

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 6/2017. I'm David Ingram from England.

Erin Perry: And I'm Erin Perry from the United States. We're glad you could join us! In this recording, you can listen to articles and interviews from the world of business English. We also offer lots of exercises to help you to improve your language and communication skills.

David Ingram: As in each recording, we have a special focus on two particular areas. For our first main topic, we look at the issue of bosses and how to manage them.

Erin Perry: Our second main focus is on grammar, with exercises based on our special grammar booklet, which looks at the different tenses in English.

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | Track 2

Erin Perry: We'll begin with our Names & News section, with a story about Uber, the international ride-sharing company.

David Ingram: Uber? They've had lots of problems recently, haven't they, with accusations of

sexism and creating a hostile working environment for women?

Erin Perry: That's right, David. But now Uber has appointed its first chief brand officer. And she plans to help Uber to solve these problems. Let's listen now and find out more.

Uber's secret weapon | Track 3 MEDIUM

In recent months, much of the publicity about Uber, the international ride-sharing company, has been negative. It's Bozoma Saint John's job to change that — and it won't be easy.

Saint John, 40, is Uber's first chief brand officer. Uber has been accused of sexism and of creating a hostile working environment for women. Saint John is an African American and a single mother, but she doesn't feel that those facts are what got her the job. "To me, there's no sense of tokenism because I know I can do the job — I'm qualified to do the job, I can do a great job," she told *The New York Times*.

After university, Saint John, who grew up in the US, Kenya and Ghana, took a sabbatical and never returned. Instead, she began a career in advertising and entertainment, developing ad

chief brand officer

- etwa: Leiter(in) Markenimage und Marketingstrategie

environment

- (Arbeits-)Umfeld

hostile • feindlich, aggressiv

ride-sharing company

- Fahrvermittlungsdienst

single mother

- Alleinerziehende

tokenism

- Alibipolitik

campaigns for people like film-maker Spike Lee and singer Beyoncé. Lee originally hired her as his personal assistant, a position that was supposed to be temporary. “She walked in, she got the job,” he says. “It was evident that she was going to go places.”

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Introduction (II) | Track 4

Erin Perry: Next, we'll turn to a story about America's coal industry, the Native American Crow tribe in Montana and President Donald Trump.

David Ingram: OK, what's the connection between all those things?

Erin Perry: Well, the Crow tribe are supportive of President Trump's plan to bring back jobs to coal-mining communities.

David Ingram: OK, interesting. I wouldn't have thought that.

Erin Perry: Yes, the Crow people hope that jobs in coal mining will help to reduce poverty in their community. And as you listen to the story now, try to answer this question: how many members of the Crow tribe are there?

Coal's comeback? | Track 5 MEDIUM

President Donald Trump hasn't made a lot of friends with his attacks on environmental programs. But voters in coal-mining communities have no complaints about the president's promise to bring back jobs to their industry.

Among those who would like to join the Trump fan club are 13,000 Native American members of the Crow tribe in Montana. “This is the worst I've ever seen it,” says Paul Little Light of the tribe's poverty. “A lot of people are not Trump fans here. Very few. But we would be his best friends if he brought back coal,” Little Light told The New York Times.

U.S. Secretary of the Interior Ryan Zinke thinks help is on the way. A former Navy SEAL, Zinke is responsible for protecting and managing Native American territory. “We have not been a good partner in this,” he says of previous governments. “The amount of bureaucracy and paperwork and stalling in many ways has created great hardship on some of the poorest tribes.” Zinke is enthusiastic about the Trump administration's relaxation of environmental protec-

coal mining

• Kohlebergbau

crow ▶ Krähe

evident ▶ offenkundig

go places ifml.

• es weit bringen

hardship ▶ Not(lage)

Native American

• Ureinwohner(in) Amerikas

Navy SEAL (Sea, Air, Land)

US ▶ Mitglied einer
Spezialeinheit der Marine

(**seal** ▶ Seehund)

paperwork

• Schreibkram;

hier: Verwaltungsaufwand

poverty ▶ Armut

previous

• frühere(r,s)

relaxation

• hier: Lockerung

Secretary of the Interior US

• Innenminister(in)

stall sth.

• etw. blockieren,
hinauszögern

tribe ▶ Stamm

tion legislation that had been enacted by the Obama government. “A war on coal is a war on the Crow people,” he comments. “President Trump has promised to end the war.”

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Erin Perry: OK? Did you get the answer? How many members of the Crow tribe does the story refer to?

- The answer is 13,000. Listen again.
- “Among those who would like to join the Trump fan club are 13,000 Native American members of the Crow tribe in Montana.”

Erin Perry: If you didn't get the answer the first time, go back and listen to the text again.

SPECIAL: BOSSES

Ken Taylor on managing your boss

Introduction (I) | Track 6

David Ingram: We'll move on now to our first main focus, based on our special feature in the latest *Business Spotlight* about bosses.

Erin Perry: Bosses, huh? Gotta love 'em, eh? Not. Why is it that bosses are always such a pain in the, er, you know where?

David Ingram: Well, Erin, I guess it depends how you look at things. Bosses are often under extreme pressure and the reasons for their

behaviour might be different from what we assume.

Erin Perry: OK, I guess so.

David Ingram: Anyway, to look at this subject in more detail, here's our communication skills expert, Ken Taylor, with some tips and exercises about managing your boss.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. You will often hear colleagues complaining about their boss's behaviour. In his latest article in *Business Spotlight*, Bob Dignen looks at how people can manage situations in which their boss is not displaying the expected leadership skills.

Let's look at some bad habits of bosses as described by Bob. I'll describe a bad habit. Then you will hear two statements, **a)** and **b)**. In the pause, decide which statement is the more likely explanation for the bad habit. Then you will hear Bob's opinion and a suggestion for managing this behaviour. OK. Ready? Here's the first one.

1. My boss doesn't tell me what to do, so I'm not clear about my role and area of responsibility. What is the reason for this behaviour?

enact sth.

- etw. erlassen

legislation

- Gesetzgebung; Gesetze

- a) The boss thinks you should know what you were employed to do.
- b) The boss expects you to adapt your role to the changing business situation.
- Bob thinks that **b)** is frequently the explanation. He suggests you discuss your role with your boss every six months to see what needs to be changed. OK, next one.
2. My boss gives me too much work to do so that I am overloaded and stressed. What is the reason for this behaviour?
- a) The boss thinks you had too little work to do before.
- b) The boss has had to cut costs and staff.
- Bob thinks that **b)** is the likely explanation. He suggests that you have regular meetings with your boss to discuss priorities and expected quality levels for your work. Next one.
3. My boss micromanages me all the time. What is the reason for this behaviour?
- a) The boss has a detailed knowledge of your work area.
- b) The boss is very pedantic.
- Bob thinks that **a)** is the probable explanation, although it may well be that your boss is pedantic. Bob says you should discuss regularly with your boss your mutual expectations of the level of supervision. OK, last one.

4. My boss just doesn't listen. What is the reason for this behaviour?
- a) Bosses often don't have the patience to spend the time listening to others.
- b) Bosses are fed up listening to complaints.
- Bob thinks that **a)** is the likelier reason. With an impatient boss, make sure that your communication is necessary, factual and clear.

Ken Taylor: That was quite tricky, wasn't it? How often did you agree with Bob's ideas? If you want to learn more, read his article in the latest *Business Spotlight*.

Exercise: Dialogue | Track 8 MEDIUM

Ken Taylor: Managing your professional development can be very challenging. Listen to this short conversation between Thomas, a key account manager, and Iris, his boss and head of sales. Then, we'll practise some of the language involved.

Thomas: I've been working as a key account manager for 18 months now. I would really like some feedback from you. My goal is to improve

factual ➤ sachlich

fed up: be ~ doing sth. *ifml.*

➤ es leid sein, etw. zu tun

goal ➤ Ziel

key account manager

➤ Großkundenbetreuer(in)

micromanage sb.

➤ jmdm. (zu viele) detaillierte Vorgaben machen

mutual ➤ gegenseitig

overloaded

➤ überlastet

both my personal skills and my professional competence.

Iris: Sure. I understand. So how can I help?

Thomas: What do you see as my main strengths and weaknesses? Which areas do I need to improve?

Iris: You have a very good way of building rapport with people. I get good feedback about your way of working with our clients. And you certainly understand our products and how to show their value to customers. There are probably two areas where you could improve. The first is getting a better grasp of the financials. And secondly, your upfront presentations are not as good as your negotiating and networking skills.

Thomas: I do have a problem with the figures. What can I do about it?

Iris: How about asking Jack to help you with some coaching. He's good and I think you two get along OK, don't you?

Thomas: Yes, we do. That sounds great. Will you suggest it to him?

Iris: I'll do that.

Thomas: And what about my presentation skills?

Iris: Let's ask HR if they know of any good courses you could go on. Or maybe we can organize something here in the company...

Ken Taylor: That was a successful discussion. Now, you try. Think of your own work situation. I'll tell you what to say and give you the first words of your sentence. You speak in the pause. Then you will hear Thomas's version again. OK?

- Say how long you've had your present role. Start with "I've been working as a..."

Thomas: I've been working as a key account manager for 18 months now.

- Ask for feedback from your boss. Start with "I would really like..."

Thomas: I would really like some feedback from you.

- Say you want to improve both your personal skills and your professional competence. Start with "My goal is..."

Thomas: My goal is to improve both my personal skills and my professional competence.

building rapport with sb.

► ein gutes Verhältnis zu jmdm. aufbauen

get along

► auskommen, sich verstehen

grasp ► Verständnis

HR (human resources)

► Personalabteilung

negotiate sth.

► etw. verhandeln

network ► Kontakte aufbauen und pflegen

upfront ifml.

► vorne; hier: vor einer Gruppe Zuhörer(innen)

- Ask about your main strengths and weaknesses. Start with “What do you see as...?”.

Thomas: What do you see as my main strengths and weaknesses?

- Ask where you need to improve. Start with “Which areas...?”.

Thomas: Which areas do I need to improve?

Ken Taylor: Well done! I hope you have the chance to have a discussion like this soon with your own boss in order to further develop your professional skills — and your future career.

Exercise: Describing your job | Track 9 **ADVANCED**

Ken Taylor: Each of us should be able to summarize our job clearly. Jackie Price is an IT project manager. Listen to her describing her job in three steps. First, she gives her job title and summarizes her main responsibilities. Then, she gives a couple of examples of key tasks within those responsibilities. Finally, she lists the things that she has the authority to decide.

After each step in Jackie’s description, there will be a pause for you to do the same for your job. If necessary, pause the track to think and make some notes. Then speak. OK, let’s start.

Jackie: I’m an IT project manager and my key responsibilities are to plan and coordinate all the project activities. This also means focusing

my team on the project goals, getting their commitment and making sure the goals are being achieved on time. ➤

Jackie: Besides these key responsibilities, I have some other tasks, such as facilitating team meetings, coordinating team activities, reporting progress to the various stakeholders and delegating tasks to individual team members. ➤

Jackie: I also have the authority to manage the team budget and to access all corporate information relevant to my project. ➤

Ken Taylor: Good. How was that? Could you clearly describe your areas of responsibility, some key tasks and your authority level? This is good practice for whenever you are asked: “And what exactly do you do?”

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access sth.

- auf etw. zugreifen

commitment

- Engagement; hier: Mitarbeit

corporate

- Unternehmens-

facilitate sth.

- etw. leiten, moderieren

on time

- fristgerecht

project goal

- Projektziel

stakeholder

- Interessengruppe; hier: Projektbeteiligte(r)

Introduction (II) | Track 10

David Ingram: Let's continue now with our special feature about bosses and consider an interesting question. Do we really need bosses at all?

Erin Perry: Now you're talking, David!

David Ingram: I thought you might like that. Well, this is one of the issues that Margaret Davis looks at in her latest article in *Business Spotlight*. And Margaret is here now in the studio to talk to us.

Interview: Margaret Davis | Track 11 **ADVANCED**

David Ingram: Welcome, Margaret. Your latest article is about bosses — and whether they're necessary. So, do we really need bosses?

Margaret Davis: Well, some companies have actually tried to get along without bosses. Google eliminated managers for a trial period, but that only lasted a few months. And a few companies have been moderately successful with a worker-ownership model, with profits equally shared among the staff. But that tends only to work when the company is very small. It might also be the sort of thing that online start-ups or tech-industry companies are attracted to.

Two years ago, Zappos, the online retailer, adopted a system known as holacracy, which removes the management level. Zappos isn't in the news much any more, so perhaps holacracy works for them, but at the beginning, it resulted in about 15 per cent of the workforce jumping

ship. So it seems to me that a lot of workers actually like having bosses, or at least they like having someone at the top who's willing to take ultimate responsibility.

Ingram: Apart from taking responsibility, what else do workers want from their bosses?

Davis: Well, according to the research, what they want is clear decisions and clear instructions. If you don't know what you're supposed to be doing, it's hard to be successful in your job. At the same time, most people don't want the boss breathing down their neck when they're trying to work. This can be a hard thing for bosses to learn, because it means delegating and trusting that the employee will do a good job, even if it's done differently from the way the boss would have done it.

Ingram: Yes, I can imagine that some bosses would be reluctant to let someone else take

adopt sth.

- ▶ etw. einführen

breathe down sb.'s neck

- ▶ jmdm. im Nacken sitzen

get along without sb.

- ▶ ohne jmdm. auskommen

holacracy ▶ Holokratie

- ▶ jump ship ▶ das Schiff vorzeitig verlassen; hier: weggehen

reluctant: be ~ to do sth.

- ▶ etw. nur ungern tun

research

- ▶ Forschung, Untersuchungen

retailer

- ▶ Einzelhändler

trial period

- ▶ Versuchszeitraum

ultimate ▶ letzte(r,s)

- ▶ work ▶ hier: funktionieren

workforce

- ▶ Belegschaft

over their pet project. Is there anything else that employees want from their managers?

Davis: Yes. One of the biggest things that employees want is honesty. This is especially true if a company is going through some sort of crisis, perhaps a financial one, or facing big changes, like a buyout or takeover. Most workers will understand that their boss needs to be cautious about the amount of information that's revealed, but a major change should never come as a complete surprise to employees.

Ingram: There's so much gossip in most companies that workers have probably picked up on the fact that something's wrong. So why don't they just ask their boss directly?

Davis: That depends on the company, but in a lot of places, people are reluctant to question their bosses or their bosses' ideas. It's all about company culture. There's a nice expression: the HiPPO boss. HiPPO stands for "highest-paid person in the office" or "highest-paid person's opinion". People agree with the HiPPO boss's opinion, even when it's wrong, which can lead to projects failing.

Ingram: Thank you very much, Margaret.

Davis: You're welcome. Thank you!

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Introduction (III) | Track 12

David Ingram: Let's now complete our special feature about bosses by practising some idiomatic terms related to the term "boss".

Erin Perry: Oh, you mean things like "bossing someone around" and "being bossy" and...

David Ingram: Precisely! And I can see that you're warming to the idea of being the boss, Erin. So why don't you take us through this next exercise?

Erin Perry: Will do! I'm in charge now! I'm the boss!

David Ingram: Hmm. I wish I'd never suggested it.

Exercise: Boss idioms | Track 13 MEDIUM

Erin Perry: In this exercise, we'd like you to decide on the meaning of some boss idioms. First, you'll hear an idiom and then two definitions, a) and b). In the pause, choose the right definition. Then you'll hear the correct answer. OK? Let's get started.

buyout ➤ Aufkauf

cautious: be ~ about sth.

➤ bei etw. behutsam vorgehen

gossip ➤ Klatsch, Gerede

honesty ➤ Ehrlichkeit

pet project

➤ Lieblingsprojekt

(pet ➤ Haustier)

pick up on sth. *ifml.*

➤ etw. bemerken

reveal sth.

➤ etw. preisgeben

you're welcome

➤ gern geschehen

- “Boss a game”. Does this mean...
 - provide funds for a sports team?
 - be dominant in a sports game?
 - b) is correct. If a team “bosses a game”, for example a football match, they dominate the opposing team. Next one.
- “Boss someone about”. Does this mean...
 - tell someone what to do?
 - promote someone to a higher position?
 - a) is correct. If you “boss someone about” — or in US English, “boss someone around” — you are always giving them orders and instructions. OK. Next one.
- Be “bossy”. Does this mean...
 - be extremely busy because you do everything yourself?
 - tell other people what to do?
 - b) is correct. A person who is “bossy” is always telling others what to do. And the last one.
- “Do something like a boss”. Does this mean...
 - supervise other people to make sure they do their work well?
 - do something very well?
 - b) is correct. If you “do something like a boss”, you do it very well.

Erin Perry: Did you get all those definitions right? If not, go back and practise them again. Sorry if that sounds bossy, just trying to encourage you.

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 14

David Ingram: We'll move on now to the Personal Trainer section in *Business Spotlight*.

Erin Perry: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in using English at work. And Ken is in the studio now to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 15 EASY

Erin Perry: Welcome, Ken. So, tell us, who is the subject of your latest dialogue in the Personal Trainer section in *Business Spotlight*?

Ken Taylor: Her name is Cecilia Florén. She's, um, the executive assistant to the CEO of Lindab

CEO (chief executive officer)

➤ Geschäftsführer(in)

executive assistant

➤ Assistent(in) der Geschäftsleitung

funds ➤ (Geld-)Mittel

promote sb.

➤ jmdn. befördern

supervise sb.

➤ jmdn. beaufsichtigen, kontrollieren

AB. They're a Swedish company working with system solutions in the construction industry.

Perry: And which topics did you discuss with Cecilia?

Taylor: We discussed the role of the executive assistant, how that role is changing and the skills the modern executive assistant needs.

Perry: What were some of the key points that came out of your discussion?

Taylor: We talked about how the modern executive assistant requires a different skill set to the traditional secretary. For example, many executive assistants, um, now have to manage projects, they need project management skills and leadership skills. And they also need assertiveness, um, the ability to state clearly what they want and feel in a positive way. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: And, finally, what can listeners do if they would like to ask you questions related to their own work?

Taylor: All they need do is write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

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GRAMMAR

Determiners “this”, “that”, “these” and “those” Introduction (I) | Track 16

David Ingram: OK, time for our second special focus — grammar! Our exercises are divided into two parts this time. The first part deals with the determiners “this”, “that”, “these” and “those”, and the second part is based on our special grammar booklet about tenses.

Erin Perry: Whoa! Sounds like a lot of hard work!

David Ingram: Well, no pain, no gain. So, let's get started with the first part.

Exercise: “This”, “that”, “these” and “those” | Track 17 MEDIUM

Erin Perry: In this exercise, you'll hear a German sentence. Translate it into English, using the correct determiner — either “this”, “that”, “these” or “those”. Then, you'll hear the correct translation. Ready?

assertiveness

• Durchsetzungsvermögen

construction industry

• Baugewerbe

issue ▶ Ausgabe

topic ▶ Thema

German: Das Gebäude dort am Ende der Straße ist unser neuer Hauptsitz.

English: That building at the end of the street is our new headquarters.

German: Viele Mitarbeiter arbeiten heutzutage von zu Hause aus.

English: A lot of employees are working from home these days.

German: Bitte hier entlang.

English: This way, please.

German: Die Kataloge, die ich dir gestern gezeigt habe, waren vom letzten Jahr.

English: Those catalogues that I showed you yesterday were from last year.

Erin Perry: OK, well done.

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The tenses

Introduction (II) | Track 18

David Ingram: OK, let's move to the second part of our grammar focus, based on our special grammar booklet. Here, we're going to practise using different tenses in English.

Erin Perry: Sounds like fun.

David Ingram: You bet!

Exercise: Present simple and present continuous | Track 19 EASY

David Ingram: In this exercise, we'll look at the present tense. We'll give you a phrase and then you'll hear the beginning of a sentence. Complete the sentence using the phrase in the present simple or present continuous. Then, you'll hear the correct version. Here's an example.

- go to work by car
He normally...
- ▶ He normally goes to work by car.

David Ingram: Now, you try.

- deal with customers' complaints
She usually...
- ▶ She usually deals with customers' complaints.

- fill in for a colleague
This week, I...
- ▶ This week I'm filling in for a colleague.

- work in Toronto
Mike and Jackie both...
- ▶ Mike and Jackie both work in Toronto.

David Ingram: Excellent! Well done!

fill in for sb. ▶ für jmdn. einspringen, jmdn. vertreten

Exercise: Present perfect, past simple and past perfect | Track 20 MEDIUM

Erin Perry: In our next exercise, we'll describe a situation in the past and then give you two sentences to describe the situation, **a)** and **b)**. Choose the sentence that is correct. Then you'll hear the answer. Ready?

- You met someone at university 15 years ago and are still in touch. What do you say?
 - I had known her for 15 years.
 - I have known her for 15 years.

➤ **b)** is correct. You use the present perfect to talk about an event that started in the past and continues in the present. OK, next one.
- You finished your studies and moved to Dublin. What do you say?
 - After I had finished my studies, I moved to Dublin.
 - After I have finished my studies, I moved to Dublin.

➤ **a)** is correct. You use the past perfect for an event that was over at the point that another activity started. OK, one more.
- Your company's headquarters has been in Rotterdam for nine months. What do you say?
 - They have moved their headquarters to Rotterdam nine months ago.

- They moved their headquarters to Rotterdam nine months ago.
 - **b)** is correct. You use the past simple for events that happened and were completed in the past.

Erin Perry: Well done. If you got some of those tenses wrong, go back and try them again.

Exercise: Conditionals | Track 21 ADVANCED

David Ingram: OK, our final exercise on the use of tenses focuses on conditional sentences. You'll hear an if-clause and then a phrase. In the pause, use the phrase to form a main clause that matches the if-clause. Then you'll hear the entire conditional sentence. Here's an example.

- If they buy more pieces, ...
get a discount
 - If they buy more pieces, they'll get a discount.

David Ingram: OK, now it's your turn.

- If I knew that software better, ...
be able to solve the computer problem
 - If I knew that software better, I'd be able to solve the computer problem.

discount ➤ Preisnachlass

headquarters

➤ (Firmen-)Zentrale, Hauptsitz

in touch: be -

➤ im Kontakt stehen

- If she had passed the English test, ...
get the job
- ▶ If she had passed the English test, she would
have got the job.

- If we work extra hours, ...
meet the deadline
- ▶ If we work extra hours, we'll meet the dead-
line.

David Ingram: How did you do? The correct use of English tenses can sometimes be tricky. So, practise, practise, practise and then you'll be perfect.

Business Spotlight booklet The Tenses

EASY ENGLISH

Ken Taylor on complaining

Introduction | Track 22

David Ingram: Erin, I'm afraid I have to make a complaint about your...

Erin Perry: Oh, really? About my what, David? My brilliance? My charm? My compassionate nature? My...

David Ingram: Oh, touchy, aren't we? All I was trying to do was introduce the next topic.

Erin Perry: Which, no doubt, is about complaining, right?

David Ingram: Exactly. And here's our communication skills expert, Ken Taylor, once again with some helpful exercises.

Exercise: Being factual | Track 23 MEDIUM

Ken Taylor: From time to time, we need to complain about something at work. When we do so, we have to be careful not to damage relationships by being too assertive. But at the same time, we need to make sure that our complaint is listened to and acted on.

To complain effectively, you need to be factual in describing your complaint and not become emotional. Also, say clearly what you hope will be the solution to your problem.

In this exercise, you will hear someone making an emotional complaint to her boss. In the following pause, try to rephrase the complaint to make it more factual and more effective. Then you will hear a model version. OK. Let's start.

1. I'm really upset that you're preventing me from taking a holiday in August.
 - ▶ I'd like to find out why I can't take a holiday in August.

2. I've worked in August for the last four years. Why is it always me and not some other poor fool?

- I've worked in August for the last four years so perhaps it's someone else's turn this year.
- 3. I'm totally stressed out being the only one on call with no back-up. You obviously have no idea what it's like.
- It's stressful being the only one on call with no back-up.
- 4. Why can't you see that having just one person alone on duty for two whole weeks is absolutely unfair?
- Having one person alone on duty for two weeks isn't really fair.
- 5. Won't any of my so-called colleagues at least take one of the weeks of solo duty?
- I think it would be a good idea for a colleague to take one of the weeks of solo duty.
- 6. I'm going to tell everyone what I think at our next staff meeting.
- I suggest we discuss this at our next staff meeting.

Ken Taylor: How did you get on? Don't worry if your answers were different to the model version. There are many different ways of dealing with the situations. The important thing is that you sounded factual and did not become too emotional.

Exercise: Adding emphasis | Track 24 EASY

Ken Taylor: If you want to emphasize a positive statement, you can use the auxiliary verb "do". For example, instead of saying "I appreciate your help" you can make the sentence more emphatic by saying "I *do* appreciate your help". Let's try this now. First, you will hear a sentence. In the pause, add the verb "do" in the appropriate form. Then you will hear a correct version.

- I like your idea.
- I *do* like your idea.
- John accepts your suggestion.
- John *does* accept your suggestion.
- The information they provided was incomplete.
- The information they *did* provide was incomplete.
- They want to come next week.
- They *do* want to come next week.
- The goods arrived on time this week.
- The goods *did* arrive on time this week.

back-up ➤ Unterstützung

goods ➤ Ware(n)

on call: be ~

➤ telefonisch erreichbar sein

on duty: be ~

➤ Dienst haben

on time

➤ fristgerecht

- You know what that means.
- ▶ You do know what that means.

Ken Taylor: Did you remember to change “do” to “did” when the sentence was in the past? You can use this technique of adding emphasis to give more force to any complaints you might have to make. So do remember to use it!

Business Spotlight 6/2017, pp. 58–59

TECHNOLOGY

English 4.0: Your mission: design an electric car

Introduction | Track 25

David Ingram: Now, for a complete change of topic, it's time to turn our attention to technology and our regular English 4.0 section in *Business Spotlight*.

Erin Perry: Yes, and one of the key issues facing the motor industry at the moment, not least in Germany, is how to move from cars powered by an internal combustion engine to cars run by electricity.

David Ingram: Indeed. And *Business Spotlight's* technology editor, Eamonn Fitzgerald, is here in the studio now to tell us more about this topic.

Interview: Eamonn Fitzgerald | Track 26 **ADVANCED**

Erin Perry: Welcome, Eamonn. Many people would say that the air is filled with diesel. It's certainly filled with questions about diesel and about batteries. And you've been doing a lot of thinking about this topic, haven't you?

Eamonn Fitzgerald: Well, certainly I have because diesel is very much in the news. It was once sold to us as the fuel of the future. It was going to be the most efficient, the cleanest, the most affordable. And it was going to make driving for everybody cheaper. And what's happened now? We're seeing clouds of pollution over cities as far apart as Stuttgart and London and Beijing and Paris. And in fact, in Paris at the end of 2016 for a few days, it was the world's most polluted city. As a result, cities like Athens and Mexico City and Madrid are saying that they will not allow any more diesel cars after 2025. And in fact, Anne Hidalgo, the mayor of Paris, has said there will be no diesel cars in Paris in 2020. As well, we've had the “dieselgate” affair with Volkswagen. It was caught using a “defeat” device in its cars in the USA and this allowed the company

defeat ▶ hier: betrügerisch, Schummel-

device

▶ Vorrichtung

fuel ▶ Kraftstoff

mayor

▶ Bürgermeister(in)

polluted: the most ~

▶ hier: mit der höchsten Luftverschmutzung

pollution

▶ (Luft-)Verschmutzung

topic ▶ Thema

to produce one result in the laboratory and the cars in fact had far greater toxic emissions on streets and roads. So all of this means a crisis for the diesel industry and a big question mark about the future of cars.

Perry: Your latest English 4.0 column is about NIO, a Chinese start-up that wants to be a key player in the electric-vehicle market. What is so interesting about this company?

Fitzgerald: The company is interesting because of its global strategy. The headquarters are in Shanghai. The software development team is in Silicon Valley. And the design team is in Munich. In Munich, 150 people from 26 different countries are creating the future of the electric vehicle for China. China is the big prize in this market. It also, by the way, is thinking about banning petrol and diesel vehicles. So, whoever wins the Chinese market, wins the big prize. And NIO is in Germany because “made in Germany” is a famous marketing slogan. And “designed in Germany”, if that’s on NIO cars, could be a very, very effective marketing slogan in China.

Perry: One of the most fascinating names in business today is Padmasree Warrior. What is her role at NIO?

Fitzgerald: She is the CEO of NIO USA. She’s a fascinating woman and very interesting be-

cause there is a constant argument being made that very few women make it to the top of tech companies, not just in Silicon Valley but all over the world. And in her remarkable life, she has come all the way from India to the top of the tech tree, if we may say so. She was formerly the CTO, chief technology officer, at Motorola. Then she went on to be the CTO and chief strategy officer at Cisco Systems. And in her career, she has made a very important issue of the distinction between confidence and arrogance. And she says confident people believe that by hard work, they can achieve their goals, whereas arrogant people believe they know everything. So she tries to promote confident people who will make a difference in the world of technology. And to prevent herself becoming arrogant, she has a strategy of hiring smarter people.

Perry: NIO is putting a lot of money into its racing car. But this is not Formula One, but rather Formula E...

CEO (chief executive officer)

• Geschäftsführer(in)

chief strategy officer

• etwa: Leiter(in) Strategische Entwicklung

CTO (chief technology officer)

• technische(r) Leiter(in)

design ▶ hier: Entwicklung

distinction

• Unterscheidung

electric vehicle

• Elektrofahrzeug

goal ▶ Ziel

headquarters

• (Firmen-)Zentrale

make a difference

• etwas bewirken

Fitzgerald: And Formula E is very different to Formula One in terms of race strategy, race length and technology. So, first of all, it's electric. Secondly, Formula E races don't take place on specially built courses with famous names like Monza or Silverstone. They happen on city streets, the course is about two-and-half kilometres long and the public, the people, are very near the cars. And another difference, this is a huge difference: in Formula One, when there's a pit stop, the team will refuel the car or change the tyres. In Formula E, when there's a pit stop, the driver gets out of the car, gets into another car and drives away. And it is a completely different approach to car racing but all the big names are getting involved and from 2020 on, Formula E is going to be very big.

Perry: Finally, Eamonn, you mention in your column that Australia is building an EV highway. What exactly is an EV highway?

Fitzgerald: An "EV" highway is an "electric vehicle" highway. And what Australia is proposing is an EV highway running up through Queensland, parallel to the Great Barrier Reef, as far as Cairns. And there will be 18 charging stations along the way, where you can plug in your electric vehicle for an hour and then drive on. It's about the same length as the West Coast Green Highway in the USA that runs from California up through Washington and Oregon

states. But the world's longest EV highway will be the Trans-Canada, which is some 7,800 kilometres in length. And we are going to see with the emergence of these infrastructural electric vehicle highways the change from diesel to battery-powered vehicles and a transformation of the transport industry.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

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ENGLISH ON THE MOVE

Ken Taylor on having a quick lunch

Introduction | Track 27

David Ingram: Hey, Erin, do you fancy getting some lunch after this recording?

Erin Perry: Well, I'd love to normally. Thanks, David. But the thing is I'm in such a rush today and I'll just have to grab a sandwich or some sushi on the way home. But next time, I promise. We

big *ifml.* ► hier: bedeutend

charging station

► Ladestation

course ► Rennbahn, -strecke

emergence ► Entstehung

in terms of

► im Hinblick auf

pit stop ► Boxenstopp

plug sth. in

► etw. anschließen

refuel sth.

► etw. auftanken

tyre ► Reifen

you're welcome

► gern geschehen

could go to that little restaurant around the corner. They always have some good things on the lunch-time menu. What do you say?

David Ingram: Sounds perfect to me. It's a date. And just in time, as always, here's Ken Taylor with some exercises on the topic of ordering food.

Exercise: Vocabulary | Track 28 MEDIUM

Ken Taylor: Let's practise some vocabulary that you will need when ordering food. I'll give you a word that describes the way the food is prepared. Then you will hear two alternative explanations, **a)** and **b)**. In the pause, you decide which is the correct explanation. Then you will hear the answer. Ready?

1. **Boiled.** Does this mean...

- a) cooked in a pan containing hot water?
 b) cooked in fat?
 • a) is correct. If something is "boiled", such as an egg, it is cooked in a pan containing hot water. OK, next one.

2. **Baked.** Does this mean...

- a) cooked in an oven without extra liquid?
 b) cooked very slowly in a pan of hot water?
 • a) is correct. If something is "baked", such as fish, it is cooked in an oven without extra liquid. Next one.

3. **Diced.** Does this mean...

- a) rolled out and flattened?
 b) cut into small cubes?
 • b) is correct. If something is "diced", such as carrots, it is cut into small cubes. OK, next one.

4. **Grated.** Does this mean...

- a) shredded into very small pieces?
 b) cooked over an open fire?
 • a) is correct. If something is "grated", such as cheese, it is shredded into very small pieces. Next one.

5. **Crispy.** Does this mean...

- a) fried or toasted until crunchy?
 b) sliced and salty?
 • a) is correct. If something is "crispy", such as bacon, it is fried or toasted until crunchy. Next one.

6. **Matured.** Does this mean...

- a) raw and uncooked?
 b) stored to let the flavour develop?
 • b) is correct. If something is "matured", such as cheese, it is stored to let the flavour develop. OK, last one.

crunchy ▶ knusprig

cube ▶ Würfel

flavour ▶ Aroma

oven ▶ (Back-)Ofen

pan ▶ Pfanne; hier: Topf

shred sth. ▶ etw. zerkleinern;
 auch: raspeln

7. **Seared.** Does this mean...

- a) burned on the surface with an intense heat?
 - b) cooked slowly in an oven?
- a) is correct. If something is “seared”, such as scallops, it is burned on the surface with an intense heat.

Ken Taylor: How was that? Did you know most of those? These are just some of the many words used to describe how food is prepared. It's often fun to read the menu to see the chef's creative descriptions of the food. But it's even more fun if the food actually tastes good!

Exercise: Dialogue | Track 29 MEDIUM

Ken Taylor: Listen now to a short conversation between Michelle and a waiter, as she orders her meal. You'll hear some of the vocabulary from the previous exercise. Afterwards, you can practise ordering your own meal.

Waiter: Are you ready to order?

Michelle: Yes, I think so. As a starter, I'll go for the lightly seared scallops with a mint and pea salsa.

Waiter: Thank you. And for your main course?

Michelle: The baked cod with the pesto crust. I think. What does it come with?

Waiter: New potatoes and fresh seasonal vegetables.

Michelle: Hmm. Sounds good.

Waiter: Have you decided on drinks?

Michelle: Yes. I'll have a glass of the house white wine and just some tap water, please.

Ken Taylor: Now imagine you are in a restaurant. Think of one of your favourite starters and main courses. You will hear the waiter asking questions again. I'll remind you of what to say. You speak in the pause. Then you will hear what another diner, Paul, has ordered. OK. We'll begin.

Waiter: Are you ready to order?

■ Describe your starter. ➤

Paul: As a starter, I'll go for the crispy fried white-bait with tartare sauce.

Waiter: Thank you. And for your main course?

■ Now, describe your main course. ➤

Paul: I'll have the lamb chops with mint sauce and chips.

chips UK

➤ Pommes frites

cod ➤ Kabeljau

crispy ➤ knusprig, kross

crust ➤ Kruste

go for sth.

➤ sich für etw. entscheiden;
hier: etw. nehmen

lamb chop

➤ Lammkotelett

main course

➤ Hauptgericht

mint and pea salsa

➤ Minze-Erbsen-Soße

scallop ➤ Jakobsmuschel

sear sth.

➤ etw. rasch anbraten

starter ➤ Vorspeise

tap water

➤ Leitungswasser

tartare sauce UK

➤ Remouladensoße

whitebait UK

➤ junge Sprotte

Waiter: Have you decided on drinks?

■ Describe what you would like to drink. ▶

Paul: Yes. I'll have a glass of your house red and some sparkling mineral water, please.

Ken Taylor: Well done! Did you get your order in? If you found that difficult, practise it a few times until you are confident about ordering food. Bon appetit!

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INSIGHT

Business news with Ian McMaster

Introduction | Track 30

David Ingram: Welcome now to our Insight section, in which *Business Spotlight* editor-in-chief Ian McMaster gives his views on the recent business news.

Erin Perry: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: Well, Erin, first we're going to look at the question of whether robots should be taxed. We're also going to look at Apple's latest iPhones and at the prices of tickets for rock concerts.

Erin Perry: OK, as always, we're intrigued.

Business news: Robots, phones and concerts |

Track 31 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was about whether robots should be taxed. That sounds like a very strange idea.

Ian McMaster: It does, doesn't it? But let's just look a bit more closely to see what the arguments are. Those who favour an "automation tax" argue that the use of technology and robotics to do jobs previously carried out by people, is leading to increased income inequality. And it is certainly true that in a number of countries, we have seen wages failing to keep up with the growth in productivity. So, the argument for an automation tax — at least in cases where there are lay-offs as a result — is that it could help to ensure that everyone in society shares the wealth that is created by automation. Those who oppose such a tax, on the other hand, argue that the increased use of robotics — and artificial intelligence — is the key to future productivity growth and job growth in new sectors. And these people believe that an automation tax would damage productivity growth. In-

argue

• den Standpunkt vertreten

ensure sth.

• etw. gewährleisten

keep up with sth.

• mit etw. Schritt halten

lay-off ▶ Entlassung

previously ▶ zuvor

red ▶ hier: Rotwein

sparkling mineral water

• Mineralwasser mit

Kohlensäure

topic ▶ Thema

stead, they emphasize the need for improving education and skill levels, to equip people for the jobs of the future. Anyway, you can read more about this debate in the Head-to-Head section of *Business Spotlight*.

Perry: For your next topic, you said you were going to talk about the latest Apple iPhone. From what I've heard, it's pretty expensive, right?

McMaster: Indeed. Back in September, Apple announced its new iPhone models, with the usual fanfare. And along with the iPhone 8, the natural successor to the iPhone 7, Apple also announced an iPhone X. This is written with the letter "X", rather than the numeral 10, but, as I said, it is pronounced "iPhone 10", marking the tenth anniversary of the first iPhone back in 2007. And the feature that has caused most discussion — and caused most eyebrows to be raised — is not a technological one, such as the use of facial recognition to activate the phone, but rather the price. The larger version of the iPhone X, which consumers should be able to buy from November, will cost more than \$1,000 in the US and around €1,300 in Europe — in other words, more than many desktop computers and laptops. What Apple is doing with the iPhone X is creating a premium product that is clearly not aimed at the mass of its consumers, but rather attempts to appeal to customers who want an exclusive product at

an exclusive price. Time will tell whether there are enough Apple fans prepared to pay the price tag for this exclusivity.

Perry: Finally, you mentioned the prices of tickets for rock concerts? I guess you're talking about the Rolling Stones.

McMaster: Well, not just the Stones, but, yes, that is one example. On their recent tour of Europe, the Rolling Stones demanded €1,000 and more for the best tickets — a price similar to that of the new iPhone X. To many people, such prices are absurd for two and half hours' entertainment. Of course, you're paying not just for the concert itself, but also for the anticipation beforehand and the lasting memory afterwards.

Another recent example of high concert prices is Bruce Springsteen, who, contrary to his image as the working-class American hero, has

anniversary

- Jubiläum

anticipation

- Vorfreude

appeal to sb.

- bei jmdm. Anklang finden

emphasize sth.

- etw. hervorheben

equip sb. for sth.

- jmdm. für etw. das notwendige Rüstzeug geben

facial recognition

- Gesichtserkennung

fanfare

- hier: Tamtam

feature

- Merkmal, (Produkt-)Eigenschaft

numeral ► Zahl(wort)

price tag

- Preisschild; hier: Preis

pronounce sth.

- etw. aussprechen

successor

- Nachfolger(in); hier: Nachfolgemodell

demanded up to \$850 — that’s around €700 — for his sell-out, four-month season of solo concerts on Broadway. Now, the prices I’ve mentioned are for the most expensive tickets. There were cheaper tickets, going down to under €100 for the Stones and to \$75 for Springsteen’s Broadway show. But even those prices are a far cry from the £6 I paid to see Bob Dylan in concert at a festival near London in 1978 — equivalent to around £35 or €40 in today’s money. And the other big difference is that whereas there often used to be only one price, or maybe two prices, for all tickets at a concert, we now see a huge range of prices, in an attempt to squeeze the maximum amount of revenue out of concert-goers. It may only be rock ‘n’ roll, but it’s also very big business.

Perry: OK, thanks very much, Ian. We look forward to hearing from you again next time.

McMaster: My pleasure.

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SHORT STORY

Introduction | Track 32

David Ingram: Erin, I’m thinking of branching out into a new line of business.

Erin Perry: Really?

David Ingram: Yes, I’m going to become an Agile coach?

Erin Perry: You, David, agile? Sorry, didn’t mean to laugh. You mean like a sports coach? Seriously?

David Ingram: No, no, a coach for Agile communication. It’s all the rage in companies nowadays. And it’s the topic of our latest short story, by James Schofield, which is called “Agile consequences”. Let’s listen now and find out more.

Agile consequences | Track 33 MEDIUM

Some people think that we — my friend Julie and me — shouldn’t have tried to become Agile coaches. But we needed work, so when Julie saw a pharmaceutical company advertising for coaches with “Agile project-management experience”, she said we should be creative with the information on our CVs and apply. “Come on, Paula,” she said. “How hard can it be? And look at the money Simon got paid!”

Simon was Julie’s latest ex-boyfriend. He was a proper Agile coach, but Julie had dumped him after a couple of weeks because he wasn’t very agile in the bedroom. Luckily for us, he’d left a lot of material about this Agile project-

apply (for sth.)

• sich (für etw.) bewerben

CV (curriculum vitae)

• Lebenslauf

dump sb. ifml.

• jmdm. den Laufpass geben

far cry: be a ~ from sth.

• von etw. weit entfernt sein

look forward to doing sth.

• sich darauf freuen, etw. zu tun

my pleasure

• gern geschehen

revenue • Einnahmen

season • Saison; hier: Tour

sell-out • ausverkauft

management stuff behind in our flat, so we spent a weekend learning all the necessary vocabulary and, on Monday, we went to see the company's HR department.

Now, me and Julie have worked in HR departments ourselves, so we knew that, as long as we sounded confident and used lots of jargon, they'd pass us on to the department manager for the real interview. We were a little worried about that, but she — Mrs Evans — was so desperate to tell her boss that she was using this fashionable new project-management technique that she gave us a six-month contract straightaway. We were told to come back the next day to be introduced to the Project Recre-
atime team.

"I should warn you," Mrs Evans said as we walked to the project laboratory for the first meeting. "They're all amazing chemists. Super intelligent, but not good at communicating, even with me. Our customer is an internal one, the sales department. But they complain that my team can't understand what's wanted."

"Don't worry, Mrs Evans. As scrum masters, we're going to be the interface between your team and the product owner," I answered, recycling Simon's Agile vocabulary. "We're coach and facilitator for all stakeholders. We are the translation software to make sure real communication takes place."

Mrs Evans looked impressed and opened the door. "Hello, everybody!" she said. "Let me introduce Julie and Paula, your new... what was it again? Ah, yes, scrum masters!"

Ten pairs of large spectacles turned to look at us.

We knew we had to win their trust. According to Simon's material, it was important for an Agile team to have a clear vision of the product wanted. But when we asked them what this was, they weren't clear.

"Something to make people cheerful without any side effects that are bad, dangerous or addictive," said Andrew, who was dressed completely in black and looked at his shoes when talking. "But what is cheerful? What is bad? What's the point?" he continued.

"Cheerful is how I feel when I see a formula like (2R,3S,4R,5R)-2,3,4,5,6-pentahydroxyhexanal," said Leanna. "It looks so... wowy!"

addictive

- süchtig machend

amazing jfmf.

- großartig, fantastisch

desperate: be ~ to do sth.

- etw. unbedingt tun wollen

facilitator

- Moderator(in); hier: Vermittler(in)

HR (human resources) department

- Personalabteilung

interface ➔ Schnittstelle

interview

- Bewerbungsgespräch

sales department

- Vertriebsabteilung

side effect

- Nebenwirkung

spectacles

- Brille(ngläser)

stakeholder

- Interessengruppe; hier: Projektbeteiligte(r)

“Hmm,” said Julie, “maybe we need to go to the pub...”

Next morning, it was a sorry group of chemists that collected in the laboratory. Leanna was holding her head while Andrew and the rest of them were quite green in the face. “Right, kids, how are you feeling today?” I asked, banging my coffee cup down on a bench. “Bad?” Everybody groaned.

“Exactly,” continued Julie. “But how did you feel last night?” She put some of the photos we’d taken last night on a screen, and pointed to one showing the team doing a conga down the street, led by Andrew in a gorilla costume. “That looks fun!”

“And that’s what the product owner wants,” I added. “Something that makes people cheerful, but without the hangover afterwards!” Behind ten pairs of large spectacles, the lights went on.

Six months later and we were ready to show the nearly finished product to the product owner. We’d followed the whole Agile process described in Simon’s books: daily scrum meetings, two-week sprints, when the team focused on particular parts of the product, and then sprint review meetings with the product owner making sure that he was happy.

The team was very enthusiastic, especially Andrew, who had developed enormously. He’d stopped wearing black and even begun looking at other people’s shoes instead of his own when talking to them, especially Julie’s. He followed her around like a puppy. He was sweet, but I warned him that he didn’t have a chance with Julie. She preferred sporty types to intellectuals, I told him.

“We’ll see,” he said. “By the way, your shoelace is undone.”

Next day, we invited the sales department to our laboratory. “Ladies and gentlemen,” said Mrs Evans, opening what looked like a giant box of chocolates. “We are proud to present our greatest creation. Recreatine is an antidepressant with no side effects. Today, we’d like to offer all of you the chance to try one!”

It was very exciting and it all started nicely. People got chatty and — amazingly — I saw Andrew talking directly to Julie and not to her shoes. Yes, he was looking at her chest, not her

antidepressant

► Antidepressivum

bang sth. down on sth.

► etw. auf etw. knallen

get chatty

► in Plauderstimmung kommen

groan

► stöhnen

hangover

► Kater, Katzenjammer

puppy

► Welp; Hündchen

review

► Überprüfung

shoelace

► Schnürsenkel

sorry

► hier: kläglich

sprint

► hier: Projektabschnitt

undone

► offen

face, but this was a big improvement. At some point, somebody passed the box round again and I had a second chocolate. But then things got out of control.

Later, we found out that it was the cocoa. It appeared to double the effect of the drug itself, which meant that everybody got a little too cheerful. Starting a food fight in the canteen was bad enough, but turning on the fire sprinklers in the whole building was going too far. I lost Julie somewhere, so I was on my own when security told me to go and never come back, but even that didn't stop me singing all the way home. I went to bed and fell asleep.

When I woke the next morning, I lay still for a moment, remembering everything. It was embarrassing, but physically, I felt fine. Recreation definitely worked. Something that made people cheerful with no side effects! I got up to look for Julie.

She was in the kitchen drinking orange juice and behind her, dressed in Julie's pink dressing gown and making tea, was Andrew. He saw me, squawked and hurried back into Julie's bedroom.

"Oh my God! Please tell me I didn't see that!" I begged. "Tell me that was just some strange side effect from yesterday!"

"Maybe," answered Julie, blushing. "You see... we're going to get married!"

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CONCLUSION | Track 34

David Ingram: Well, we've come to the end of *Business Spotlight Audio 6/2017*. We hope you've enjoyed it and have found our exercises helpful.

Erin Perry: As an alternative to the CD, we also offer *Business Spotlight Audio* as a subscription download, so you can take the sound of business with you wherever you go. For more information, or to find out about our range of products, visit our website at www.business-spotlight.de

David Ingram: Until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

blush ▶ erröten
dressing gown UK
▶ Morgenmantel

embarrassing
▶ peinlich
squawk ▶ kreischen

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