

EASY E

CEF level A2

MEDIUM M

CEF levels B1-B2

ADVANCED A

CEF levels C1-C2

CEF: European Framework of Reference for Languages

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

Sion Dayson: Welcome to *Business Spotlight Audio*. From a debate about a cashless economy to advice about non-violent communication, this issue is packed with information and language that will help you to improve your business English. Let's get started with some trending news from the world of business.

issue ▶ Ausgabe**NAMES AND NEWS****[2] A dark past M**

Lloyd's of London is the world's leading insurance marketplace and particularly important for the global shipping industry. It was founded in the 1680s, in Edward Lloyd's Coffee House, in London. At that time, Britain was an active participant in the transatlantic slave trade. Between 1640 and the early 1800s, more than three million African men, women and children were transported to the New World on British ships. In most cases, the enslaved people were insured by Lloyd's as "cargo".

Along with universities, museums and the Church of England, Lloyd's is among a number of famous British institutions with uncomfortable historical ties to slavery. In 2020, Lloyd's publicly apologized, accepting that the legacy of slavery "continues to have a negative impact on Black and ethnically diverse communities today". The company has created programmes to train and hire more people from minorities, and it worked with the Johns Hopkins University, in the US, to clarify its role in the slave trade.

The historians' report, in November 2023, found that Lloyd's role was "significant". It profited directly from the slave trade and lobbied against its abolition in the British Empire in 1807. So far, however, Lloyd's has resisted pressure to pay financial compensation to the descendants of slaves. Bruce Carnegie-Brown, Lloyd's chair, told *The Guardian* it was not about money but "the real engagement of individuals in our market to make a difference to these lives".

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insurance ▶ Versicherungshipping industry

▶ Schifffahrtsbranche

found sth. ▶ etw. gründenslave trade ▶ Sklavenhandelenslaved ▶ versklavtcargo ▶ Fracht(gut)tie ▶ Verbindungapologize

▶ sich entschuldigen

legacy ▶ Vermächtnisimpact ▶ Auswirkung(en)clarify sth. ▶ etw. klärenabolition ▶ Abschaffung

descendant ▶ Nachfahr(in)**chair** ▶ Vorsitzende(r)**engagement**

▶ hier: Einbindung

[3] World of records

In the 1950s, the boss of the Guinness Brewery had an idea to promote his beer — create a book full of facts that would settle the most common arguments people have in pubs. In 1955, the first Guinness Book of World Records was published and quickly became a hit. By the 1990s, it was the bestselling copyrighted book in the world. In 2004, it sold its 100 millionth copy.

In the digital age, however, people can look up any record or fact on the internet. So, the company Guinness World Records (GWR) had to transform itself. Today, GWR is less like a publisher and more like a consultancy. For a fee, the company will advise on choosing, organizing and adjudicating a record attempt. Whether it's the fastest haircut (47.17 seconds) or the most people playing Monopoly (733), GWR will be there, and its media team will film and create the social media-friendly content.

In a highly competitive media world, making a record attempt — or sponsoring one — is an effective way for brands and influencers to get people's attention. And the title of “world's greatest” is valuable intellectual property, which only GWR has the status and history to award.

brewery ▶ Brauerei**settle sth.** ▶ etw. beilegen**argument** ▶ Debatte**copy** ▶ hier: Exemplar**publisher** ▶ Verlag**consultancy**

▶ Beratungsunternehmen

fee ▶ Gebühr**adjudicate sth.**

▶ über etw. entscheiden

competitive

▶ wettbewerbsorientiert

brand ▶ Marke**intellectual property**

▶ geistiges Eigentum

[4] Deep dive

In Grebbestad, a little fishing town on the west coast of Sweden, the real action happens underwater. Here, Lotta Klemming goes to work as the country's only female professional oyster diver. “The oysters are wild and no machines are allowed,” she told the *Financial Times*. “We follow the daylight, head out around 10 a.m., dive for oysters till 2 p.m. and then, come back to clean and package them.”

In a day, Klemming picks 400–700 oysters by hand with the water temperature between zero and 16 degrees Celsius. Her main target is the Pacific gigas oyster, an invasive species in Sweden that's found at a depth of one to three metres. The business she has created, with the help of her father and uncle, supplies restaurants in Stockholm, Copenhagen and elsewhere.

Klemming, 33, used to work in the corporate world but says she felt trapped and that “the ocean was calling for me”. She also organizes trips to teach people about oysters, which are normally associated with high society but are

actually very nutritious. “With more knowledge about how to prepare and cook them, I think it can be food outside of fine dining,” she says.

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oyster ▶ Auster

diver ▶ Taucher(in)

head out ▶ hinausfahren

target ▶ Ziel; hier: Beute

Pacific gigas oyster

▶ Pazifische Riesenauster

in the corporate world

▶ in großen Unternehmen

trapped

▶ gefangen, eingesperrt

nutritious ▶ nahrhaft

INNOVATION

[5] Archaeology and biodesign

Sion: Innovative ideas can lead to new discoveries and safer workplaces. In the field of archaeology, a 3D-modelling technique is helping researchers to see more than what the human eye can detect. And in the biodesign sector, mechanical aids designed to fit the human body are helping workers with physically demanding jobs to reduce the number of work-related injuries.

researcher

▶ Forscher(in)

aid ▶ Hilfsmittel

design sth.

▶ hier: etw. konzipieren

fit sth.

▶ hier: auf etw. abgestimmt sein

injury ▶ Verletzung

[6] See the pictures on the wall

Photogrammetry uses photographs to create 3D models of an object or a person. The overlapping images are put together with the help of clever software. This method has been used to create highly accurate maps and models of the earth’s surface, for example. It is also used in architecture and filmmaking.

More recently, a research team from the University of Tennessee and the Ancient Art Archive used 3D photogrammetry when taking 16,000 photos inside a dark cave network in northern Alabama. The technology helped the researchers discover ancient cave drawings (called “glyphs”) that are too faint to be seen by the human eye. These are believed to be the largest cave artworks in North America, scratched into the rock by indigenous Americans sometime between 1,200 and 1,700 years ago.

In their report, the researchers wrote that the use of 3D modelling “promises a new era of discovery of ancient cave art”. It reveals things from the past that we wouldn’t know were there otherwise.

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overlapping

▶ (sich) überlagernd

research ▶ Forschung

ancient ▶ (sehr) alt

cave network

▶ Höhlensystem

glyph ▶ Glyphe

faint ▶ blass, undeutlich

scratch sth. into sth.

▶ etw. in etw. ritzen

indigenous ▶ indigen

reveal sth. ▶ etw. enthüllen

[7] A lighter load

Not everyone works in a comfy office. Many jobs involve hard, physical labour that eventually takes a toll on the body. Among American workers, back problems make up about 20 per cent of all workplace injuries. Now, a technology that's been seen in science-fiction films could help.

Rather than fully automating physical tasks, which isn't always practical, a human worker can wear an exosuit, with motors and sensors, to support the upper body, waist and legs. These suits do not give people superpowers but could allow them to perform tasks that would otherwise strain muscles and risk causing serious injury — all the more important for an ageing workforce. The German car maker Porsche, for example, has given some of its workers mechanical boosters that are worn like rucksacks.

Exosuits were created for people with spinal injuries but, as costs come down, they could also be used in industrial jobs that involve repetitive movements or heavy lifting. They could reduce the risks to people's health while raising productivity.

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comfy (ifml.) ➔ gemütlich
take a toll on sth. ➔ von etw. seinen Tribut fordern

injury ➔ Verletzung
exosuit ➔ Roboteranzug

waist ➔ Taille
strain sth.
 ➔ etw. belasten

workforce
 ➔ Erwerbsbevölkerung

booster ➔ hier: Stützkorsett zur Lastreduzierung
spinal ➔ Wirbelsäulen-

heavy lifting
 ➔ Heben schwerer Lasten

HEAD-TO-HEAD

[8] Dialogue: Is it time for a cashless society?

Sion: Can you imagine living in a cashless society? Some might love the idea. Others might hate it. Listen to the following dialogue between a store manager and a cashier working at an independent clothing store in Brighton, UK. The store manager, Sandra, thinks it's time the store went cashless, but cashier James doesn't agree.

Sandra: As of next month, we'll no longer be accepting cash payments. I've prepared these signs for the shopfront and the till. That way, people won't come unprepared.

James: So, we'll only be accepting card payments in the future? Do you really think that's a wise decision? I think we'll be ostracizing a lot of elderly customers if we do that.

Sandra: Oh, come on, James. How many people do you know who still use cash on a regular basis? I can count them on one hand. Besides, cash management is a pricey affair. Low-denomination coins are pointless in my opinion. Nobody would be sorry if they were phased out.

James: But what about card-swipe fees? It's not like there are no costs associated with using

cards. I've heard plenty of people say that they find it easier to keep track of their spending when they use cash. So, I'm not convinced that everyone is going to appreciate our new card-only policy.

Sandra: Well, I've never been a fan of cash because, as far as I can tell, it's the payment method used in most forms of illegal activity. Fraud, theft, corruption — you name it. It's a lot easier to trace card payments than it is cash payments, so my theory is that if people have nothing to hide, they'll be comfortable paying by card.

James: I don't think it's as black and white as that to be honest. There are plenty of people who don't have a bank account for reasons that are no fault of their own. And some people use cash precisely because of its anonymity — if you were in an abusive relationship and wanted your whereabouts to remain unknown, you would probably opt for untraceable cash payments.

Sandra: I hadn't thought about that. I suppose we could do a trial run for a couple of months and then review the decision afterwards.

James: OK. I'm interested to see what our customers have to say about the new policy. I'm glad to hear it will just be a trial initially.

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store manager

► Filial-, Geschäftsleiter(in)

cashier ► Kassierer(in)

go cashless ► hier: bargeldloses Zahlen einführen

shopfront (UK)

► Geschäfts-, Ladenfassade

till (UK) ► Kasse

ostracize sb. ► jmdn. ächten

elderly ► ältere

pricey (ifml.) ► kostspielig

low-denomination

► hier: mit niedrigem Nennwert

pointless ► sinnlos

phase sth. out

► etw. nach und nach abschaffen

swipe ► Durchziehen durch den Kartenleser

fee ► Gebühr

keep track of sth.

► etw. nachverfolgen

appreciate sth.

► etw. schätzen

policy ► Strategie

fraud ► Betrug

trace sth.

► etw. zurückverfolgen

precisely

► gerade, genau

abusive

► missbräuchlich; hier: von Gewalt/Missbrauch geprägt

whereabouts

► Aufenthaltsort

untraceable

► nicht zurückverfolgbar

trial run

► Test-, Probe(durch)lauf

review sth.

► etw. überprüfen

[9] Exercise: Check your understanding

Sion: OK, now it's time to test your understanding of some of the words and phrases used in the dialogue you have just heard. Complete the sentences by choosing option **a)** or **b)**.

- If you go to the "till" in a shop in the UK, you...
 - are ready to pay for the goods you want to buy.
 - are about to try on some clothes.

► The correct answer is **a)**. If you go to the "till" in a shop in the UK, you are ready to pay for the goods you want to buy. In the US, the term "cash register" is more common.

2. If a policy “ostracizes” people, it...
- makes them feel left out and alone.
 - makes them feel included.
- The correct answer is **a)**. If a policy “ostracizes” people, it makes them feel left out and alone.
3. If you can “count something on one hand”, this means...
- the number is trivial.
 - the number is great.
- The correct answer is **a)**. If you can “count something on one hand”, this means the number is trivial.
4. “Low-denomination coins” are...
- coins that are used infrequently.
 - coins with a low value.
- The correct answer is **b)**. “Low-denomination coins” are coins with a low value. In the UK, for example, 1p, 2p and 5p coins are all low-denomination coins.
5. “Card-swipe fees” are...
- the costs that businesses have to pay for card payments.
 - the minimum amounts that customers can pay by card.
- The correct answer is **a)**. “Card-swipe fees” are the costs that businesses have to pay for card payments.
6. If you “keep track of your spending”,...
- you have a written record of your outgoings.
 - you are fully aware of your outgoings.
- The correct answer is **b)**. If you “keep track of your spending”, you are fully aware of your outgoings. This could take any form — it doesn’t have to be a written record.
7. If you can “trace a payment”,...
- you can find out information about it.
 - you cannot find out any information about it.
- The correct answer is **a)**. If you can “trace a payment”, you can find out information about it.
8. If a payment method offers “anonymity”,...
- it is a highly secure payment method.
 - it is impossible to find out who made the payment.
- The correct answer is **b)**. If a payment method offers “anonymity”, it is impossible to find out who made the payment.
- Sion:** Did you get all those right? If not, go back and try this exercise again.

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p ► pence

METROPOLITAN MAYHEM

[10] Dialogue: Making the office greener **M**

Sion: At Metropolitan Mayhem, our fictional London-based advertising agency, colleagues Michelle and Doug discuss ways to make the office greener. Listen carefully. Ready? Let's go.

Michelle: Have you replied to that email about the brainstorming session to make the office greener?

Doug: No, not yet. I think the company should engage a specialist rather than rely on us. I don't think an email from me about the importance of switching off the lights when you leave a room is going to have a big impact to be honest.

Michelle: I don't think employee involvement is a bad thing. The company needs to create a culture of sustainability. It's about spreading the word to all staff and asking for suggestions. I thought management could subsidize our commuting costs and add a few indoor plants to improve the air quality in the office.

Doug: I suppose even a few small changes can go a long way. I think it would be a good idea for the company to install filters that make the tap water more palatable. That would reduce the need for bottled water.

Michelle: I think it's also important to remember that not everyone is in the office the whole week. Many of us work remotely for a few days. Sharing the office with another company

would mean that the space is better utilized, and it would reduce the pressure for people to travel to work as frequently.

Doug: Come to think of it, they could also organize a volunteering day once a month to raise awareness of sustainability and strengthen the company's connection with the local community.

Michelle: Wow, we've already got quite a list of actionable points. I think I'll write a reply to that email now.

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engage sb.

► jmdn. einbinden, einbeziehen

rely on sb. ► sich auf jmdn.

verlassen/bauen

impact ► Wirkung(en)

sustainability

► Nachhaltigkeit

subsidize sth. ► etw. subventionieren, unterstützen

commuting

► Pendeln; hier auch: Pendler-

go a long way (ifml.)

► viel bewirken können

tap water ► Leitungswasser

palatable

► schmackhaft, genießbar

work remotely

► hier: im Homeoffice arbeiten

volunteering day

► Tag ehrenamtlicher Arbeit

actionable ► umsetzbar

[11] Exercise: Imperative phrases **M**

Sion: Now, let's practise turning the suggestions made in the dialogue into a list of imperative phrases that Michelle can use in her email. The imperative is often used when giving advice, communicating instructions or ordering someone to do something. For example, your doctor might tell you: "Exercise more and eat

more vegetables.” The affirmative imperative, or in other words, the imperative mood used to tell someone what to do is formed by using the infinitive without “to”. Listen to the following extracts from the dialogue you have just heard and turn them into imperative instructions. Choose the relevant information from the extracts. In some cases, not all the information will be needed to form the imperative phrase, but in some cases, you will be able to form more than one imperative phrase. Ready? Let’s start.

- Doug:** I think the company should engage a specialist.
 - Engage a specialist.
- Michelle:** The company needs to create a culture of sustainability.
 - Create a culture of sustainability.
- Michelle:** It’s about spreading the word to all staff and asking for suggestions.
 - Spread the word to all staff. Ask for suggestions.
- Michelle:** I thought management could subsidize our commuting costs and add a few indoor plants to improve the air quality in the office.
 - Subsidize our commuting costs. Add a few indoor plants.
- Doug:** I think it would be a good idea for the company to install filters that make the tap water more palatable. That would reduce the need for bottled water.

- Install filters. Make the tap water more palatable. Reduce the need for bottled water.
- Michelle:** Sharing the office with another company would mean that the space is better utilized, and it would reduce the pressure for people to travel to work as frequently.
 - Share the office with another company. Utilize the space better. Reduce the pressure for people to travel to work as frequently.
 - Doug:** Come to think of it, they could also organize a volunteering day once a month to raise awareness of sustainability and strengthen the company’s connection with the local community.
 - Organize a volunteering day once a month. Raise awareness of sustainability. Strengthen the company’s connection with the local community.

Sion: Good job! How did you find that exercise? If you found it hard, go back and try the exercise again.

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mood ▶ hier: Modus

extract ▶ Auszug

engage sb.

▶ jmdn. einbinden, einbeziehen

sustainability

▶ Nachhaltigkeit

subsidize sth. ▶ etw subventionieren, unterstützen

commuting

▶ Pendeln; hier auch: Pendler-

tap water

▶ Leitungswasser

palatable

▶ schmackhaft, genießbar

volunteering day

▶ Tag ehrenamtlicher Arbeit

BUSINESS SKILLS

[12] Meetings that count **E**

Sion: Think back to the last meeting you participated in. How productive was it? What could have been improved? To make sure your next meeting is worth your time and energy, listen carefully to the following article about tools for successful meetings.

[13] Tools for successful meetings **M**

Successful meetings play a big role in your company's growth, in decision-making, and how goals and targets are reached. Poorly run meetings waste people's time and have a significant financial impact. *Harvard Business Review* reports that meetings now take up nearly 23 hours of the average executive's working week. In other words, meetings cost close to half of your organization's salary bill. These eight tools will help you run meetings effectively.

The agenda

This is the key tool to guide the meeting. Try to allow everyone some input into creating the agenda before the meeting, so that the group "owns" some of the content. But once the agenda is set, use it to manage the meeting and keep everyone focused on the subject.

The safety net

In your first meeting with a group, the safety net helps everyone to feel comfortable working together. This involves a few simple steps:

1. Everyone thinks about what they need to trust the group and the process.
2. Each person writes these needs on cards (one per card) expressed as behaviours — "You should not interrupt another person", for example, or "Always have a clear agenda".
3. These cards are discussed for understanding, and similar messages are grouped together.
4. Based on the ideas, the group decides on the rules for the meeting.

As the facilitator, point to the rules to remind participants of what has been agreed.

Roles

Assign roles to others to support you. Here are a few examples:

- Note-taker: writes down key decisions, who's to do what, etc.
- Meeter-and-greeter: greets people on the way in. This is useful with participants who don't know each other.
- Jargon-buster: makes sure the language is clear to everyone; explains acronyms, in-house jargon, etc.
- Timekeeper: keeps an eye on the clock to ensure each agenda item is discussed and the meeting finishes on time.

Active agreement

When a decision is needed, insist on active agreement. Bad decisions can be made when people are too passive. Later, those people may feel that the decision was not one they support-

ed, which can cause tension in the group. Insist that everyone expresses whether they agree or disagree. This will help you reach decisions that represent the views of all.

Brainstorming

Allow everyone to express creative ideas without fear of criticism. Record the ideas somewhere and build on them. Keep the idea generation moving to collect as many ideas as possible.

Priority planning

Write a question about the issue to be resolved, such as: "What's preventing our team from realizing its goals?" Then, follow these steps:

- Each person writes down five ideas in answer to the question (10 min.)
- Display all the ideas where people can see them (5 min.)
- Cluster similar ideas (10 min.)
- Give each cluster a descriptive name (5 min.)
- Everyone gives each cluster a number, indicating the priority it should be given (5 min.)
- Agree on the priority of and action to be taken for each task (10 min.)

Summarizing

Summarize at regular intervals during your meeting. This helps ensure everyone has the same understanding of what's being said or agreed.

Is everyone OK?

Regularly ask how people are feeling, if they need a break, if they're happy with the way de-

isions are being made. This encourages participation and ownership.

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target ▶ Ziel(vorgabe)

impact

▶ Auswirkung(en)

executive

▶ leitende(r) Angestellte(r), Führungskraft

input ▶ Beitrag

agenda

▶ Tagesordnung

own sth. ▶ hier: sich etw. zu eigen machen

facilitator

▶ Moderator(in), Sitzungsleiter(in)

assign sth. ▶ etw. zuweisen

jargon-buster

▶ hier: Person, die fachsprachliche Begriffe erklärt

ensure sth.

▶ etw. sicherstellen

item ▶ Artikel; hier: Tagesordnungspunkt

tension ▶ Spannung(en)

idea generation

▶ Ideenfindung

issue ▶ Problem

resolve sth. ▶ etw. lösen

display sth.

▶ etw. präsentieren, (auf)zeigen

cluster sth.

▶ etw. bündeln, in Gruppen zusammenfassen

summarize sth.

▶ etw. zusammenfassen

break ▶ hier: Pause

ownership

▶ hier: Gefühl der Mitwirkung

[14] Exercise: Essential phrases for successful meetings

Sion: In this exercise, you'll practise some phrases that are useful for successful meetings. 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. Set the agenda.

- Use “you”, “have”, “items”, “you’d like”, “add” and “the agenda”.
- ▶ Do you have any items you’d like to add to the agenda?

2. Emphasize the need for rules.

- Use “let’s”, “agree”, “these rules” and “our meetings”.
- ▶ Let’s agree on these rules for our meetings.

3. Ask for active agreement.

- Use “please”, “tell me”, “clearly”, “whether”, “agree”, “disagree”, “with” and “proposal”.
- ▶ Please tell me clearly whether you agree or disagree with the proposal.

4. Suggest some brainstorming.

- Use “let’s”, “use”, “flip chart”, “gather” and “ideas”.
- ▶ Let’s use the flip chart to gather ideas.

5. Summarize.

- Use “if”, “understand”, “you”, “correctly”, “you”, “saying” and “this”.
- ▶ If I understand you correctly, you are saying this.

6. Ask if everyone needs some time for themselves.

- Use “you”, “think”, “we”, “need” and “break”.
- ▶ Do you think we need a break?

Sion: Excellent. Well done!

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agenda ▶ Tagesordnung

emphasize sth.

▶ etw. betonen

summarize (sth.)

▶ (etw.) zusammenfassen

ODD JOBS

[15] Interview: Dialect coach **M** **ÜS**

Sion: There are plenty of unique jobs out there. This time, we hear from Caitlin Stegemoller, a dialect coach from the United States, who lives and works in London. Many of her clients are actors, but she also offers voice coaching and accent softening for people who don’t work in show business. *Business Spotlight* correspondent Melita Cameron-Wood found out more in the following interview.

Melita Cameron-Wood: When did it become clear to you that you wanted to work as a voice and dialect coach?

Caitlin Stegemoller: I started off as a performer. I had voice and dialect in my training. I, funny enough, did not love it. I thought it was strange. I didn’t really understand what the purpose of voice work was. As I was performing, especially at university, I did a lot of dialect work, like I was performing in a lot of dialect, and I found it fine. But it was when I moved to Los Angeles, and I started working at an outdoor repertory theater in the hills of Southern California, which is as nice as it sounds, and the demands of that space required us to go back to voice work and take

voice classes. And I had a teacher who inspired me, essentially, as most of these stories start. She actually delivered voice work in a way that really made sense to me.

It was, it turns out, exactly what I was missing as a performer, and it was one of those moments where I thought: “Oh, wow. I wish I would have thought about this in a different way when I was a student.” And I’d always liked teaching, so I kind of was gravitating towards teaching anyway, and I then realized kind of in that moment that I wanted to specialize in teaching voice because I wanted to deliver it in a way where performers felt that same amount of usefulness and connection. The other amazing thing about voice is that it’s not just about performance, it is about who you are, you know? Your voice reveals yourself. And as my career has gone on, I started to work with not just actors, just anybody who’s looking to work on their voice. I find that really rewarding.

Melita: And did you come to London for work reasons? Was it because of the West End?

Caitlin: I came for my master’s degree. So, my undergraduate was in musical theater, and then I came to London because they’ve got an amazing voice studies program, a master’s in voice studies teaching and coaching at The Royal Central School of Speech and Drama, which sounded very fancy. And, yes, I came here for my master’s, and I thought that I would go back

to the States and work in academia, but ultimately, I did not. There is a lot of work and need in London, so living in London is great, and yeah, the TV industry, the West End, all of that.

Melita: Do you mainly work with UK native speakers who want to do a better American accent?

Caitlin: Yeah, I would say a majority of my clients are British and want to sound American for either a specific project, or they just want to get their skills up, because there’s such a huge demand for having an authentic American accent. I do have some European clients as well, which is always really interesting when you’re working with English as a second language and being able to identify what sounds in specific languages don’t exist in English.

So, you’re kind of working almost double, trying to, you know, morph language into different sounds. You have to just look at where the root accent is. But there’s so many different influences that come in to make up your accent, right? There’s like a huge ingredient list, and what we hear and what we absorb comes into play. So, I’m always starting from that. Where are we starting? What sounds are you familiar with? A lot of people will have watched a lot of American television or heard American sounds, so that is kind of living in them. It’s about then moving from their ingredient list and going here’s [a] kind of really general wash of how

you can change your sound to sound like you grew up in a different place. From when you're born, you start copying the sounds that you hear. And so, it's kind of going all the way back to that.

America has a million accents, but we have, I mean, as an industry, there is a sort of general American sound. And there are really specific things that you can change, like for example an "r" sound if you're moving from a British accent, which usually, not all of them, but some of them do not have an "rrr" rhotic sound. An American would have heard and would have had their tongue moving in that way from a very, very young age as they were learning language. So, let's think about how that movement happens. Also, as you start reading things, as you see that letter, you have to get used to making that sound. And then, we do that with a couple of other kinds of basic sounds. A term that we use in the industry now is "so-called general American" because there really isn't a general American sound. And this is really broad strokes, unless I'm working with an actor who is having to do something really, really specific, like an actual human being, where then we can really sit down and study every single sound there is.

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unique
▶ einzigartig

performer ▶ Darsteller(in),
Schauspieler(in)

outdoor ▶ hier: Freiluft-

repertory theater
▶ Repertoiretheater

turn out ▶ sich herausstellen

gravitate towards sth.
▶ zu etw. tendieren

amazing (ifml.)
▶ toll, fantastisch

reveal oneself
▶ sich verraten

rewarding ▶ lohnenswert

master's degree
▶ Masterabschluss

undergraduate
▶ Bachelor(abschluss)

drama ▶ Schauspiel

fancy (ifml.) ▶ schick

academia: work in ~
▶ wissenschaftlich tätig sein

ultimately
▶ letztendlich

morph sth. into sth.
▶ sich in etw. verwandeln

make sth. up
▶ etw. ausmachen

ingredient ▶ Zutat

wash ▶ hier: Tönung

rhotic ▶ rhotisch

broad ▶ hier: grob

stroke
▶ Strich; hier: Struktur

[16] Exercise: Check your understanding

M ÜS

Sion: Now, it's time to check your understanding of the interview that you've just heard. Listen to the statements and decide whether they are true or false. Ready? Let's begin.

- Caitlin knew from very early on in her studies that she wanted to specialize in voice work.
 - ▶ This statement is false. She only realized this when she started working at an outdoor repertory theater and received classes from an inspirational teacher.
- Caitlin hadn't really considered becoming a teacher.

- This statement is false. Caitlin always liked teaching and says she was gravitating towards this profession. If you “gravitate towards something,” you move in its direction or are attracted to it.
- 3. Most of Caitlin’s clients are British people who want to sound American.
- This statement is true. Caitlin says the “majority” of her clients are British.
- 4. Caitlin acknowledges that there are a lot of factors that make up a person’s accent.
- This statement is true. Caitlin talks about “the huge ingredient list” that makes up a person’s accent.
- 5. Caitlin says that the “general American” accent is an industry standard, but it doesn’t exist in the real world.
- This statement is true. Caitlin says that “there really isn’t a general American sound”.

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

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outdoor ➤ hier: Freiluft-

repertory theater

➤ Repertoiretheater

inspirational ➤ inspirierend

gravitate towards sth.

➤ zu etw. tendieren

ingredient ➤ Zutat

CAREER COACH

[17] Communicating with purpose **E**

Sion: You can be assertive without being aggressive. You can tell someone how their actions affected you without having an argument with them. The key is non-violent communication. Curious to find out more? Listen carefully.

assertive ➤ durchsetzungsstark, bestimmend

affect sb.

➤ sich auf jmdn. auswirken

argument

➤ Auseinandersetzung,

Debatte

[18] The art of non-violent communication

M

If you arrive late to a meeting and a colleague says: “My observation is that you got here ten minutes after the agreed time. This is frustrating and annoying. I need you to be more reliable. Could you please be on time for the next meeting?” — how would that make you feel? Most of the people I’ve confronted with the above statement have felt attacked. However, its intention is not off-target. Essentially, the speaker is expressing something that is important to them and wants to come to an agreement about how both parties can better meet their needs in future.

The structure of the statements may sound familiar to you. Non-violent communication (NVC), developed by American psychologist

Marshall B. Rosenberg, is a well-known concept and powerful communication tool, especially in conflict-prone situations when emotions can get the better of us.

Four steps

Trying to apply the structure alone, however, might not be enough. Before we go any further, let's take a closer look at what it's all about. In a situation in which a person has bad feelings because of another person's behaviour, non-violent communication comes into play. Basically, it consists of four steps:

- **Observation:** What's the behaviour I have observed?
- **Emotion:** How do I feel about it?
- **Need:** What is the unmet need that makes me feel this way?
- **Request:** What do I want the other person to do that would meet my need?

You may have noticed that I wrote "a person has bad feelings because of another person's behaviour". There's an important difference between saying "your behaviour makes me angry" (or even "you make me angry") and "I'm angry because my need for punctuality hasn't been met". Making it clear that it's not the other person who is making me angry, but the fact that my need isn't being met, has the potential to resolve many conflicts before they arise. You're not saying "you're wrong" or "your behaviour is wrong".

This helps explain why a statement like the one at the beginning of the article often makes things worse, not better. We are simply not used to talking about our feelings and needs, and hearing about the feelings and needs of others. "He is angry and blames me for being late. He wants me to change." Often, we ask too much of others in this way.

In conversations with friends, clients and family members, I have learned something interesting. It began when I was trying to use the four steps to give feedback to a friend of mine who was late for one of our meetings. I started with: "I noticed you arrived at 7.50, and we said we would meet at 7.30." Then, I was about to continue with how I felt and what my needs were and so on. But he jumped right in, saying: "You're right. I'm sorry. I understand that you're upset. If we agree on a time, we should be punctual. Next time, I will take an earlier bus."

That blew me away. He took the words right out of my mouth and even told me what he'd do differently in future. And it was better than the request I had thought of ("Shall we meet at eight next time?").

This got me thinking. Just by stating the first step, we began a constructive conversation about needs and feelings and what needed to be done. Having tried this in other situations, I've developed a new exercise for the teams I work with.

After explaining how NVC works, I have the team members practise all four steps in various situations that they make up. I randomly assign everyone in the room a feedback person (another team member) as their feedback target.

Then, I set a task for the day. The task for the first half of the day is straightforward. Let's say Albert has Betty as his feedback target. Whenever possible and appropriate, Albert should tell Betty what he's observed and see what happens.

While some find this easier than others, everyone found at least one situation in which they could simply say what they had observed. And often, the other person didn't realize that the first step of NVC was being applied to them.

An example: In one exercise, Betty was leading the session. When she interrupted another participant, Albert simply said: "Betty, I noticed that Charlene didn't get the chance to finish her sentence when you started talking again." And Betty responded: "Oh, I'm sorry. I didn't notice. Charlene, what were you going to say?"

In this case, it worked well. I'm sure it wouldn't have worked any better if Albert had said: "Betty, I noticed that Charlene hadn't finished her sentence when you started talking again. This upsets me because appreciation is important to me. Can I ask you to let her finish her sentence?" Other participants reported similar experiences.

The next day, we went a step further. I had the participants choose which of the NVC steps they wanted to use during the day, and I widened the circle from one feedback person to everyone — including people outside our group.

Some interesting things happened at lunch. One participant said to one of the waiters: "I like to eat at a clean and tidy table." Within seconds, the waiter came back to clean the table.

Another participant, Melanie, told us about her experience at the buffet. When there are several seminars in the same hotel, people often go to lunch at the same time, causing queues at the buffet. A man from another group jumped the queue. Melanie put on a friendly smile and said to the man: "When I'm hungry, I get angry a lot quicker than normal. And I like fairness in the food queue. How about you?" With a mumbled apology and an embarrassed smile, he stepped back.

In a playful way, the group experimented with NVC and learned more about it. They also experienced the power of telling others what they need and how they feel when their needs are not met. And they got better at formulating their requests and questions. At the same time, they embraced the mindset of being interested in the feelings and needs of others as well as their own.

If you are part of a team, or even lead a team, it might be a good idea to do this, too. Why don't

you use the next team meeting as an opportunity to introduce the concept of non-violent communication? Have your team members experiment with the four steps and learn the skill of holding constructive conversations.

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annoying ➤ ärgerlich

reliable ➤ verlässlich

off-target ➤ vom Ziel abweichend; hier: abwegig

conflict-prone

➤ mit Konfliktpotential

get the better of sb.

➤ bei jmdm. die Oberhand gewinnen

resolve sth. ➤ etw. lösen

jump in ➤ hier: sich zu etw. äußern

upset ➤ ärgerlich, verstimmt

blow sb. away (jfm.)

➤ hier: jmdm. den Wind aus den Segeln nehmen

randomly ➤ zufällig

assign sb. sb.

➤ jmdm. jmdn. zuweisen

target ➤ Ziel; hier: Zielperson

straightforward

➤ einfach

appropriate

➤ passend, situationsgerecht

appreciation

➤ Wertschätzung

queue (UK) ➤ Schlange

jump the queue (UK)

➤ sich vordrängeln

mumbled

➤ gemurmelt, genuschelt

apology ➤ Entschuldigung

embarrassed ➤ verlegen

embrace sth.

➤ sich etw. zu eigen machen

mindset

➤ Denkweise, Einstellung

you have to interrupt someone. Here are a few phrases for doing that politely. First, you'll hear two words and then a sentence with a beep. In the pause, decide which word you need instead of the beep. Then, you'll hear the correct sentence again.

1. “mean” OR “worry”

I don't [beep] to interrupt.

➤ **mean.** I don't mean to interrupt.

2. “mean” OR “mind”

Do you [beep] if I **jump in** quickly?

➤ **mind.** Do you mind if I jump in quickly?

3. “add” OR “talk”

Could I just [beep] something here?

➤ **add.** Could I just add something here?

4. “hate” OR “happened”

I [beep] to interrupt, but...

➤ **hate.** I hate to interrupt, but...

5. “own stuff” OR “two cents”

Can I quickly add my [beep]?

➤ **two cents.** Can I quickly add my two cents?

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

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[19] Exercise: Verbs for polite interruptions

Sion: When discussions and conversations among colleagues or friends are in full swing, people may become animated and talkative. That can make it difficult to find the right moment to say what you want to say. Sometimes,

full swing: be in ~

➤ in vollem Gange sein

animated ➤ lebhaft

talkative

➤ gesprächig

jump in

➤ hier: sich zu etw. äußern

add one's two cents (US)

➤ seinen Senf dazugeben

ENGLISH FOR...

[20] A book fair: 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.

Sion: This word is used for a story with imaginary characters and events that is long enough to make up a book. Please translate the following word.

German: Roman

English: novel

Sion: Don't say "Roman". When used as an adjective, "Roman" is connected to ancient Rome. When used as a noun, it refers to the people of ancient Rome or of the modern-day Italian capital of Rome. The German word *Roman* is "novel" in English.

German: Ich erinnere mich nicht an den Titel des Romans.

English: I do not remember the title of the novel.

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[21] Exercise: Don't confuse 

Sion: In this exercise, we'll practise the use of false friends. The German word *Roman* is "novel" in English. It is not "Roman", which is translated as *Römer(in)* or *römisch*. First, you'll hear a sentence with a beep. In the pause, decide whether you need "novel" or "Roman". Then, you'll hear the correct sentence again. Ready?

- The amphitheatre dates back to [beep] times.
 - The amphitheatre dates back to Roman times.
- Her latest [beep] is the best one I've ever read.
 - Her latest novel is the best one I've ever read.
- There are two beeps in the next sentence. This [beep] is inspired by [beep] history.
 - This novel is inspired by Roman history.

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

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SKILL UP!**[22] Dialogue: Event management** 

Sion: Let's practise some language related to event management. Listen to the following dialogue between Lin, Jon and Toni, who are planning a special company event. Then, you

can check your understanding of what you have heard by answering the comprehension questions. Ready? Let's go.

Lin: So, can we all agree that we'll use an outside event-management service?

Jon: It certainly makes sense if we want to combine the annual sales meeting with the product launch.

Toni: Yes. If we do that, it'll be too much work to do in-house — especially as we want to hold it on the river.

Lin: I agree. There's a lot of behind-the-scenes coordination that we can't do from here. And I'm not sure we have the expertise to deal with permits, insurance, and to comply with health-and-safety standards in French.

Toni: If we outsource the event planning to a local company, it will cost a bit extra, but I'm sure it'll be worth it.

Lin: As I said, I've already been in contact with a bespoke event management provider in Paris, Valerie in Seine.

Jon: Great name, I like her already.

Lin: She says she can get a party boat on the date we want if we limit the attendees to 60.

Toni: What kind of event-management services does she provide?

Lin: As well as all the legal and safety aspects, she deals with the boat hire, the live entertainment, the audio-visual elements and other

technical aspects. She'll also negotiate a good deal for us with the outside caterers that she often uses. And if we want to serve alcohol...

Toni: ...we do...

Lin: ...she'll arrange the necessary licences and liaise with the vendors, too.

Jon: Sounds great. What's the next step?

Lin: To come up with a workable concept, she needs a timeline and budget from us. If we do that immediately, she'll create an event framework so we can get the ball rolling.

Toni: It's great having someone who will ensure everything runs smoothly from start to finish.

Sion: OK, now let's test your understanding of the dialogue that you have just heard. Decide whether the following statements based on the dialogue are true or false. You will hear the answer after the beep that comes after each statement. Ready? Let's begin.

1. Jon agrees that they should use an outside event-management service if they decide to hold the yearly sales meeting and introduce the new product at the same event.
 - This statement is true. Jon thinks it would make sense to use an outside event-management service if they want to combine the annual sales meeting with the product launch.

2. Toni thinks the event should be organized by staff working for the company rather than by an event-management service.
- This statement is false. Toni thinks it would be too much work to do in-house. “In-house” means “within the company”.
3. Lin has been in touch with an event-management company that tailors its service to specific needs.
- This statement is true. Lin has been in contact with a bespoke event-management provider in Paris. “Bespoke” means “custom-made” or “created to meet specific needs”. If you “tailor something” to specific needs, you make it with those needs in mind.
4. Valerie from the event-management company will communicate with alcohol sellers on behalf of the company.
- This statement is true. Valerie will liaise with the alcohol vendors. If you “liaise with someone”, you communicate with them. Another word for “seller” is “vendor”. If you do something “on behalf of someone else”, you do it for them.

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

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annual ➤ jährlich, Jahres-

launch ➤ Markteinführung

expertise ➤ Fachwissen, Sachkompetenz

comply with sth.

➤ etw. erfüllen

outsource sth. ➤ etw. auslagern, extern vergeben

bespoke (UK) ➤ den Kundenwünschen angepasst

attendee ➤ Teilnehmer(in)

negotiate sth.

➤ etw. aus-, verhandeln

liaise with sb. (UK)

➤ Kontakt zu jmdm. aufnehmen

vendor

➤ Verkäufer(in)

workable

➤ tragfähig, umsetzbar

timeline ➤ Zeitrahmen

framework

➤ Rahmenplan

ball: get the - rolling

➤ die Sache in Gang bringen

ensure sth.

➤ etw. sicherstellen

tailor sth. to sth.

➤ etw. auf etw. individuell zuschneiden

on behalf of

➤ im Namen/Auftrag von

[23] Exercise: Essential words and phrases for event management

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 event management. 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. A person who goes to an event is an...

a) attendee.

b) attendant.

➤ a) is right. An “attendee” goes to an event. An “attendant” serves and helps people or accompanies important or sick people.

2. The place where an event takes place is the...

- a) venture.
- b) venue.
- b) is right. “Venue” is the place where an event is held. “Venture” refers to a business activity that involves risks.

3. A picture that shows where the guests at an event will sit is a...

- a) sitting plan.
- b) seating plan.
- b) is right. A “seating plan” indicates where guests at an event will be seated.

4. The preparation of a plan to allow for an effective response in the case of an emergency is called...

- a) contingency planning.
- b) an urgent plan.
- a) is right. “Contingency planning” means that a plan is prepared to allow for an effective response if something happens that interrupts the normal course of events. An “urgent plan” is a plan that must be carried out immediately.

5. An organization providing customized event-management services is...

- a) a bespoke event-management provider.
- b) an outspoken event-management provider.
- a) is right. A “bespoke event-management

provider” offers services that are tailored to a particular customer. Someone who is “outspoken” gives their frank opinion even if this offends people.

6. An idea that is likely to be put into practice successfully is a...

- a) workable concept.
- b) working method.
- a) is right. A “workable concept” is realistic and can be used successfully. “Working method” refers to how something is done.

7. Someone who considers the details involved in a task applies great...

- a) application details.
- b) attention to detail.
- b) is right. “Attention to detail” refers to the ability to focus on the details of a task. “Application details” are pieces of information about a software application.

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

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customized

- kundenspezifisch

tailored: be ~ to sb.

- auf jmdn. individuell zugeschnitten sein

frank

- offen, freimütig

offend sb.

- jmdn. kränken, verletzen

[24] Text and exercise: Collocations 

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 the following update about an upcoming event. We'll then do an exercise on it.

Hey Sally

I just wanted to give you a quick update. Our team has been working hard on the event planning, and everything is falling into place. I'm confident it will be a huge success. We've also sorted out the details of our event marketing strategy, and we're already getting a positive response. I appreciate your involvement in the event coordination — your input has been very helpful.

I'm looking forward to seeing you there. It's going to be a great night for everyone!

Best
John

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 “event” from the text that you have just heard and some others. Then,

you'll hear the correct answer. OK, here's the first sentence.

- The process of thinking about how to carry out an event is...
 - **event planning.** The process of thinking about how to carry out an event is “event planning”.
- The organization of all the activities involved in an event is...
 - **event coordination.** The organization of all the activities involved in an event is “event coordination”.
- The strategy used to promote an event is...
 - **event marketing.** The strategy used to promote an event is “event marketing”.
- The management involved in ensuring the smooth running of an event is called...
 - **event logistics.** The management involved in ensuring the smooth running of an event is called “event logistics”.
- The money available for an event is the...
 - **event budget.** The money available for an event is the “event budget”.
- The act of making arrangements for an event is...

- ▶ **event organization.** The act of making arrangements for an event is “event organization”.

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

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fall into place

- ▶ Gestalt annehmen

sort sth. out

- ▶ etw. klären

appreciate sth.

- ▶ etw. (zu) schätzen (wissen)

input

- ▶ Beitrag

look forward to sth.

- ▶ sich auf etw. freuen

ensure sth.

- ▶ etw. sicherstellen

CONCLUSION

[25] 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!

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