**David:** There's no need to bring your own tea or coffee. Just help yourself to our stockpile of tea bags and coffee capsules. We recently invested in a state-of-the-art coffee machine, and the coffee is divine. We have a café on the top floor, but you can also bring your own food and heat it up in the microwave.

**Sam:** Great. That's good to know. I always need a coffee before I start work!

**David:** I know, right? Oh, and I almost forgot to tell you about our series of talks given by our members on Thursday evenings. We have people from so many different industries here, so the aim is to share our professional knowledge. Anyone can sign up to give a talk, so if you would like to give one before you leave, then go for it! Today's talk is about lettering for brand logos. It starts at 6 p.m.

**Sam:** Oh, wow. That sounds fascinating. I'd love to hear more about that topic. I don't have any plans tonight, so I'll go along. It'd be a good way to meet a few more people here, too.

**Sion:** OK, now, let's test your understanding of some of the terms used in the dialogue you have just heard. Complete each of the following sentences with option **a)** or **b)**.

1. "Hot-desking" at a coworking space…
a) involves choosing an available desk.
b) refers to the practice of reserving a desk and hot meals.
➡ The correct answer is **a)**. "Hot-desking" at a coworking space involves choosing an available desk.

**2.** A "phone booth" is…
**a)** a small, enclosed space where you can make and receive calls.
**b)** a shared room where calls can be made.
➙ The correct answer is **a)**. A "phone booth" is a small, enclosed space where you can make and receive calls.
**3.** A "tournament" is…
**a)** a gymnastics class.
**b)** a type of sports <u>competition</u>.
➙ The correct answer is **b)**. A "tournament" is a type of sports competition.
**4.** If you "give something a miss,"…
**a)** you want to attend an event but can't, and regret that you are unable to go.
**b)** you decide not to attend an event or participate in something.
➙ The correct answer is **b)**. If you "give something a miss," you decide not to attend an event or participate in something.
**Sion:** Well done! Did you get all those right? If not, listen to the dialogue again and try the exercise once more.

| | |
|---|---|
| **hyphen** ➙ Bindestrich | **hot-desking** ➙ Hotdesking (flexible Arbeitsweise an wechselnden Schreibtischen) |
| **work remotely** ➙ nicht vom Büro aus arbeiten | |
| **facilities** ➙ Einrichtungen, Räumlichkeiten | **booth** ➙ *hier:* Kabine |
| | **overrun** ➙ *hier:* (die Zeit) überziehen |
| | **tournament** ➙ Turnier |

**miss: give sth. a ~** (*ifml.*)
➙ etw. sausen lassen
**stockpile** ➙ Vorrat
**state-of-the-art**
➙ topaktuell, nach dem neuesten Stand der Technik
**talk** ➙ *hier:* Vortrag
**sign up** ➙ sich anmelden

**go for it** (*ifml.*) ➙ nur zu
**lettering** ➙ Beschriftung
**brand** ➙ Marke
**topic** ➙ Thema
**go along** (*ifml.*) ➙ hingehen
**competition**
➙ Wettbewerb

## [11] Exercise: Key terms for co-working M

**Sion:** Let's practise some terms that you can use when talking about co-working. First, we'll give you two words or phrases, then you'll hear a sentence with a beep explaining the word or phrase. In the pause, choose the right word or phrase to complete the explanation. Then, you'll hear the full sentence again. Ready?

**1.** "digital nomad" OR "digital traveller"
A remote worker who travels frequently while making use of digital technology for work purposes is a [*beep*]…
➙ A remote worker who travels frequently while making use of digital technology for work purposes is a "digital nomad".
**2.** "hybrid team" OR "hyper team"
A [*beep*] has a flexible team structure in which some members work remotely while others work in an office.
➙ A "hybrid team" has a flexible team structure in which some members work remotely while others work in an office.

**3.** "shared economy" OR "sharing economy"
The [*beep*] refers to a socio-economic system of sharing goods, services and skills for the purpose of efficiency.
➡ The "sharing economy" refers to a socio-economic system of sharing goods, services and skills for the purpose of efficiency.

**4.** "Space-as-a-Service" OR "Space-as-a-System"
[*beep*] means that office space can be rented on demand, and you pay for it when you use it.
➡ "Space-as-a-Service" means that office space can be rented on demand, and you pay for it when you use it.

**5.** "plug-and-pay" OR "plug-and-play"
[*beep*] is used for office spaces that are available to rent and can be used immediately.
➡ "Plug-and-play" is used for office spaces that are available to rent and can be used immediately.

**6.** "unsynchronized" OR "asynchronous"
Communication that doesn't happen in real time, due to differences in working hours, is [*beep*].
➡ Communication that doesn't happen in real time, due to differences in working hours, is "asynchronous". If two things are "unsynchronized", they do not happen at exactly the same time. This is the opposite of "synchronized". "Synchronized swimming", for exam-

ple, involves two or more swimmers doing the same movements at the same time.

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

## BUSINESS SKILLS
### [12] Power to the people Ë

**Sion:** Leaders would do well to place more trust in their employees. Giving people more power and autonomy in the decision-making process is a rewarding experience for everyone involved — no matter whether you are the one <u>taking charge</u> or <u>letting go</u>.

| | |
|---|---|
| **take charge** ➥ die Verantwortung übernehmen | **let go** ➥ *hier*: die Verantwortung abgeben |

### [13] Empowering employees M

The expression "Never change a winning team" is well-known, but there is a bit more to being a successful leader than that. In the book *How to Lead a Winning Team*, the authors <u>emphasize</u> the role of <u>empowerment</u>. Management experts Steve Morris and Graham Willcocks, along with Eddy Knasel, an <u>occupational psychologist</u>, say that empowerment is based on a simple idea: if you give people authority, they will take responsibility.

Managers should try to give their employees more control over their day-to-day tasks. This means providing effective ways for them to make meaningful decisions without referring to someone more senior. It also involves giving people the ability to offer input on policies. The idea is that empowerment allows employees to grow and thrive.

**How does it work in practical terms?**

Here are ten key steps to follow:

- Prize honesty. Empowerment is based on trust and requires long-term thinking and honesty. A trustworthy person sticks to agreements they've made, follows through on promises and admits to mistakes.
- Clearly define boundaries so people know what decisions they can and cannot make. This provides the freedom to act within those parameters.
- Share the organization's long-term goals and vision. If employees understand how their jobs contribute to the big picture, they are likely to be more productive and purposeful.
- Provide opportunities for people to develop skills (through training programmes, mentorships, etc.) and to discuss openly how they're coping with their responsibilities. Employees feel empowered when they're able to continue growing and learning.
- Allow people to work on their own terms. Let them know that you don't mind how they go about doing the job as long as the work is done effectively. Don't micromanage — that's the opposite of empowerment.
- Express appreciation for worthy efforts. Positive feedback for taking ownership and responsibility supports initiative and fosters a positive work environment.
- Offer employees the chance to provide feedback to the bosses — perhaps with automated surveys or an anonymous suggestion box, for example. Encourage the view that feedback is a process from which everyone can benefit.
- Identify people's limitations. Being given more responsibility can be empowering but not if it's overwhelming or not well thought out. That can quickly lead to burn-out. Make sure responsibilities are challenging but within the person's capabilities.
- Give people time to succeed. You can't always set long deadlines, but a little extra time, where possible, is also a chance to experiment and innovate. Often, the results will be better.
- Demonstrate the behaviour you want to see in others. Through your actions and by living up to your values, you can motivate and inspire others.

**emphasize sth.**
► etw. hervorheben

**empowerment**
► Handlungsbefugnis

**occupational psychologist**
► Arbeitspsychologe/ -psychologin

**day-to-day**
➤ täglich (anfallend)

**senior** ➤ *hier*: hochrangig

**grow** ➤ *hier*: sich weiterentwickeln

**thrive** ➤ erfolgreich sein

**prize sth.** ➤ etw. würdigen

**follow through on sth.**
➤ etw. erfüllen

**boundary** ➤ Grenze

**goal** ➤ Ziel

**big picture: the ~** (*ifml.*)
➤ das große Ganze, die Gesamtperspektive

**purposeful** ➤ zielgerichtet

**cope with sth.** ➤ mit etw. zurechtkommen

**on one's own terms** ➤ nach den eigenen Vorstellungen

**go about (doing) sth.**
➤ etw. angehen

**micromanage** ➤ bis ins kleinste Detail kontrollieren

**appreciation** ➤ Anerkennung, Würdigung

**worthy** ➤ würdig; *hier*: anerkennenswert

**take ownership** ➤ *hier*: die Verantwortung übernehmen

**foster sth.** ➤ etw. fördern, begünstigen

**environment** ➤ *hier*: Umfeld

**survey** ➤ Befragung

**overwhelming: be ~** ➤ überwältigend sein; *hier*: überfordern

**capability** ➤ (Leistungs-) Fähigkeit

**live up to sth.**
➤ etw. gerecht werden, erfüllen

## [14] Essential phrases for empowering employees 🅜

**Sion:** In this exercise, you'll practise some phrases that are useful for empowering employees. 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 build trust.
■ Use "I", "intend", "keep" and "my promises".
➡ I intend to keep my promises.
**2.** You set your employees boundaries.

■ Use "these", "the areas", "on which", "can" and "decide".
➡ These are the areas on which you can decide.
**3.** You emphasize the importance of sharing and remembering goals.
■ Use "important", "keep in mind", "these goals", "when", "making" and "our plans".
➡ It's important to keep these goals in mind when making our plans.
**4.** You express appreciation.
■ Use "we", "can build, "good work", "you" and "did".
➡ We can build on the good work you did.
**5.** You identify limitations.
■ Use "if", "you feel", "need", "help", "this" and "just ask".
➡ If you feel you need help with this, just ask.
**Sion:** Excellent. Well done!

*Business Spotlight 11/2023, pp. 34–36*

**boundary** ➤ Grenze

## CAREER COACH
## [15] Everything is "fine", right? 🄴

**Sion:** Few people enjoy conflict at work, but it is sometimes quite hard to avoid. Whenever you have a group of people working together, there will always be differences of opinion or unfulfilled expectations. This article, written by career coach Frank Peters, offers some advice on how to recognize and resolve conflict situations at work.

## [16] Dealing with conflict — a game of chess M

Before I start coaching a team, I ask if there's anything else I need to know — any interpersonal issues, any conflicts or potential conflicts? If the response is: "No, no, everything is fine," alarm bells go off in my head.

Why is that? Because nothing is ever "fine". There's always something that's not going so well. There are always two or more colleagues who don't get on. Someone might be envious of someone else's salary, reputation or responsibilities.

And there may even be team members who sabotage or badmouth others behind their backs — sometimes openly. Constellations such as these will almost certainly lead to personal conflict if not managed wisely. Or perhaps the conflict has already broken out.

### Nothing to fear

Conflict in itself is not a bad thing. It simply shows that there are two or more people with different or, to be more precise, conflicting interests and desires. Usually, that's a positive sign. In diverse teams, it's more likely that conflicting points of view will pop up.

The worst thing you, as a leader, can do is pretend everything is fine and not address the issue. It's far better to bring whatever it is to the surface and work on it together. Patrick Lencioni, an American business consultant, talks about the five dysfunctions of a team, which act as barriers that prevent the team from reaching its full potential. The first dysfunction is the most obvious one — a lack of trust. Clearly, people who don't trust each other will have problems working together.

Trust is important in overcoming the second dysfunction in the Lencioni model: fear of conflict. Chances are you've probably seen or even experienced what happens when leaders stick their heads in the sand and pretend everything is fine — something Lencioni calls "artificial harmony". Teams need to learn how to deal with contradictory points of view and with conflict, because conflicts rarely fix themselves. If allowed to fester, they become ugly and personal.

### Dealing with conflict

There's a useful tool to help you deal with conflict within a team. If you decide to use it, I strongly recommend bringing in an external facilitator. This could be someone from HR, or another part of the company, or you can hire an external coach.

In my opinion, it should not be you, as manager, or any other team member.

The exercise works best when there are only two people involved — also, both parties must agree to resolve their conflict openly, in front of the group. If one group is in conflict with another group, have each one choose a repre-

sentative. And if a key person involved in the conflict isn't available, it may be possible for a team member to represent them.

Be aware that the exercise requires a certain level of trust within the team. Establish an <u>environment</u> in which all participants feel safe and taken care of. You might consider <u>embedding</u> the exercise in a multi-day <u>team offsite</u>, for example, during which you reserve some time to work on team-related issues and build trust.

The first step is to make sure that both points of view in the conflict are presented equally. If both parties are there, let them each <u>make their case</u>. Of course, any representatives must have a <u>thorough</u> understanding of what it's all about. Questions that might help in the briefing process include "How does this conflict usually start?", "How do you feel?" and "What do you want?"

Then, the process can begin. Ask what usually <u>triggers</u> the conflict (or originally triggered it). It's usually something that somebody says (or said). If the people can't remember exactly, ask them how they would start a conflict <u>resolution</u> with the other person. You're looking for a statement/question that gets to the central issue of the conflict.

They might say something like: "I feel like you don't take me seriously" or "Why don't you support my ideas?" or "That presentation of yours wasn't <u>up to</u> standard." It could be almost anything.

Once you have this statement, a team member positions the two people in a 3x3-metre space. You're going to have the participants move around the square, kind of like <u>chess pieces</u>.

## A game of chess

Of course, you will need to prepare the physical space beforehand. Put nine <u>sticky notes</u> on the floor, for example, to mark the squares of the chessboard. Once the people are in the physical space, what is their position in relation to each other when the trigger statement is made? At this point, the <u>magic</u> can begin.

Let's say that Anne and her colleague Tom are standing on this square. Maybe they're standing close to each other. More likely, however, there'll be a greater distance between them at the start. Anne and Tom are in their positions. We let Anne make the first move.

**Anne's first turn:** She makes the first statement, for example: "In our projects, you always give me the least interesting <u>tasks</u>."

**Tom's first turn:** If this were a normal conversation, Tom would say something in response. But in this exercise, we make him wait. We <u>postpone</u> the verbal part of his response and, first, have him feel the <u>impact</u> of Anne's statement. Next, he should move to another position on the square and feel again. And then, only at the end, Tom speaks. <u>In short</u>, feel-move-feel-speak:

15

- Direct Tom's attention to his feelings and thoughts. He should take his time and consider these questions: How do Anne's words make me feel? What's happening inside in response to what Anne said? What are my feelings? What are my thoughts?

- Next, have Tom move to a new position on the 3x3-metre square. This means his first action should be movement and not speech. He might move closer to Anne or away from her. If he wishes, he can also stay where he is.

- Now, have Tom take a couple of deep breaths and do some inner work again. He should consider how he feels in his new position (or if he still feels the same in the original position).

- Finally, let Tom say what he wants to tell Anne.

**Anne's second turn:** Now, Anne goes through exactly the same four steps that Tom did. After that, it's Tom's turn again, and so on. Once you have the impression that they've learned enough, have the two participants end the conversation.

**What is the role of the moderator?**

The most important job is to make sure that the participants stick to the described steps. As the steps will probably feel unnatural in a conflict situation, Anne and Tom may try to jump directly to a verbal response.

**Why the moderator's job is important**

Many conflicts get bogged down in a vicious cycle of verbal argumentation. By moving peo-ple's attention away from speaking and focusing on emotions, we have a chance to break that cycle and get closer to the core of the problem.

**What else should the moderator do?**

Limit statements to one or two sentences, otherwise, it's too much information at once. If one or both of them get stuck, the moderator should help them get back on track by saying, "Tell Tom how you feel now" or "Tell Anne what you really want."

In my experience, many conflicts can be avoided or resolved quickly once people clearly communicate how they feel and what they want. Some people may have different methods but often find that they want more or less the same thing in the end.

It can be helpful to have the other team members participate, but if not, they should at least see the process. I know it can make some people feel uncomfortable, but this is exactly what Lencioni means when he talks about "artificial harmony".

It's an important experience for the team to support each other when working through conflicts. And it demonstrates how to deal with issues respectfully and thoughtfully.

| | |
|---|---|
| **issue** ➤ Thema, Problem | **sabotage sb.** ➤ jmdn. sabotieren |
| **get on** (UK) ➤ sich verstehen | **badmouth sb.** ➤ über jmdn. herziehen |
| **envious** ➤ neidisch | |

**business consultant**
➥ Unternehmensberater(in)

**chances are (that)...** (*ifml.*)
➥ es ist gut möglich, dass ...

**contradictory** ➥ widersprüchlich, unvereinbar

**fester** ➥ eitern; *hier:* schwelen

**facilitator** ➥ Vermittler(in), Moderator(in)

**HR (human resources)**
➥ Personalwesen

**resolve sth.** ➥ etw. lösen

**environment**
➥ *hier:* Umfeld, Situation

**embed sth.** ➥ etw. einbauen, integrieren

**team offsite**
➥ Meeting außerhalb des Büros

**make one's case**
➥ seine Argumente vorbringen

**thorough** ➥ genau, umfassend

**trigger sth.** ➥ etw. auslösen

**resolution** ➥ Lösung

**up to: be ~ sth.**
➥ etw. gerecht werden, entsprechen

**chess piece** ➥ Schachfigur

**sticky note** ➥ Haftzettel

**magic** ➥ Zauber, Magie; *hier:* Lösung des Problems

**task** ➥ Aufgabe

**postpone sth.**
➥ etw. aufschieben

**impact** ➥ Wirkung

**in short** ➥ kurz gesagt

**get bogged down**
➥ stecken bleiben, sich festfahren

**vicious cycle** ➥ Teufelskreis

**core** ➥ Kern

**get back on track** ➥ wieder den richtigen Kurs finden

## ENGLISH FOR...
### [17] Exercise: Tricky translations M

**Sion:** Let's do a vocabulary exercise on false friends. 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.

**Sion:** This word relates to someone's good and thorough knowledge or understanding of something. Translate the following word.

**German:** *fundiert*

**English:** sound

**Sion:** Don't say "funded". "Funded" is the past participle of the verb "to fund", which refers to providing money to pay for something. The German word *fundiert* is "sound" in English. Translate the following sentence.

**German:** *Sein fundiertes Wissen über Kryptowährungen war beeindruckend.*

**English:** His sound knowledge of cryptocurrencies was impressive.

### [18] Exercise: Don't confuse M

**Sion:** In this exercise, we'll practise the use of false friends. The German word *fundiert* is "sound" in English. It is not "funded", which is *finanziert* in German. First, you'll hear a sentence with a beep. In the pause, decide whether you need "sound" or "funded" instead of the beep. Then you'll hear the correct sentence. Ready?

**1.** The wind farm was [*beep*] by environmental organizations.

➞ The wind farm was funded by environmental organizations.

**2.** They only employ people with [*beep*] knowledge of English and Chinese.

➞ They only employ people with sound knowledge of English and Chinese.

**3.** There are two beeps in the next sentence.
[*beep*] understanding of economic concepts is a
prerequisite of the government-[*beep*] bursary.

➡ Sound understanding of economic concepts
is a prerequisite of the government-funded
bursary.

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

---

| | |
|---|---|
| **wind farm** ➤ Windpark | **bursary** (UK) |
| **prerequisite** ➤ Grundvoraussetzung | ➤ Stipendium |

### SKILL UP!

#### [19] Dialogue comprehension: Local administration ⓜ

**Sion:** This exercise is based on the "In context" dialogue in Skill Up! Hannah is talking with her partner's American colleague at their company's end-of-year party. Listen carefully because we'll test your understanding of what you have heard afterwards.

**Jeff:** So, where do you work, Hannah?

**Hannah:** At our local registry office in the town hall.

**Jeff:** Oh, that sounds interesting. Are you the wedding registrar?

**Hannah:** No, that's my boss. I'm an administrative clerk, so I deal with the paperwork. I have to check that people bring the correct documents, such as their ID card or passport, birth certificate, certificate of no impediment and so on.

**Jeff:** I guess you get to meet a lot of interesting people.

**Hannah:** Yes, I do. Actually, we had a wedding this week between an American and a German. The American had to have all his documents translated and stamped by a court-sworn translator. And, as he couldn't speak German, we had to arrange for an interpreter to be at the ceremony.

**Jeff:** Ah, maybe you can help me. My son is a doctor in the US. He wants to work in Europe. Do you know what documents he needs?

**Hannah:** Yes, as a non-EU citizen, he must apply for an EU Blue Card first.

**Jeff:** Is that like a Green Card in the US?

**Hannah:** It's similar, but it's only for qualified professionals as well as certain health-care professionals.

**Jeff:** And can he get that from you?

**Hannah:** No, he'll have to contact the Foreigners' Registration Office, but I can send you the details if you like.

**Jeff:** That'd be great. By the way, you must try the dessert. It's delicious.

**Sion:** OK, let's test your understanding of some of the terms used in the dialogue that you have just heard. Choose the right option, **a)** or **b)**, to complete the definition of the words. You will hear the answers after the sound that follows each definition. Ready? Let's go.

**1.** A "registry office" is a place where…
**a)** people register births, deaths, marriages, civil partnerships, stillbirths and adoption.
**b)** people register a change of address.
➡ The correct answer is **a)**. A "registry office" is a place where people register births, deaths, marriages, civil partnerships, stillbirths and adoption.

**2.** A "certificate of no impediment" confirms…
**a)** whether or not a person has a criminal record.
**b)** that there are no reasons that a person cannot get married or enter a civil partnership.
➡ The correct answer is **b)**. A "certificate of no impediment" confirms that there are no reasons that a person cannot get married or enter a civil partnership.

**3.** An "interpreter"…
**a)** analyses official documents and declares whether they are genuine or fake.
**b)** translates at live or in-person events.
➡ The correct answer is **b)**. An "interpreter" translates at live or in-person events.

**Sion:** Did you get all those right? If not, listen to the dialogue and try the exercise once more.

---

**registry office** ➤ Standesamt
**registrar** ➤ Standesbeamter/-beamtin
**administrative clerk** ➤ Sachbearbeiter(in)

**certificate of no impediment** ➤ Ehefähigkeitszeugnis
**court-sworn translator** ➤ öffentlich bestellte(r) und beeidigte(r) Übersetzer(in)

---

**interpreter** ➤ Dolmetscher(in)
**qualified professional** ➤ *hier:* Fachkraft
**heath care** ➤ Gesundheitswesen
**foreigners' registration office** ➤ Ausländeramt, -behörde

**dessert** ➤ Nachspeise
**delicious** ➤ lecker, köstlich
**stillbirth** ➤ Todgeburt
**criminal record** ➤ Vorstrafenregister
**enter sth.** ➤ *hier:* etw. schließen, eingehen
**genuine** ➤ echt
**at live** ➤ *hier:* simultan

## [20] Exercise: Essential words and phrases for local administration ᴹ

**Sion:** With this language exercise, you can practise some words and phrases that can be used to talk about local administration. 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.** An official who is in charge of keeping official records is a…
**a)** registrar.
**b)** recorder.
➡ **a)** is right. A "registrar" is responsible for keeping official records of births, deaths and marriages. A "recorder" is a musical instrument or a device used to record something.

**2.** The document issued by a court to officially end a marriage is a…
**a)** divorce decree.
**b)** separation of property.
**a)** is right. A "divorce decree" is a court order

that officially ends a marriage. "Separation of property" refers to the separation of the <u>spouses'</u> <u>assets</u> during their marriage.

**3.** A document that is issued by a country's immigration authorities and allows you to live there is a…

**a)** residential allowance.

**b)** residence permit.

➡ **b)** is right. A "residence permit" is a permit that allows someone to live in a country where they were not born. A "residential allowance" is a UK term for money given to people with a low income to reduce their housing costs.

**4.** The official rules and processes that seem more complicated than necessary and often cause delays are called…

**a)** Sellotape.

**b)** red tape.

➡ **b)** is right. "Red tape" is often the reason why processes cannot be done easily and quickly. "Sellotape" is a British <u>brand</u> of transparent <u>adhesive tape</u>.

**5.** In order to legally drive a car,…

**a)** you need to have a driving permit in the UK or a driver's permit in the US.

**b)** you need to have a driving licence in the UK or a driver's license in the US.

➡ **b)** is right. In order to legally drive a car, you need to have a driving licence in the UK or a driver's license in the US.

**6.** An "asylum seeker"…

**a)** looks for <u>refuge</u> in another country due to conflict, political <u>issues</u> or other dangers in their own country.

**b)** looks for a specialist hospital to fit their health-care needs.

➡ **a)** is right. An asylum seeker looks for refuge in another country <u>due to</u> conflict, political issues or other dangers in their own country.

**7.** If you rent a property, …

**a)** you'll need to sign a "rental agreement", making you the owner's "<u>tenant</u>".

**b)** you'll need to sign a "renting form", making you the owner's "tenant".

➡ **a)** is right. If you rent a property, you'll need to sign a "rental agreement", making you the owner's "tenant". After you have signed a rental agreement, the owner of the property would become your "<u>landlord</u>" or "<u>landlady</u>", depending on their gender.

**8.** When you buy a car,…

**a)** you should receive the "vehicle registration certificate" — no matter whether it is a new or second-hand car.

**b)** you should also receive a number plate confirmation document.

➡ **a)** is right. When you buy a car, you should receive the "vehicle registration certificate" — no matter whether it is a new or second-hand car.

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

| | | | |
|---|---|---|---|
| **device** ► Gerät | | **refuge** ► Zuflucht | |
| **issue sth.** ► etw. ausstellen | | **issue** ► Problem | |
| **property** ► Immobilie(n) | | **due to** ► aufgrund von | |
| **spouse** ► Ehegatte/-gattin | | **tenant** ► Mieter(in) | |
| **asset** ► Vermögen(swert) | | **landlord/landlady** | |
| **brand** ► Marke | | ► Vermieter(in) | |
| **adhesive tape** ► Klebeband | | | |

## [21] Text and exercise: Collocations ⓜ

**Sion:** This is an exercise on collocations. These are words that frequently go together to form word partnerships. Listen carefully to this administrative letter confirming an appointment and listing the documents the recipient has to bring along. Then, we'll do an exercise on it.

\*\*\*

Thank you for contacting our office. We confirm your appointment on 19 December at 10 a.m.
Please bring the following documents to the appointment:

● A valid passport or identity card with photo.
● Birth certificate: either the original document or a certified copy.
● Employment documents: bring your employment contract or student visa, if applicable.
● Marriage certificate or divorce decree.
● Financial documents: such as bank statements and tax return.

● Academic and educational certificates: including vocational training certificates and school certificates that provide details of your formal education.
● A good-conduct certificate.
● A residency certificate: for proof of your current address.

If any documents are not in English, you must obtain certified translations from a court-sworn translator.

\*\*\*

**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 one.

**1.** To confirm that you are the person you claim to be, you can show your passport or your…
➡ **identity card.** To confirm that you are the person you claim to be, you can show your passport or your "identity card".

**2.** The document that records where a person was born is their…
➡ **birth certificate.** The document that records where a person was born is their "birth certificate".

**3.** When you start a new job, you receive an…
➡ **employment contract.** When you start a new job, you receive an "employment contract".

**4.** If you want to study abroad, you might need a…

➡ **student visa.** If you want to study abroad, you might need a "student visa".

**5.** The document that states that a person is registered as a long-term resident is a…

➡ **residency certificate.** The document that states that a person is registered as a long-term resident is a "residency certificate".

**6.** The document that states that someone has completed training that qualifies them for a particular job is a…

➡ **vocational training certificate.** The document that states that someone has completed training that qualifies them for a particular job is a "vocational training certificate".

**7.** The document that certifies the completion of a course of study is an…

➡ **academic certificate.** The document that certifies the completion of a course of study is an "academic certificate".

**8.** The document that states that a couple is married is a…

➡ **marriage certificate.** The document that states that a couple is married is a "marriage certificate".

**9.** The document that certifies whether someone has a criminal record is a…

➡ **good-conduct certificate.** The document that certifies whether someone has a criminal record is a "good-conduct certificate".

**10.** If you are a taxpayer, then every tax year, you will need to submit a…

➡ **tax return.** If you are a taxpayer, then every tax year, you will need to submit a "tax return".

**11.** If you want to check your bank balance, take a look at your…

➡ **bank statement.** If you want to check your bank balance, take a look at your "bank statement".

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

**recipient** ➤ Empfänger(in)
**bring sth. along** ➤ etw. mitbringen
**certified copy** ➤ beglaubigte Kopie
**applicable** ➤ zutreffend
**divorce decree** ➤ Scheidungsurteil
**bank statement** ➤ Kontoauszug
**tax return** ➤ Steuererklärung

**vocational training** ➤ Berufsausbildung
**good-conduct certificate** ➤ Führungszeugnis
**residency certificate** ➤ Meldebescheinigung
**court-sworn translator** ➤ öffentlich bestellte(r) und beeidigte(r) Übersetzer(in)
**criminal record** ➤ Vorstrafenregister
**bank balance** ➤ Kontostand

## QUIZ
### [22] Living the high life M

**Sion:** The race to build the world's tallest building has been going on ever since the first skyscraper was completed, in 1885. At present, that

title belongs to the Burj Khalifa in Dubai, but other skyscrapers could surpass it in the coming years. See how much you know about the world's tallest buildings in our fun quiz. After the sound that follows each question, you will hear the answer. Ready? Let's start!

**1.** "Skyscraper" combines the words "sky" and "scraper". What is the etymology of the word "scraper"?
**a)** to climb      **b)** to erase
**c)** to be innovative
�ío The correct answer is **b)**. Skyscrapers "erase" the sky. This word is probably from Old Norse *skrapa*.

**2.** Where was the world's first skyscraper built?
**a)** New York
**b)** London
**c)** Chicago
➙ The correct answer is **c)**. Chicago started in its financial district with palazzo-style buildings in the 1880s, followed by the Flatiron Building in New York in 1902.

**3.** What is the Shanghai World Financial Center's nickname?
**a)** the bottle opener
**b)** the cheese grater
**c)** the handle
➙ The correct answer is **a)**. The Shanghai World Financial Center's nickname is "the bottle opener".

**4.** With a width-to-height ratio of 1:24, which is the world's skinniest skyscraper?
**a)** Collins House, Melbourne
**b)** Highcliff tower, Hong Kong
**c)** Steinway Tower, New York
➙ The correct answer is **c)**. The Steinway Tower, New York, is the world's skinniest skyscraper.

**5.** To be called a "skyscraper", a building must be at least 150 metres tall. To be "megatall", it must be at least _____ metres?
**a)** 300     **b)** 450     **c)** 600
➙ The correct answer is **c)**. To be "megatall", a building must be at least 600 metres tall.

**6.** The Empire State Building is struck by lightning how many times a year, on average?
**a)** 25 times
**b)** 100 times
**c)** 300 times
➙ The correct answer is **a)**. On average, the Empire State Building is struck by lightning 25 times a year.

**7.** What is the tallest building in the EU?
**a)** Frankfurt's Commerzbank Tower
**b)** Varso tower, Warsaw
**c)** Tour First, Paris
➙ The answer is **b)**. Varso tower, Warsaw, is the tallest building in the EU.

**8.** The world's tallest building is the Burj Khalifa. How many storeys does it have?
**a)** 163    **b)** 99    **c)** 90

➡ The correct answer is **a)**. The Burj Khalifa, the world's tallest building, has 163 storeys.

**9.** How long does it take to clean the Burj Khalifa's 24,000 windows?

**a)** two weeks

**b)** a month

**c)** three months

➡ The correct answer is **c)**. It takes three months to clean the Burj Khalifa's 24,000 windows. When they are finished, they have to start again!

**10.** How many people work inside The Shard, London's tallest building?

**a)** 200     **b)** 5,000     **c)** 7,000

➡ The correct answer is **b)**. 5,000 people work inside The Shard, London's tallest building.

Business Spotlight 11/2023, p. 50

| | | | |
|---|---|---|---|
| **race** ➥ *hier:* Wettbewerb | | **width** ➥ Breite | |
| **skyscraper** ➥ Wolkenkratzer | | **ratio** ➥ Verhältnis | |
| **surpass sth.** ➥ etw. übertreffen | | **skinny** ➥ dünn; *hier:* schmal | |
| **erase sth.** ➥ etw. ausradieren | | **Warsaw** ➥ Warschau | |
| **nickname** ➥ Spitzname | | **storey** ➥ Stockwerk | |
| **grater** ➥ Reibe | | **shard** ➥ Scherbe | |

## CONCLUSION

### [23] 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, dialogues and exercises. Keep up the good work!