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

Sion Dayson: Welcome to *Business Spotlight Audio*. This time around, we consider the best ways of managing romance at work, and we question whether technology is leading to greater income inequality. We'll also walk you through the essential elements of an effective presentation. There's lots more, too, so let's get started with some trending news items.

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item ► Artikel

NAMES AND NEWS
[2] The doctor is online now **M**

The problems with the <u>National Health Service</u> (NHS) are well known to all who are <u>unfortunate</u> enough to need medical help in Britain. Hospitals are overcrowded, doctors and nurses overworked and the time it takes for an ambulance to respond to an <u>emergency</u> is (sometimes life-threateningly) long. There is no simple solution, but avoiding going to hospital <u>in the first place</u> might be a good start.

This idea explains the growth of "virtual <u>wards</u>", which is a <u>euphemism</u> that means "keeping low-risk patients at home". Using blood-pressure monitors and other electronic <u>devices</u>, hospital staff collect data on their patients' health in real time. Does this sound like a cheap, <u>inferior</u> form of health care? Not necessarily. Most patients are happier staying at home than spending a night in hospital. There's also a lower risk of infections spreading.

The NHS hopes to have set up 24,000 virtual wards by the end of 2024. The aim is to reduce <u>occupancy rates</u> in real wards to below 91 per cent — a level at which hospitals can work better. And <u>remote</u> health care is not really new. The first telerobotic operation was performed on a patient in France by <u>surgeons</u> in New York City more than 20 years ago. As technology continues to improve, some believe completely virtual hospitals will be possible one day.

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National Health Service ► staatlicher britischer Gesundheitsdienst

unfortunate: be ~ ► (das) Pech haben

emergency ► Notfall

in the first place ► überhaupt

ward ► Station

euphemism ► (beschönigende) Beschreibung

device ► Gerät, Instrument

inferior ► schlechter, minderwertig

occupancy rate ► Belegungsrate

remote ► fern; *hier*: virtuell

surgeon ► Chirurg(in)

[3] Travelling man **E**
In 1972, Tony Wheeler and his wife, Maureen, bought a cheap, old car in London and started

a road trip across Europe. Then, they just kept going — through Turkey, Iran and further. In Afghanistan, they sold the car, but continued travelling until they reached Sydney, Australia. It was there that a new journey began, founding a travel guide empire that they called Lonely Planet.

The Wheelers both personified and spoke to a whole new type of traveller: people who were young and ready for adventure. The first Lonely Planet guide, published in 1973, was called *Across Asia on the Cheap*. "These were books for people in their 20s with no money," Wheeler told *The Washington Post*. "If their parents had gone to Europe, they were going to Asia. Their horizons were getting larger, wider." Lonely Planet has since produced 150 million books, covering 221 countries.

Wheeler was born in 1946 into a travelling family. His father worked for the British Overseas Airways Corporation (BOAC) — a forerunner of British Airways. In his first guidebook, Wheeler wrote: "All you've got to do is decide to go, and the hardest part is over." He still believes that's true today.

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found sth.
➤ etw. gründen
on the cheap (*ifml.*)
➤ mit wenig Geld

forerunner
➤ Vorläufer(in)

[4] Too young to work A̲.U̲S̲

When they're not in class, teenagers can benefit from having a part-time job, gaining a sense of responsibility and understanding of the world of work. From the age of 14, American teens can legally do some jobs during certain hours. There are, of course, good reasons why other jobs, like those in meat processing or construction, are off-limits.

Facing a labor shortage, however, some employers are ignoring the rules. The U.S. Labor Department has reported a 69 percent rise in violations of child-labor laws between 2018 and 2023. In 2022, it found 835 companies illegally employing more than 3,800 minors. The violations relate to the types of jobs as well as the hours and conditions.

In this situation, one might expect lawmakers to strengthen rules and enforcement. Instead, a number of states are doing the opposite. Arkansas no longer requires under-16s to verify their age before starting a job, and Minnesota wants to let 16-year-olds work on construction sites. The labor shortage was created by America's own misguided policies. Will its children now be the ones to pay the price?

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meat processing
➤ Fleischverarbeitung
off-limits: be ~
➤ tabu sein, nicht erlaubt sein

labor shortage
➤ Arbeitskräftemangel
Labor Department (US)
➤ Arbeitsministerium

violation ➤ Verletzung	
minor ➤ Minderjährige(r)	
lawmaker ➤ Gesetzgeber(in)	

enforcement ➤ Durchsetzung, Vollstreckung	
construction site ➤ Baustelle	
misguided ➤ fehlgeleitet, unangebracht	

INNOVATION

[5] Valuable ideas E̲

Sion: When people focus their energy on finding solutions to problems, some really innovative business ideas can come about. Climate change means rising temperatures, greater reliance on air-conditioning units and higher electricity bills. Scientists at the Luxembourg Institute of Science and Technology have developed a solution to combat the heat in a more sustainable way. And in Bulgaria, design studio Half Company has been focusing on the issue of urban mobility. The aim is to create safer, more efficient ways of travelling in cities. Curious to find out more? Listen carefully.

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reliance ➤ Abhängigkeit	**issue** ➤ Problem
sustainable ➤ nachhaltig	

[6] Not just hot air A̲

Most air conditioners and refrigerators are vapour-compression devices — by compressing and expanding a liquid, they absorb or release heat. While cheap to make, they are not very efficient and use lots of energy. According to the International Energy Agency, air conditioners and electric fans already consume about 20 per cent of all the electricity that's used in buildings worldwide.

Scientists at the Luxembourg Institute of Science and Technology have recently developed a prototype of a coolant-free refrigeration device. With no moving parts or toxic liquids or gases, it is made with the metals lead, scandium and tantalum. These "electrocaloric" materials change temperature under an electric field. The device is almost twice as efficient as a standard air conditioner, although whether it can be mass-produced is another matter.

As a warming climate leads to more hot days and nights, air conditioners are expected to be a big driver of global electricity demand. Improving their efficiency will be vital to limit the need for new power plants while keeping costs and emissions low.

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vapour compression ➤ Dampfdruck	
release sth. ➤ etw. freisetzen	
fan ➤ *hier:* Ventilator	
coolant ➤ Kühlmittel	
lead ➤ Blei	

electrocaloric ➤ elektrokalorisch (auf Erwärmung durch ein elektrisches Feld basierend)	
be a big driver ➤ etw. in großem Stil vorantreiben	
vital ➤ essenziell	
power plant ➤ Kraftwerk	

[7] Pod passengers E̲

Today, cable cars are mostly used as an easy way to go up or down a mountain. But could they help

to transform urban mobility? A radical concept, known as Halfgrid, envisions one-person pods travelling around a network of cables in a city.

The difference to conventional cable cars is that the pods themselves move — rather than being pulled by the cable. This greatly reduces the amount of hardware that's needed. It also means the autonomous pods can go anywhere in the network. Passengers book one via an app, and AI finds the best route. The pods are almost silent, and could be a safer and more convenient option than public transport — for women travelling alone, for example, or for people with limited mobility.

The idea comes from the Bulgaria-based design studio Half Company, who say their system could be implemented in most mid to large-sized cities. They are now looking for a city in which to test it.

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cable car ► Seilbahn	**rather than** ► anstatt
envision sth. ► sich etw. vorstellen	**AI (artificial intelligence)** ► KI (künstliche Intelligenz)
pod ► Kapsel; *hier:* Kabine	**convenient** ► praktisch

HEAD-TO-HEAD
[8] Is technology leading to greater income inequality? M̲

Sion: This dialogue is based on the Head-to-Head article "Is technology leading to greater income inequality?" Listen to freelance copywriter Angela talking to her friend Maddie, who works as a computer scientist.

Angela: Another client has just messaged me saying that they no longer need my services.

Maddie: Really? Has that been happening a lot lately?

Angela: Yes, AI is to blame, unfortunately. So many companies are tightening their purse strings and using AI to write texts instead of copywriters. AI is such a nuisance.

Maddie: It's a shame you feel that way. Personally, I think AI can be a really helpful tool if used correctly. You must have some dull routine tasks that you don't particularly enjoy doing. If you used AI to speed up those processes, then you'd save time for the work that you enjoy doing. And that could have a positive impact on your income, too.

Angela: I know AI can optimize people's efficiency, but I worry that it's going to result in major job losses. Once software code has been programmed, it can effortlessly replicate tasks. It's really demoralizing to think that I spent years studying to acquire the skills necessary for my job, and now, clients would rather use a machine than my services.

Maddie: Computerization is attractive to many businesses because they don't need as many members of staff to produce the results they need. Many people are retraining to be-

come software <u>engineers</u> or computer scientists, as they think these are safer career choices for moving forward. Would you consider changing careers?

Angela: I'm not planning on changing careers anytime soon, but I suppose that depends on the state of my <u>bank balance</u>. I'm not interested in working in the tech industry. The creative industries are a lot more <u>appealing</u> to me.

Maddie: Well, I don't think a career change is necessary, but perhaps by <u>embracing</u> AI and experimenting with it, you'll be able to find ways to make it work for you. The mainstream use of AI is <u>inevitable</u>, but I can't see AI fully replacing the role of the copywriter. Why don't you look at it as a helpful tool rather than a <u>hindrance</u>?

Sion: OK, let's test your understanding of the dialogue you have just heard. Remember that the copywriter is called Angela, and the computer scientist is called Maddie. Listen to the following statements and decide whether they are true or false.

1. Angela sees AI as a threat.
► This statement is true. If you see something as a "threat", you see it as a danger or as something that is likely to cause damage.
2. Angela says that many companies are spending more on AI solutions nowadays.
► This statement is false. Angela says that many companies are "tightening their purse strings", meaning that they are spending less money. She sees this as the reason why many companies are choosing to use AI to write texts instead of copywriters.
3. Maddie suggests using AI to <u>accelerate</u> boring tasks that need to be done regularly.
► This statement is true. Maddie suggests using AI to speed up processes when working on dull, routine tasks. The verb "accelerate" means "speed up". Note that the verb "accelerate" is typically used when talking about driving faster.
4. Angela says that software code constantly has to be reprogrammed to reproduce tasks.
► This statement is false. Angela says that software code can effortlessly "replicate" tasks once it has been programmed. This means that the code can copy and carry out tasks once it has been programmed.
5. Angela finds it <u>disheartening</u> that a machine is being chosen to do work that she spent years studying to do.
► This statement is true. The words "disheartening" and "demoralizing" are synonyms. Both words are adjectives that mean "causing someone to lose confidence or hope".
6. According to Maddie, computerization allows businesses to reduce the size of their <u>workforce</u>.
► This statement is true. Maddie says that computerization is attractive to many busi-

nesses because they don't need as many members of staff to produce the results they need.

7. Angela is <u>keen</u> to work in another sector.
► This statement is false. Angela says that she is not planning on changing careers anytime soon.

8. Maddie thinks it could help if Angela stopped seeing AI as a <u>stumbling block</u>.
► This statement is true. Maddie suggests that Angela starts looking at AI as a helpful tool rather than a hindrance. If something is a "stumbling block", it is a "hindrance" or, in other words, something that holds you back and stands in your way.

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

copywriter ► Werbetexter(in)	**replicate sth.** ► etw. reproduzieren
computer scientist ► Informatiker(in)	**retrain** ► umschulen
message sb. ► jmdm. eine Nachricht senden	**engineer** ► Ingenieur(in)
AI (artificial intelligence) ► KI (künstliche Intelligenz)	**bank balance** ► Kontostand
tighten one's purse strings ► den Gürtel enger schnallen	**appealing** ► verlockend, attraktiv
nuisance ► Ärgernis	**embrace sth.** ► etw. annehmen
impact ► Auswirkung(en)	**inevitable** ► unvermeidlich

hindrance ► Hindernis	**workforce** ► Belegschaft
accelerate sth. ► etw. beschleunigen	**keen: be ~ to do sth.** (UK) ► etw. unbedingt tun wollen
disheartening ► entmutigend, demotivierend	**stumbling block** ► Stolperstein

BUSINESS SKILLS
[9] Memorable presentations Ⓔ

Sion: How confident do you feel when you have to give a presentation? Here are some top tips on presenting in a <u>memorable, impactful</u> way before your next presentation. Ready? Listen carefully to this article written by *Business Spotlight* correspondent Ken Taylor.

memorable ► einprägsam	**impactful** ► wirkungs-, eindrucksvoll

[10] The 7 keys to powerful presentations Ⓜ

We've all sat through a presentation wishing we were somewhere else. As the presenter <u>drones on about</u> what feels like the 100th highly detailed PowerPoint <u>slide</u>, we think of all the work that's still waiting for us. It's not that the subject is uninteresting — it's just that the presenter's <u>approach</u> is boring. What can this poor presenter do to make their presentation more interesting? They need the seven keys to powerful presentations.

1. Proper preparation

Your <u>purpose</u> is not to impress your <u>audience</u> with your knowledge but to give them a feel

for your ideas, get them interested in learning more, and to engage and excite them. Identify one specific idea you want your audience to remember and organize your talk around it. Be ruthless and discard anything irrelevant.

Preparation takes time, especially in a second language. Expect to take ten minutes preparing for every one minute of presenting. Then, you should practise giving your presentation, in front of a mirror or on video, for example.

2. Simple structure

A clear, simple structure helps you to get your ideas across. First, grab your audience's attention with a memorable opening. Then, tell them how they'll benefit from listening to you. Your central message should have no more than three to five main points. Use some practical examples, as they show your ideas in action. If time is short, leave out the theory but not the example! End with a memorable closing.

3. Opening and closing

Your first few sentences should focus attention on you and your topic, and make your audience want to listen. You might start with a rhetorical question, for example, followed by the aim of the presentation and your benefit promise:

"How will AI affect our business model in the next five years? The next 30 minutes will give you an overview of the challenges our IT team will face in the future. You'll then hear clear proposals for our strategy to meet those challenges."

Make your opening snappy and to the point. Keep the audience's question in mind — "What's in it for me?"

Ask if there are any questions before you close — so that you have the last word. Make it clear that you're coming to the end. Summarize your key points and end with that big idea you want people to remember:

"If you remember nothing else, remember this — AI is coming, whether we like it or not. We have to learn to live with it and manage it."

4. Know your audience

You need to assess how much your audience knows about your topic, because this affects your level of detail. What's their motivation for being there? What's their professional background — this affects your examples.

Involve the audience. Use rhetorical questions to get them thinking; open questions when you want a response; and with a show of hands, you can check their experience. The more your audience feels part of the presentation, the better they'll take your ideas on board.

5. Visualization

The most important visual aid is your own body language. Use your hands for emphasis. Change your position to show a change of subject. Keep eye contact with the whole audience. And don't let PowerPoint take over. Blank the screen when you want to make a key point, and

when you make your summary and key final point.

Make use of various visual tools — not just PowerPoint. If possible, set up a modern whiteboard or flip chart. Sometimes, a good story is more visually powerful than a picture.

6. International English

Use short sentences and simple vocabulary, rather than complex language, and emphasize key words with your voice. Keep in mind that some, or possibly all, of the audience will also be second-language speakers. Make it easy for them to understand you.

7. Be creative

Surprise your audience with something different. I once saw a presenter start by singing "Money, Money, Money" by ABBA — it was also the title of his talk. Another began by sitting in the audience chatting to key decision-makers. And a third included a quiz in her presentation, complete with small prizes. Your ideas are more likely to be remembered if you do something memorable.

Finally, remember this: none of this will help unless you support your presentation with energy, enthusiasm and excitement. If you don't show enthusiasm for your ideas, why would anyone else be enthusiastic? If you can create a feeling of excitement, you will have succeeded in making a powerful presentation.

drone on about sth.
☞ über etw. langatmig reden
slide ☞ *hier:* Folie
approach
☞ Herangehensweise
purpose ☞ Ziel(setzung)
audience
☞ Publikum, Zuhörer(innen)
engage sb. ☞ jmdn. einbinden
ruthless ☞ schonungslos
discard sth.
☞ etw. verwerfen, streichen
across: get sth. ~
☞ etw. vermitteln, rüberbringen
grab sth. ☞ etw. packen;
hier: auf sich ziehen
memorable ☞ einprägsam
topic ☞ Thema
AI (artificial intelligence)
☞ KI (künstliche Intelligenz)

affect sth.
☞ sich auf etw. auswirken
snappy (*ifml.*)
☞ schwungvoll; *hier:* kurz
What's in it for me?
☞ Was habe ich davon?
summarize sth.
☞ etw. zusammenfassen
assess sth.
☞ etw. einschätzen
show of hands ☞ Handheben
on board: take sth. ~
☞ *hier:* etw. annehmen
aid ☞ Hilfe, Hilfsmittel
emphasis
☞ Betonung, Nachdruck
blank sth.
☞ etw. deaktivieren, ausblenden
rather than ☞ anstatt
talk ☞ *hier:* Vortrag

[11] Essential phrases for powerful presentations M

Sion: In this exercise, you can practise some phrases that are useful in powerful presentations. 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 open your presentation.
■ Use "the purpose", "this presentation", "is", "show you", "some", "new" and "features".

9

▶ The purpose of this presentation is to show you some new features.

2. You change the subject.
- Use "let's", "take", "practical", "example", "our" and "daily work".

▶ Let's take a practical example from our daily work.

3. You close your presentation.
- Use "let's", "go through", "main points", "covered" and "today".

▶ Let's go through the main points we covered today.

4. Involve your listeners.
- Use "raise", "hand", "if", "agree" and "this proposal".

▶ Raise your hand if you agree with this proposal.

5. You talk about visuals.
- Use "let's", "look", "process" and "slide".

▶ Let's look at the process on the slide.

Sion: Excellent. Well done!

METROPOLITAN MAYHEM
[12] Dialogue: Romance at work ⓔ

Sion: Is love in the air in your workplace? We spend a lot of time at work, so it's only natural that co-workers sometimes develop an interest in each other that goes beyond the purely professional. This dialogue is based on the Work Life article "Managing romance at work". Co-workers Michelle and Doug are discussing the <u>issue</u> of romance in the office. They've noticed that the new girl, Chantelle, seems to <u>get on very well with</u> the IT manager, Jeff, and they suspect they might be dating. Listen carefully to the following dialogue.

Doug: What do you think of the new girl?

Michelle: Chantelle? I really like her, but not as much as Jeff seems to...

Doug: That's funny you should say that. I just walked past his office, and she was in there. She's been having a lot of <u>connectivity</u> issues, apparently.

Michelle: Oh, come on, Doug. Do you really <u>buy</u> that? They're just interested in exploring another kind of connection, if you know what I mean.

Doug: Well, I wouldn't blame them. I met my wife at my first job. She was my boss.

Michelle: Oh, really? Your eyes met over the photocopier and that was that, was it?

Doug: Not exactly. She kept <u>scheduling</u> one-on-one meetings with me, and I eventually realized that she was more interested in me than the <u>spreadsheets</u> I was presenting. It was a <u>slow burner</u>, though. It can be <u>awkward</u> at the beginning, before you both know where you stand. You don't want to make unwanted <u>advances</u> and ruin your working relationship.

Michelle: Yes, it's <u>tricky</u> — especially when you are the other person's <u>subordinate</u>. You'd have to be very <u>cautious</u>. You wouldn't want to be accused of sexual <u>harassment</u>.

Doug: That's right. You have to make sure everything is <u>consensual</u>. Some businesses have very strict rules on workplace romance, and each party has to sign a contract confirming that there is no foul play and that they have both agreed to the relationship.

Michelle: Well, Jeff and Chantelle definitely seem to be on the <u>same page</u> as far as I can tell. They'd make a very good-looking couple, if you ask me. I don't know them well enough to <u>pry</u>, but I'd love to know more. I <u>thrive on</u> a bit of office <u>gossip</u>!

Doug: Careful what you say. Chantelle's coming!

Chantelle: Hi, <u>guys</u>. How's it going?

Michelle: Great, thanks, Chantelle. Would you like a coffee?

Chantelle: No, I'm OK, thanks. I'm about to go and get one from the café on the corner with Jeff.

Doug: They do a <u>killer</u> cappuccino there. I'd recommend their <u>cinnamon swirls</u>, too.

Chantelle: Noted. Thanks, Doug. Would you like to join us?

Doug: Oh, no. I wouldn't want to interrupt.

Chantelle: You wouldn't be interrupting.

Michelle: Oh, look, there's Jeff now. Doug and I have an important meeting with a client now.

Doug: We do? Oh, right, yes, of course. It <u>slipped my mind</u>.

Chantelle: What a shame. You'll have to join us next time.

Jeff: Are you ready, Chantelle?

Chantelle: Yes, coming!

issue ➤ Frage, Problem
get on well with sb.
➤ sich mit jmdm. gut verstehen
connectivity
➤ Verbindung, Vernetzung
buy sth. (*ifml.*)
➤ *hier:* (jmdm.) etw. abkaufen
schedule sth.
➤ etw. terminieren
spreadsheet
➤ Tabellenkalkulation
slow burner
➤ Dauerbrenner
awkward ➤ heikel
advances
➤ *hier:* Annäherungsversuche, Anmache
tricky ➤ schwierig
subordinate
➤ Untergebene(r)

cautious
➤ vorsichtig, behutsam
harassment ➤ Belästigung
consensual
➤ einvernehmlich
same page: be on the ~
(*US ifml.*)
➤ auf derselben Wellenlänge sein, einer Meinung sein
pry ➤ (herum)schnüffeln
thrive on sth.
➤ durch etw. gedeihen
gossip ➤ Klatsch, Tratsch
guys (*ifml.*)
➤ Typen; *hier:* Leute
killer (*ifml.*) ➤ *hier:* toll, super
cinnamon ➤ Zimt
swirl ➤ Strudel
slip sb.'s mind (*ifml.*)
➤ jmdm. entfallen

[13] Exercise: Check your understanding M

Sion: OK, let's test your understanding of the dialogue you have just heard. Complete the definitions of the words and phrases provided by choosing the correct option, **a)** or **b)**.

1. Chantelle has supposedly been having "connectivity issues". This means...

a) she has had problems connecting to the network.

b) she has found it difficult to <u>get on with</u> people in the office.

► The correct answer is **a)**. Chantelle has supposedly been having problems connecting to the network in the office. Jeff is the IT manager, so she went to him for help.

2. The expression "Do you really buy that?" is another way of saying...

a) "Do you understand what I'm thinking?"

b) "Do you really believe that?"

► The correct answer is **b)**. The expression "Do you really buy that?" is another way of saying "Do you really believe that?"

3. "One-on-one meetings" are...

a) individualized coaching sessions.

b) meetings with only two participants.

► The correct answer is **b)**. "One-on-one meetings" are meetings with only two participants.

4. "Spreadsheets" are...

a) tables in which data is collected and presented, like those found in Microsoft Excel.

b) flirtatious comments.

► The correct answer is **a)**. "Spreadsheets" are tables in which data is collected and presented, like those found in Microsoft Excel.

5. If a relationship is a "slow burner",...

a) it takes a while before it intensifies.

b) both parties are bored of each other's company.

► The correct answer is **a)**. If a relationship is a "slow burner", it takes a while before it intensifies.

6. If someone "makes unwanted advances",...

a) they show undesirable sexual interest in somebody else.

b) they try to get <u>promoted</u> by having a relationship with a <u>senior</u> employee.

► The correct answer is **a)**. If someone "makes unwanted advances", they show undesirable sexual interest in somebody else.

7. A "subordinate" is someone who...

a) has a senior position.

b) reports to a more senior member of staff.

► The correct answer is **b)**. A "subordinate" is someone who reports to a more senior member of staff.

8. "Sexual harassment" refers to...

a) behaviour involving unwelcome sexual comments and/or physical contact.

b) a policy <u>banning</u> relationships between members of staff.

► The correct answer is **a)**. "Sexual harassment" refers to behaviour involving unwelcome sexual comments and/or physical contact.

9. If a relationship is "consensual",...

a) both people agree to it.

b) both people did not agree to it.

► The correct answer is **a)**. If a relationship is "consensual", both people agree to it.

10. The verb "to pry" means...

a) to be too <u>nosy</u> about something, particularly someone's private life.

b) to make someone <u>embarrassed</u>.

► The correct answer is **a)**. The verb "to pry" means "to be too nosy about something, particularly someone's private life".

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

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get on with sb. ► sich mit jmdm. verstehen	**ban sth.** ► etw. verbieten
promote sb. ► jmdn. befördern	**nosy** (*ifml.*) ► neugierig
senior ► leitend	**embarrassed** ► verlegen, peinlich berührt

CAREER COACH

[14] Team culture Ē

Sion: Company culture and team dynamics are important factors in any workplace. So much more than an inspirational <u>quote</u> or a marketing video, team culture is a combination of employees' values. Curious to find out more? Let's listen to an article on this <u>topic</u> by career coach Frank Peters.

quote ► Zitat	**topic** ► Thema

[15] Strengthen your team's culture Ṃ

What can help to give your team a strong culture? Play more poker! Some of you might find this advice a bit unusual, so let me explain.

If you ask a company about its culture, you may be given a nice, <u>glossy brochure</u> that uses words like "vision", "values" and, of course, "culture". You may also see huge posters in its offices, showing images of the sky or mountains, and slogans about company values. That's fine.

However, if you were to ask detailed questions about how the organization's employees live those values in their daily work, you might get some <u>puzzled</u> looks. Too often, <u>corporate values</u> are decided by top management and announced with a <u>fancy</u> campaign developed by an external marketing agency.

Personally, I prefer to discover a company's values <u>from the bottom up</u> <u>rather than</u> from the top down. What are a company's values <u>actually</u>? They are the sum or, better still, the essence of the values of every single person who works in that company.

What are your team's values?

Before you can strengthen your team's culture, you need to understand it. The following questions will help you determine the values of your team:

1. How do you work together?

2. How do you treat each other, colleagues outside the team, customers/ suppliers?

3. What do people inside and outside your team say about you?

I recommend using the method that Simon Sinek describes in the book *Find Your WHY*. Sinek says you should have your team members tell each other stories of when they were proud of what the team did or how they did it.

It's well worth investing an hour or two to discover your team's values and what they mean for your productivity and your product. This is also a good team-building exercise. Your team talk about the best experiences they've had. That's a great asset. Those values should be the cornerstones of your work and visible in everything you do. (Under stress, that visibility may be reduced.) Perhaps your values are something like this:

- we take care of each other and ourselves
- we are not afraid to take risks
- we strive to give our customers the best product or service

Now, it's time to increase the team's awareness of those values and give them a boost. This is where poker comes in. Inspired by widely used methods such as Management 3.0's "delegation poker" and Kurswechsel. jetzt's "decision poker", I've come up with something I'd like to call "culture poker". Together with your team, find out which of their values is most helpful in a specific situation.

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How does culture poker work?

1. What's the situation?
First, describe the situation, the challenge your team is facing. It might be a period with more work than usual, for example, or a reorganization, or perhaps one or two key members of your team have just left the company.

2. Give value cards to your team
Each person gets a set of cards, which you will need to prepare beforehand. Each card has a team value written on it. If possible, add a visualization, a symbol for each value — but this is a plus, not a must.

3. Play your value card
Now, ask the team: "In this situation, which of our values is most beneficial?" Then, invite everyone to play their value card and place it in the middle of the group, face down. Use time-boxing to ensure that people don't overthink, but make decisions based on their gut feeling.

4. Describe the results
Turn the cards over and look at the result together. Describe or have a team member describe what can be seen — for example "We have three Courage cards, two Openness and one Caring".

5. Understand the motivation
Now, go around and ask about the motivation for playing these cards. Start with the cards with the lowest number of mentions to integrate the minority voices first.

6. Find agreement
Start off the discussion. Ask everyone not only to give reasons for their choice, but also to try to understand the reasons for the other choices. Reach a <u>consensus</u> on what the most important values are in the particular situation. If this isn't possible, try another way of making team decisions — perhaps by majority vote, for example. Or you could play another round of culture poker and see what happens.

7. Develop a measure for a value
Now, it is time for action. What's the next step the group wants to take to strengthen this one important value? Divide the team up into smaller groups and have those groups come up with their best idea. In the large group, decide on the first step to be taken. An <u>impact</u>-effort matrix can be helpful here. First, rank the activities according to their potential impact and actual effort, and then focus on the high-impact, low-effort actions.

8. Follow-up
This is often forgotten. Make sure to set a date for a <u>follow-up</u> workshop later to check if things have developed to your satisfaction. In this workshop, look back at what you have actually done and how your team values have developed. And, of course, you can play another round of culture poker to see which value is the most helpful now.

If you think your team doesn't have any clear values, sit down with the team and discover them. For example, I heard about one team that took culture poker to the next level. They were having a <u>heated</u> and emotional discussion. Then, everyone was given a <u>blank</u> card and was asked: "What do we need most as a team right now?" Everyone had to write down just one thing.

When they looked at the results, there was almost a collective <u>sigh of relief</u>. On the cards were suggestions like "listening to each other", "more data", "a <u>break</u>", "a group <u>hug</u>" and "something fun".

That's the magic of this exercise: everyone can express what they think the team needs most. Every idea is seen and heard and, on this <u>occasion</u>, many of the needs can be met <u>on the spot</u>. The exercise brings the team closer together. What more could you want?

glossy brochure ➤ Hochglanzbroschüre
puzzled ➤ verständnislos
corporate values ➤ unternehmerische Werte
fancy ➤ schick; *hier:* Eindruck schindend
from the bottom up ➤ von Grund auf, von unten her
rather than ➤ anstatt
actually ➤ eigentlich

it's well worth doing sth. ➤ es lohnt sich sehr, etw. zu tun
asset ➤ Vermögenswert; *hier:* Pluspunkt, Wert
cornerstone ➤ Eckpfeiler, Stütze
visible ➤ sichtbar
strive ➤ bestrebt sein
boost: give sth. a ~ ➤ etw. Auftrieb geben
beneficial ➤ nützlich

invite sb.
➤ *hier*: jmdn. auffordern

face ➤ *hier*: Vorderseite

timeboxing
➤ Festlegung von Zeitfenstern

overthink
➤ zu lange nachdenken

gut feeling ➤ Bauchgefühl

consensus
➤ Übereinstimmung

impact ➤ Wirkung

follow-up
➤ Anschluss-, Folge-

heated ➤ hitzig

blank ➤ unbeschrieben

sigh of relief
➤ Seufzer der Erleichterung

break ➤ *hier*: Pause

hug ➤ Umarmung

occasion
➤ Gelegenheit

on the spot ➤ sofort

[16] Exercise on verbs for strengthening your team's culture M

Sion: This exercise is based on the "Essential phrases" box at the end of the Career Coach article "Strengthen your team's culture". According to business author and motivational speaker Simon Sinek, values are verbs and not nouns. This exercise is inspired by Sinek's words of wisdom, so it's all about turning nouns into verbs. These verbs could be useful when talking about strengthening your team's culture. First, you'll hear a noun. In the pause, turn this noun into a verb by using the appropriate verb ending. You can choose from the following endings: **-ify**, **-ize** or **-ate**. Then, you'll hear the right verb and a sentence in which it may be used after the sound. Let's listen to three examples before we begin.

glory
➤ glorify. Video games should not glorify violence.

vision
➤ visualize. It may be helpful to visualize the impact of the changes.

action
➤ activate. Press this button to activate the sensors. It's your turn now.

1. motivation
➤ motivate. The new team leader is very good at motivating people.

2. significance
➤ signify. Management's decision signified a radical change in their policies.

3. authorization
➤ authorize. Due to a lack of liquidity, the CFO did not authorize further funds.

4. remuneration
➤ remunerate. All team members are remunerated for overtime.

5. example
➤ exemplify. Let me exemplify my points with another slide.

6. legalization
➤ legalize. Addiction counsellors supported the campaign to legalize cannabis.

7. clarity
➤ clarify. Thank you very much for clarifying this issue.

8. realization
➤ realize. He realized how important feedback was to his team.

9. creation
► create. They created some new <u>features</u>, and the app was successful as a result.

10. intensity
► intensify. If we do not intensify our efforts, we will lose customers.

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

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appropriate ► passend		**slide** ► Folie	
impact ► Auswirkung(en)		**addiction counsellor** ► Suchtberater(in)	
due to ► aufgrund		**clarify sth.** ► etw. klären	
CFO (chief financial officer) ► Finanzvorstand		**issue** ► Problem	
funds ► (finanzielle) Mittel, Gelder		**feature** ► Merkmal; *hier*: Funktion	
remunerate sb. ► jmdn. entlohnen			

ENGLISH FOR...
[17] Legal professions: Tricky translations Ⓜ

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.

This word is used for a person who is qualified to give legal advice to someone. Translate this word, please.
German: *Advokat*
English: lawyer

Sion: Don't say "advocate", as this word refers to a person who supports or speaks in favour of someone or something. The English translation of the German word *Advokat* is "lawyer". In American English, you may also say "attorney".
German: *Erfahrene Advokaten nahmen an der Konferenz teil.*
English: Experienced lawyers attended the conference. (UK English)
Experienced attorneys attended the conference. (US English)

[18] Exercise: Don't confuse Ⓜ
Sion: In this exercise, we'll practise the use of false friends. Most commonly, the English noun "advocate" is *Fürsprecher(in)* or *Befürworter(in)* in German. It is not *Advokat(in)*, which is "lawyer". In American English, you can also translate this word as "attorney".

However, you do use the word "advocate" when translating the German expression *des Teufels General*, which is "the devil's advocate" in English. In this exercise, you'll hear a series of sentences with a beep. In the pause, decide whether you need "an advocate" or "a lawyer"

instead of the beep. Then you'll hear the correct sentence again. Ready?

1. They consulted [*beep*], as the <u>dispute</u> with their neighbours went to <u>court</u>.
► They consulted a lawyer, as the dispute with their neighbours went to court.
2. I'm [*beep*] of <u>hybrid</u> work.
► I'm an advocate of hybrid work.
3. There are two beeps in the next sentence.
He is [*beep*] of a <u>ban</u> on animal experiments although he works as a [*beep*] in the pharmaceutical industry.
► He is an advocate of a ban on animal experiments although he works as a lawyer in the pharmaceutical industry.

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

dispute ➤ Streit	**hybrid** ➤ hier: im Büro und Homeoffice
court: go to ~ ➤ vor Gericht gehen	**ban** ➤ Verbot

SKILL UP!
[19] Dialogue: Breaking news M̄

Sion: This track is based on the "In context" dialogue in Skill Up! Liza is talking to her colleague Harry about <u>breaking news</u> that will <u>affect</u> their business. Listen carefully to the following dialogue. Ready? Let's go.

Liza: Have you seen the business news? They've just reported that the government is planning to <u>impose</u> economic sanctions on Mondinuland.

Harry: What? That would be a disaster for us! We've just signed a contract with a <u>supplier</u> in Mondinuland.

Liza: I know. The report mentions a possible trade embargo. That would set us back by months, as we'd have to find a new supplier.

Harry: What else does it say?

Liza: The US government has requested an <u>emergency</u> <u>summit</u> to discuss what sanctions are necessary. It says they have decided to send their <u>secretary of state</u> and someone from the <u>treasury</u>.

Harry: I don't like the sound of this. Who are we sending?

Liza: I don't know. Probably the <u>foreign secretary</u>, along with an <u>entourage</u> of government aides and advisers.

Liza: Oh, there's an update. It says the prime minister has announced a press conference for this afternoon. I suppose we'll find out more then.

Harry: Hmm… Well, Mondinuland is a military dictatorship, so I can understand why limited trade sanctions might be imposed, but hopefully, there won't be a complete import and export <u>ban</u>.

Sion: OK, now let's test your understanding of some of the words and expressions used in the dialogue that you've just heard. Complete the definitions by choosing option **a)** or **b)**.

1. If a country "imposes economic sanctions" on another country,

a) it passes an official <u>decree</u> limiting business relations with the other country.

b) it <u>fines</u> the other nation.

► The correct answer is **a)**. If a country "imposes economic sanctions" on another country, it passes an official decree limiting business relations and contact with the other country. The verb "to fine" means "to make someone pay you for doing something that they were not supposed to do". For example, "If you drive too fast, you could be fined for speeding."

2. A "trade embargo" is...

a) a company's decision to end a business relationship with a supplier.

b) an official decree that forbids trade with another nation.

► The correct answer is **b)**. A "trade embargo" is an official decree that forbids trade with another nation. "Trade" refers to the buying and selling of goods or the exchange of services.

3. If something "sets you back by months",...

a) it causes a delay of several months.

b) it gives you several months of valuable time.

► The correct answer is **a)**. If something "sets you back by months", it causes a delay of several months.

4. A "summit" is...

a) a public debate, to which experts on a certain <u>topic</u> are invited.

b) an important meeting between the leaders of two or more countries.

► The correct answer is **b)**. A "summit" is an important meeting between the leaders of two or more countries.

5. The "treasury" is...

a) the government <u>department</u> that <u>supervises</u> and controls public money.

b) a fund that finances entrepreneurial activities.

► The correct answer is **a)**. The "treasury" is the government department that supervises and controls public money.

6. The US "secretary of state" is...

a) the personal assistant to the president.

b) the head of the government department that deals with <u>foreign affairs</u>.

► The correct answer is **b)**. The US "secretary of state" is the head of the government department that deals with foreign affairs.

7. The "foreign secretary" is...

a) the government minister that deals with affairs involving other countries.

b) the government minister that deals with cultural affairs.

► The correct answer is **a)**. The "foreign secretary" is the British government minister that deals with affairs involving other countries.

8. An "entourage" is...

a) an organized tour to promote a political campaign.

b) a group of people surrounding an important person.

► The correct answer is **b)**. An "entourage" is a group of people surrounding an important person.

9. A "dictatorship" is...

  a) the head of an authoritarian state.

  b) an authoritarian state.

► The correct answer is **b)**. A "dictatorship" is an authoritarian state. A "dictator" is the head of an authoritarian state.

10. If there is a "ban" on a certain activity,...

a) that activity is forbidden.

b) that activity is promoted.

► The correct answer is **a)**. If there is a "ban" on a certain activity, that activity is forbidden. If there is a "complete import and export ban" on products from a certain country, it would be forbidden to send products to or receive products from the banned country.

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

---

breaking news
► Eilmeldung(en)

affect sth. ► etw. betreffen

impose sth. ► etw. verhängen

supplier ► Zulieferer/ Zulieferin

emergency ► Notfall; hier: Dringlichkeits-, Krisen-

summit ► Gipfel(treffen)

secretary of state (US) ► Außenminister(in)

treasury (US) ► Finanzministerium

foreign secretary (UK) ► Außenminister(in)

entourage ► Begleitung

ban ► Verbot

decree ► Erlass, Verordnung

fine sb./sth. ► jmdn./etw. mit einer Geldstrafe belegen

topic ► Thema

department (US) ► hier: Ministerium

supervise ► überwachen

foreign affairs ► auswärtige Angelegenheiten

---

[20] Exercise: Essential words and phrases for government 🅼

Sion: This language exercise is based on the "Word bank" at the start of the Skill Up! section. We'll practise some words and phrases that can be used to talk about government. 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. The <u>senior</u> representative of a country in a foreign country is called an...

a) ambassador.

b) adviser.

► **a)** is right. An "ambassador" is an official who represents their country abroad. An "adviser" is a person who offers advice to others. "Advice" is an opinion offered on a <u>topic</u>.

2. The senior British official who is responsible for financial matters is the…

a) secretary of the treasury.

b) <u>chancellor of the exchequer</u>.

▶ **b)** is right. The "chancellor of the exchequer" is the minister in the British government who is in charge of finances. In the US, this official is called the "secretary of the treasury".

3. "<u>MP</u>" is short for…

a) master of politics.

b) member of Parliament.

▶ **b)** is right. "MP" is short for "member of Parliament", a member of the British House of Commons. The US <u>counterpart</u> is "member of Congress".

4. The residence of the British prime minister is <u>colloquially</u> known as…

a) Number 1.

b) Number 10.

▶ **b)** is right. "Number 10" is an informal way of referring to 10 Downing Street, the residence of the British prime minister.

5. The US president's private office in the White House is called the…

a) Oval Office.

b) Pentagon.

▶ **a)** is right. The "Oval Office" is the name of the US president's oval-shaped private study in the White House. The "Pentagon" is the <u>headquarters</u> of the US <u>Department</u> of Defense.

6. The US president's official offices in the White House are situated in the…

a) West Wing.

b) extension.

▶ **a)** is right. The US president's official offices are in the "West Wing" of the White House. An "extension" is an "enlargement of a building".

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

senior ➤ oberste(r,s)	**counterpart** ➤ Pendant
topic ➤ Thema	**colloquially** ➤ umgangssprachlich
chancellor of the exchequer (UK) ➤ Finanzminister(in)	**headquarters** ➤ Sitz
MP (member of Parliament) ➤ Abgeordnete(r)	**department** (US) ➤ *hier*: Ministerium

[21] Text and exercise: Collocations M

Sion: This collocations exercise is based on the box of collocations in the Skill Up! section. Collocations are words that frequently go together to form word partnerships. Listen carefully to this <u>summary</u> of the local elections results. We'll then do an exercise on it.

***

Britain's Conservative Party — commonly known as the Tories — lost a number of seats in the recent elections. Despite this, they remain the strongest political party, closely followed by

the Labour Party. North of the border, support for the Scottish National Party (SNP) has weakened slightly since the change in party leadership. Finally, although the Green Party has seen an increase in party membership, this hasn't led to any new Green <u>MPs</u> yet.

<div align="center">***</div>

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 with the word "party" from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

1. A person's <u>affiliation</u> with a political party is called…
▸ **party membership.** A person's affiliation with a political party is called "party membership".
2. A group of party leaders are collectively referred to as the…
▸ **party leadership.** A group of party leaders are collectively referred to as the "party leadership".
3. An organized group of politically <u>like-minded</u> people is a…
▸ **political party.** An organized group of politically like-minded people is a "political party".
4. The party in the UK that is particularly focused on protecting the environment is called the…
▸ **Green Party.** The party in the UK that is particularly focused on protecting the environment is called the "Green Party".
5. The party in the UK that is commonly referred to as the Tories is the…
▸ **Conservative Party.** The party in the UK that is commonly referred to as the Tories is the "Conservative Party".
6. In UK politics, the Conservative Party's main opposition is the…
▸ **Labour Party.** In UK politics, the Conservative Party's main opposition is the "Labour Party".

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

summary
➤ Zusammenfassung
MP (member of Parliament)
➤ Abgeordnete(r)

affiliation ➤ Zugehörigkeit, Verbundenheit
like-minded
➤ gleichgesinnt

<div align="center">

QUIZ
[22] Talking about your favourite podcasts
M

</div>

Sion: Do you listen to podcasts? If so, you might also enjoy talking with friends and colleagues about the podcasts you listen to. The following sentences about podcasts are missing a word. Choose option **a)** or **b)** to complete each statement. Ready? Let's go.

1. I find that language-learning podcasts can be a great tool for [*beep*].

a) self-study

b) self-learning

► The correct answer is **a)**. I find that language-learning podcasts can be a great tool for self-study.

2. If you record your own podcast, it's a good idea to use a <u>catchy</u> [*beep*] at the start.

a) jingle

b) music

► The correct answer is **a)**. If you record your own podcast, it's a good idea to use a catchy jingle at the start. A "jingle" is a short <u>tune</u> that is often used in advertising and podcasts. Remember the noun "music" is uncountable in English.

3. I find this podcast <u>host</u> really <u>engaging</u> because he varies his [*beep*], making for a very pleasant listening experience.

a) <u>emphasis</u>

b) intonation

► The correct answer is **b)**. I find this podcast host really engaging because he varies his intonation, making for a very pleasant listening experience.

4. I enjoy listening to podcasts while running [*beep*] for my boss in town.

a) errands

b) chores

► The correct answer is **a)**. I enjoy listening to podcasts while running errands for my boss in town. An "errand" is a job that you do for someone else. It can be paid or unpaid, depending on the situation. "Errands" involve going to another place to complete the task. For example, if your boss asked you to <u>pick up</u> a parcel for her in town, this would be an errand. "Chores" are regular tasks, like cleaning and <u>doing the dishes</u>. The most common collocation using this word is "household chores", an expression referring to the work that needs to be done at home.

5. I stopped listening to that podcast because the sound quality was so bad — it sounded really [*beep*].

a) tinny

b) blurry

► The correct answer is **a)**. I stopped listening to that podcast because the sound quality was so bad — it sounded really tinny. The word "tinny" is used to describe an annoying, <u>high-pitched</u> sound. The word "blurry", on the other hand, describes unclear images.

6. Some of the podcast's interviews with prominent [*beep*] have been really fascinating.

a) conversation partners

b) guests

► The correct answer is **b)**. Some of the podcast's interviews with prominent guests have been really fascinating.

Sion: Great work. Why not try having a conversation about podcasts with another learner of English using some of the words from this exercise? You might discover an interesting podcast in the process. Happy listening!

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catchy ► eingängig	**pick sth. up**
tune ► Melodie	► etw. abholen
host ► Moderator(in)	**do the dishes**
engaging ► einnehmend	► (Geschirr) spülen
emphasis ► Betonung, Hervorhebung	**high-pitched**
	► schrill

CONCLUSION

[23] Until next time... Ⓔ

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!