

## INTRODUCTION | Track 1

**David Ingram:** Welcome to *Business Spotlight Audio* 1/2018. 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:** In this recording, we have a special focus on telling lies at work — whether you should do so and, if so, when and how.

**Erin Perry:** Yes, and we also look at how to talk about your goals, and how to make excuses. We also have a special short story for you about hate — and lots more.

**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 (1) | Track 2

**Erin Perry:** We'll begin with our Names & News section, with a story about nurses, hospitals and hospital food in Britain.

**David Ingram:** Hospital food? Hmm, that doesn't sound like a very tasty topic. I do feel sorry for hospital patients.

**Erin Perry:** I know what you mean, David. But in this case, it's not just the hospital food that's the problem and it's the nurses rather than the patients who are suffering. As you listen to the story now, try to answer this question: how much money has the British government provided to the health service to improve the quality of hospital food and drinks?

### Unhealthy health sector | Track 3 MEDIUM

Nursing is an unhealthy profession, at least in the United Kingdom. According to a recent survey, 25 per cent of all British nurses are obese. In Scotland, that figure rises to 40 per cent, compared to a 30 per cent obesity rate in the general population.

The Royal College of Nursing (RCN) says that cutbacks to the National Health Service (NHS) are partly responsible for the problem. Nurses are working irregular shifts and often have to go to work at short notice, according to Kim Sunley, senior employment relations adviser at the RCN.

**at short notice**

► kurzfristig

**cutback** ► Kürzung

**National Health Service (NHS)** UK ► staatlicher Gesundheitsdienst

**nursing** ► Krankenpflege

**obese** ► fettleibig

**Royal College of Nursing (RCN)** UK

► Krankenpflegergewerkschaft

**senior employment relations adviser** ► leitende(r) Berater(in) für Arbeitsbeziehungen

**shift** ► Schicht

**survey** ► Untersuchung, Erhebung

“Because of pressure on the system at the moment, our members tell us [that] shift patterns have gone to pot,” Sunley told the *Financial Times*. “There is no time to rest and recuperate.”

The government has provided the NHS with £250 million (about €280 million) over three years to improve the quality of food and drinks at hospital canteens.

Sunley is sceptical, however. “You can have all the healthy options in the canteen, but if work is so pressurized that you can’t get to that canteen or have breaks,” she says the programme’s success will be limited.

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**Erin Perry:** OK? Did you get the answer? How much money has the British government provided to the health service to improve the quality of hospital food and drinks?

- The answer is £250 million — or about €280 million. Listen again.
- “The government has provided the NHS with £250 million (about €280 million) over three years to improve the quality of food and drinks at hospital canteens.”

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

## Introduction (II) | Track 4

**David Ingram:** Next, we’ll turn to a story about an actor and podcaster who gets a lot of abuse from people via the internet.

**Erin Perry:** Yes, this is becoming increasingly common and many people feel that the best way to deal with such abuse is simply to ignore it.

**David Ingram:** Quite. But this particular podcaster, Dylan Marron, decided to adopt a very different approach to dealing with the abusers. Let’s listen now and find out more.

## Talking to haters | Track 5 MEDIUM

Gay writer, actor and podcaster Dylan Marron knows what it’s like to deal with internet trolls. His sexual orientation and liberal views have made him a target of abuse. But instead of avoiding his critics, the 29-year-old has started talking to them.

In his podcast, *Conversations with People Who Hate Me*, Marron telephones people who have insulted him and tries to find out why. “These are real people who have said things to me online that they wouldn’t necessarily say to me in person,” he told *The New York Times*.

**abuse** ► Missbrauch;  
hier: Beschimpfungen

**break** ► Pause

**go to pot** ifml.

► den Bach runtergehen

**insult sb.** ► jmdn. beleidigen

**pattern** ► Modell

**recuperate**

► sich erholen

**target** ► Ziel;  
hier: Zielscheibe

Marron says he can talk to people he disagrees with because he loves talking to people in general. “When I was younger, I got a job at Whole Foods, which was an amazing job for me, because I had a different human in front of me every three to five minutes, and all I wanted to do was hear everything about them.”

Learning more about others makes it hard to hate them, Marron says. “Once you hear someone’s story, once you ask them that magic question that opens a lot of doors — ‘Why do you feel this way?’ — the world opens up a little.”

Marron’s friends warned him against doing the podcast, so to stay safe, he doesn’t call anyone who has made death threats against him. “I’m still in the process of learning from this show,” he told *Fast Company* magazine, “but it’s helped me confirm a hypothesis: most people soften when they feel listened to. And they’ll even listen to you in return.”

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## BUSINESS SKILLS

### Ken Taylor on lying at work

#### Introduction | Track 6

**David Ingram:** Erin, how often do you tell lies at work?

**Erin Perry:** David, what a question! I never lie at work!

**David Ingram:** Never? Never ever? You always tell the truth, the whole truth and nothing but the truth? Really?

**Erin Perry:** Well, I guess that maybe, occasionally, I do tell the odd, little white lie perhaps.

**David Ingram:** Ha! Of course you do, Erin. We all do. And maybe it’s not such a bad thing in some circumstances. To look at this subject in more detail, here’s our communication skills expert, Ken Taylor, with some tips and exercises about lying at work.

### Exercise: Strategies | Track 7 MEDIUM

**Ken Taylor:** Hello. This is Ken Taylor from London. Have you ever lied at work? I know I have. In his latest article in *Business Spotlight*, Bob Digenen looks at the topic of lying in the workplace and says that honesty is not always the best policy.

Let’s look more closely here at some of Bob’s ideas. You’ll hear a statement from his article. In the pause, think whether you agree or disagree with the statement and why. Then I will tell Bob’s opinion. Ready? OK. Here’s the first statement.

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#### amazing

► fantastisch, toll

---

#### confirm sth.

► etw. bestätigen

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#### soften

► hier: milder gestimmt werden

- Lying can clearly be justified.
  - Bob says that lying can be justified if it delivers benefits to both the liar and the person being lied to. OK, next one.
- There are situations in which it is impossible to be totally honest.
  - Bob takes the example of a purchaser who is negotiating prices with a supplier and the example of a manager who cannot share confidential information with team members. Next one.
- Much of what is said at work is not the truth.
  - According to Bob, much of what we say at work is personal perspective or belief rather than absolute truth. OK, next one.
- We carefully select data to support our beliefs.
  - Bob says that we often ignore or reject other possible viewpoints. Next.
- Truth is a slippery concept.
  - Bob thinks that this is often the case as we live in a complex world of personal perspectives and beliefs. Next one.
- There is no single truth but a range of truths.
  - Bob says our task as communicators is to align different viewpoints to help create effective decision-making. OK, last one.

- If we lie, we should be honest to ourselves and recognize why we are doing so.
  - Bob suggests we should think about whether we are lying to support others or purely for our own self-interest.

**Ken Taylor:** Well done! Did you agree with all or some of Bob's opinions? Whether or not you did, an important message is to try to see things from other people's perspectives and not simply to believe that we own the truth.

### Exercise: Asking questions | Track 8 MEDIUM

**Ken Taylor:** In his article, Bob Dignen suggests that we need to investigate other people's "truths" — their beliefs and perspectives — by asking the right questions. Let's practise this now. You will hear a statement. I'll then give you some key words. In the pause, make a question using these words in order to check the basis of the statement. Then you will hear our version. Don't worry if your question is slightly different. OK. Let's start.

#### align sth.

- etw. auf eine Linie bringen

#### confidential

- vertraulich

#### negotiate sth.

- etw. ver-, aushandeln

#### purchaser ➔ Einkäufer

#### purely

- hier: lediglich

#### reject sth.

- etw. ablehnen

#### slippery

- rutschig; hier: nicht verlässlich

- We need to invest more in marketing materials.
  - Why. Think.
  - Why do you think that?
- The statistics prove this clearly.
  - Do. Exact. Figures.
  - Do you have the exact figures?
- The proposal is incomplete.
  - What. Think. Missing.
  - What do you think is missing?
- That's not a good approach to the problem.
  - Do. Have. Alternative.
  - Do you have an alternative?
- We need to extend the deadline.
  - Why. Say. That.
  - Why do you say that?
- I have a different viewpoint.
  - How. See. Situation.
  - How do you see the situation?

**Ken Taylor:** Good. Asking questions helps you to find out what others think, test your own views, and also opens up the possibility of discovering new ideas and insights.

### Exercise: Dialogue | Track 9 **ADVANCED**

**Ken Taylor:** In discussions, there will often be disagreements. But it's important to disagree constructively so that you don't discourage people from sharing their opinions. Listen to this conversation between Joanne and Martin. Listen carefully to how Joanne disagrees with Martin's ideas.

**Martin:** It's clear to me that we need to end our dependence on exclusive distributors. Don't you think so?

**Joanne:** I'm not sure about that, Martin. Why do you think that? I think most of them are doing a good job.

**Martin:** But John has come up with some statistics that show it's better to have distributors competing in the market.

**Joanne:** Are you sure that his figures are totally reliable? His report was done rather quickly and for another purpose.

**Martin:** What about last year's sales survey?

**Joanne:** Well, that data can be interpreted in several ways. It's not really conclusive evidence.

**Martin:** True, but it's common sense, isn't it?

#### approach

► Herangehensweise

compete ► konkurrieren

conclusive ► schlüssig

#### distributor

► Vertriebshändler

evidence ► Belege

reliable ► verlässlich

sales ► Vertrieb

survey ► Untersuchung,

Umfrage

**Joanne:** Look, I partly agree with you. But I think we should explore the different possibilities more thoroughly.

**Martin:** Well, you know where I stand.

**Joanne:** Let's collect the different views of our colleagues on this and discuss it at our monthly meeting. OK?

**Martin:** OK, let's do that.

**Ken Taylor:** Joanne clearly did not fully agree with Martin. But she signalled this in a constructive way and showed that she was prepared to listen to his ideas. Now, you try. You take the part of Joanne in a new conversation with Martin. First, you will hear Martin speak. Then, I'll suggest what you should say. You speak in the pause. Afterwards, you will hear Joanne's version.

**Martin:** We need to be tougher with our suppliers.

■ Say you are not sure and ask why.

**Joanne:** I'm not sure about that, Martin. Why do you think that?

**Martin:** We need to increase our margins.

■ Tell Martin that you think most of your suppliers have very low margins.

**Joanne:** I think that most of our suppliers have very low margins.

**Martin:** But there's an industry report that supports my idea.

■ Ask if Martin's sure the report's statistics are totally reliable.

**Joanne:** Are you sure the report's statistics are totally reliable?

**Martin:** The report was done by consultants in our sales department.

■ Ask whether the report was done for another purpose.

**Joanne:** Wasn't the report done for another purpose?

**Martin:** True. But what about last year's logistics survey?

■ Say the evidence from that survey is not conclusive.

**Joanne:** Well, the evidence from that survey is not conclusive.

**Martin:** But it's common sense, isn't it?

■ Say you partly agree with Martin but think you should explore other possibilities more thoroughly.

consultant ▶ Berater(in)

industry report

▶ Branchenbericht

margin ▶ Marge,  
Gewinnspanne

sales department

▶ Vertriebsabteilung

thoroughly

▶ gründlich

**Joanne:** Look, I partly agree with you, but I think we should explore other possibilities more thoroughly.

**Martin:** Well, you know what I mean.

■ Suggest you collect your colleagues' ideas on this and discuss it at your monthly meeting.

**Joanne:** Let's collect our colleagues' ideas on this and discuss it at our monthly meeting.

**Ken Taylor:** Good! Disagreeing constructively helps to generate new ideas, insights and solutions. It's the basis of effective decision-making and is more likely to lead to the decisions having widespread support.

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## PERSONAL TRAINER

### Interview with Ken Taylor

#### Introduction | Track 10

**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 Taylor 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 11 EASY

**Erin Perry:** Welcome, Ken. I believe you spoke to someone with a rather unusual job this time.

**Ken Taylor:** Yes, his name's Enrico Magnani and he's an Italian artist, actually well-known for his original abstract artworks. He's an interesting man, who at one time was a researcher in nuclear fusion at Karlsruhe Institute of Technology before becoming a successful artist.

**Perry:** And which topics did you discuss with Enrico?

**Taylor:** We discussed how Enrico explains and presents his work at exhibitions.

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

**Taylor:** We talked about how to touch an audience emotionally when presenting. And about making mistakes and learning from them. We also discussed working in second languages and about how you do not need to be perfect to get your ideas across. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

**audience** ► Publikum

**exhibition** ► Ausstellung

**get sth. across**

► etw. überbringen

**issue** ► Ausgabe

**nuclear fusion** ► Kernfusion

**researcher** ► Forscher(in)

**topic** ► Thema

**Perry:** What can listeners do if they would like to ask you questions related to their 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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## SKILL UP!

### Job interviews

#### Introduction | Track 12

**David Ingram:** Let's "skill up" now on our language, with some terms relating to job interviews.

**Erin Perry:** Yes, job interviews are a key stage in the process of finding a new job. And there are a number of idiomatic expressions relating to this area. Let's practise some of them. OK?

#### Exercise: Job interview idioms | Track 13 MEDIUM

**Erin Perry:** In this exercise, we'd like you to form some idioms. First, you'll hear a description of a situation and then two suggestions, a) and b). In the pause, choose the correct suggestion to form the idiom relating to the area of job interviews. Then you'll hear the correct answer. OK? Let's get started.

- If you apply "on spec", ...
  - a) you apply for a specific job whose requirements are specified on a company's website.
  - b) you do not apply for an advertised job, but instead send your application to an organization asking them if they have any suitable jobs for you.
    - b) is correct. If you apply "on spec", you send an application to an organization although they did not advertise a vacancy. OK, next one.
- If someone is "cut out for a job", ...
  - a) they are taken off the list of suitable candidates.
  - b) they are perfectly suited to the job.
    - b) is correct. If someone is "cut out for a job", they have all the necessary qualities to do it well. Next one.
- If something is "a piece of cake", ...
  - a) it is very hard.
  - b) it is very easy.
    - b) is correct. If something is "a piece of cake", it is very easy. OK, here's the last one.
- If you "pull the wool over someone's eyes", ...
  - a) you deceive them in order to get a personal advantage.

**deceive sb.**

► jmdn. täuschen

**suitable** ► passend

**vacancy** ► freie Stelle



- b) you hide something from them.
- a) is correct. If you “pull the wool over someone’s eyes”, you give them a false idea of what you really are or really know.

**Erin Perry:** Did you get all those idioms right? If not, go back and try them again.

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## FALSE FRIENDS

### Exercise: Translation | Track 14 MEDIUM

**David Ingram:** Let’s continue “skilling up” on our vocabulary. Here, we’ll look at some false friends relating to job interviews. False friends are pairs of words that sound similar in German and in English. But their meanings are very different, so they can cause misunderstandings. Now, in this exercise, we’d like you to translate some German words and sentences into English, being careful to avoid the false friends. Let’s begin.

**Erin Perry:** Our first word refers to the long strip of fabric that men put around their necks under the collar of a shirt and then tie in a knot in front. Translate this word, please.

**German:** Krawatte

**English:** tie

**David Ingram:** Don’t say “cravat” here. A “cravat” is also worn by men around their necks and is also a piece of fabric. But it is shorter and wider than a tie and is worn inside the collar of a shirt. The German word *Krawatte* is “tie” in English. Please translate this sentence.

**German:** *Muss er für das Bewerbungsgespräch eine Krawatte tragen?*

**English:** Does he have to wear a tie for the job interview?

**Erin Perry:** Our next word refers to a cover that is made of cardboard or plastic and used to hold sheets of paper. Please translate this word.

**German:** *Mappe*

**English:** folder

**David Ingram:** “Map” is wrong here as this refers to a diagram or plan of a country or city. The English translation of the German word *Mappe* is “folder”. Translate this sentence now.

**German:** *Meine Schulzeugnisse sind in der blauen Mappe.*

**English:** My school reports are in the blue folder.

**Erin Perry:** You use our next word when you want to talk about courses of study that you have finished. Translate this word now.

cardboard ➤ Pappe

collar ➤ Kragen

fabric ➤ Stoff

knot ➤ Knoten

**German:** absolvieren

**English:** complete

**David Ingram:** You can't say "absolve" as this means "to state that someone is not guilty or responsible for something". The German verb *absolvieren* is translated as "complete" in English. Please translate this sentence.

**German:** Wann werden Sie den Englischkurs absolvieren?

**English:** When are you going to complete the English course?

**Erin Perry:** OK, our last word means "within something" — for example within a company or organization. Please translate this word.

**German:** intern

**English:** internal, internally

**David Ingram:** Don't say "intern" as this refers to someone who works in a company to get practical experience. The German word *intern* is "internal" as an adjective or "internally" as an adverb in English. Translate this sentence, please.

**German:** Gibt es einen internen Bewerber für die offene Stelle?

**English:** Is there an internal applicant for the vacancy?

**Erin Perry:** Well done.

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## CAREERS & MANAGEMENT

### How to leave a job well

#### Introduction | Track 15

**Erin Perry:** David, remember when you left that job a few years ago because you were so unhappy?

**David Ingram:** How could I forget? And you know what the best thing was? When I left, I told both my boss and my colleagues exactly what I thought of them, how useless they were and how I hoped I'd never seen any of them ever again.

**Erin Perry:** Um, yes, that might not have been such a good idea, David.

**David Ingram:** You're joking, right?

**Erin Perry:** Er, no, David. Experts agree that it's actually important to leave a job on a good note. That's the topic of our How to... section in the latest issue of *Business Spotlight*. And our Careers & Management editor, Margaret Davis, is here in the studio now. So, why don't you ask her for some advice on how to do things better next time?

**David Ingram:** Ah, OK, will do.

#### Interview: Margaret Davis | Track 16 **ADVANCED**

**David Ingram:** Welcome, Margaret. Tell me, if you're leaving a job anyway, why shouldn't you just tell your boss or colleagues what you really think of them?

**Margaret Davis:** That might seem tempting, especially if you weren't happy in your job, but trust me, it's a very bad idea.

**Ingram:** Why is that?

**Davis:** Well, for one thing, it's not polite. But more important for your future career, you never know when you leave a job whether you might have to deal with your former boss or colleagues again. You also don't know who your boss or colleagues know and what they might say to potential contacts about you. And if you want a positive reference from your former employers, you should not antagonize them in your exit interview.

**Ingram:** Right, the exit interview. What is that exactly?

**Davis:** This is a practice that started in the US and it's spreading to other countries. Typically, in an exit interview, someone from your HR department will ask you to fill in some forms, and your boss will probably ask you about your experience with the company. Try to be constructive if the boss asks for critical comments. Say what you liked about the job and about the company, and what you learned there. And if you have practical ideas for how the company could improve processes, you can tactfully express them. Your boss might also ask why you're leaving. If you're going to another com-

pany, you could be asked about that and what the other company offers compared to your current employer.

**Ingram:** And if your company doesn't do exit interviews, how can you express your views?

**Davis:** Careers experts say that you can talk to colleagues or to your line manager informally. You can tell them what you liked about the job and — again, tactfully — suggest some things that could be done to improve the workplace. Just be careful not to swear or yell or throw things...

**Ingram:** Good advice. I'll try to do things better next time I leave a job! Thank you very much, Margaret.

**Davis:** You're welcome. Thank you!

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#### antagonize sb.

► jmdn. gegen sich aufbringen

#### contact

► hier: Kontaktperson

#### exit interview

► Entlassungsgespräch

#### fill sth. in

► etw. ausfüllen

#### form

► Formular

#### for one thing

► zum einen

#### HR department

► Personalabteilung

#### line manager UK

► direkte(r) Vorgesetzte(r)

#### reference

► (Arbeits-)Zeugnis

#### swear

► fluchen

#### tempting

► verlockend

#### trust me

► hier: glaube(n) Sie) mir

#### yell

► schreiben

#### you're welcome

► gern geschehen

## GRAMMAR

### Using “should”

#### Introduction | Track 17

**Erin Perry:** OK, time for some grammar! This time, we’re going to look at how to use the word “should”.

**David Ingram:** Oh, come on, Erin! You’re not gonna start telling me what I should and shouldn’t do, are you?

**Erin Perry:** No, no. You shouldn’t be so suspicious, David. We just want to practice some of the different usages of this little word. OK? We should get started.

#### Exercise: “Should” and “shouldn’t” | Track 18

##### MEDIUM

**Erin Perry:** In this exercise, you’ll hear a sentence. In the pause, reword the sentence using “should” or “shouldn’t”, without changing the meaning. Then you’ll hear the correct answer. Ready?

1. It would be a good idea for us to accept their offer.
  - We should accept their offer.
2. We expect to arrive by midday.
  - We should arrive by midday.

3. It is not advisable to outsource the IT department.
  - The IT department shouldn’t be outsourced.
4. I don’t think you’ll have any problems.
  - You shouldn’t have any problems.
5. I think that taxes on alcohol ought to be increased.
  - Taxes on alcohol should be increased.
6. I don’t think I would worry if I were you.
  - I shouldn’t worry if I were you.
7. If there’s a problem, you can always call me.
  - Should there be a problem, you can always call me.

**Erin Perry:** How did you do? If you found that exercise difficult, well, you should go back and try it again, shouldn’t you?

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## EASY ENGLISH

### Ken Taylor on talking about goals

#### Introduction | Track 19

**David Ingram:** Erin, what are your goals for your work in 2018?

**Erin Perry:** My goals, David? Hmm, I haven't really given much thought to that. I guess I'm planning to, um, well, you know, um...

**David Ingram:** OK, OK. I don't want to put you under pressure, but thinking about your work goals — and being able to communicate them effectively — is a key skill in the business world. Here's our communication skills expert, Ken Taylor, once again with some exercises.

**Erin Perry:** Oh, excellent. I'm sure he's got some helpful advice for me.

#### Exercise: Vocabulary | Track 20 EASY

**Ken Taylor:** You need to have clear goals in your work. Clear goals can help to motivate you to improve your performance. Clear goals can help you to measure your success. And clear goals help when you are talking about what you are doing and why you are doing it. In this first exercise, we will practise some vocabulary you'll need when talking about your goals. First, you will hear a verb. Then you will hear two alternative explanations, **a)** and **b)**. In the pause, choose the explanation that best matches that verb. Then you will hear the correct answer. Let's start.

1. "To prioritize". Does this mean...

**a)** to deal with things in order of importance and urgency?

**b)** to deal with things before reaching an agreed deadline?

► **a)** is correct. "To prioritize" means "to deal with things in order of importance and urgency". OK, next one.
2. "To focus". Does this mean...

**a)** to have a good idea about something?

**b)** to concentrate your attention on something?

► **b)** is correct. "To focus on something" means "to concentrate your attention on it". Next one.
3. "To collaborate". Does this mean...

**a)** to cooperate?

**b)** to join?

► **a)** is correct. "To collaborate" means "to cooperate". OK, next one.
4. "To launch". Does this mean...

**a)** to start?

**b)** to sell in an active way?

► **a)** is correct. "To launch something" means "to start it". Next one.

urgency ► Dringlichkeit

5. “To target”. Does this mean...
- to achieve?
  - to aim at?
    - b)** is correct. “To target something” means “to aim at it”. Next one.
6. “To specify”. Does this mean...
- to describe precisely?
  - to question?
    - a)** is correct. If you “specify something”, you describe it precisely. OK, next one.
7. “To process”. Does this mean...
- to deal with something systematically?
  - to deal with something in a better way?
    - a)** is correct. “To process something” is to deal with it systematically. OK, last one.
8. “To highlight”. Does this mean...
- to emphasize?
  - to exaggerate?
    - a)** is correct. “To highlight something” is to emphasize it.

**Ken Taylor:** Good. Did you know all those words? If you didn't, go back and learn the ones you missed. They are all useful when talking about your work goals.

### Exercise: Dialogue | Track 21 EASY

**Ken Taylor:** Now, let's practise these verbs in context. First, listen to this short extract from a presentation by Janine, who is head of sales. Listen in particular for the words we've just practised and how they are used.

**Janine:** Our new product range will be launched in three months' time. Let me specify what I expect from this team. We have to focus on our distributors. They need to prioritize learning the technical details. We also have to highlight the benefits of the products. And we have to collaborate closely with our distributors and help them to target the right customer segment. Remember, too, that we have to be patient. We know that the distributors will need time to process all this new information.

#### achieve sth.

- ▶ etw. erreichen, erzielen

#### collaborate with sb.

- ▶ mit jmdm. zusammenarbeiten

#### distributor

- ▶ Vertriebshändler

#### emphasize sth.

- ▶ etw. hervorheben

#### exaggerate ▶ übertreiben

#### highlight sth.

- ▶ etw. hervorheben

#### launch sth.

- ▶ etw. auf den Markt bringen

#### learn sth.

- ▶ hier: sich mit etw. vertraut machen

#### prioritize sth.

- ▶ hier: etw. Priorität einräumen

#### process sth.

- ▶ etw. verarbeiten; hier: erfassen

#### product range

- ▶ Produktpalette

#### specify sth.

- ▶ etw. näher ausführen

#### target sth.

- ▶ auf etw. abzielen

**Ken Taylor:** Janine used all of the verbs from the first exercise. Let's see if you can remember them. We'll take Janine's sentences one at a time. The verbs will be replaced by alternatives. I'll ask you to say one of the verbs we practised that means the same as the alternative. You speak in the pause. Then you will hear the correct answer and the full sentence again. OK. We'll begin.

**Janine:** Our new product range will be started in three months' time.

- Started? Another word.
- Launched. Our new product range will be launched in three months' time.

**Janine:** Let me describe precisely what I expect from this team.

- Describe precisely? One word.
- Specify. Let me specify what I expect from this team.

**Janine:** We have to concentrate our attention on our distributors.

- Concentrate our attention? One word.
- Focus. We have to focus on our distributors.

**Janine:** They need to urgently deal with learning the technical details.

- Urgently deal with? One word.
- Prioritize. They need to prioritize learning the technical details.

**Janine:** We also have to emphasize the benefits of the products.

- Emphasize? Another word.
- Highlight. We also have to highlight the benefits of the products.

**Janine:** And we have to cooperate closely with our distributors.

- Cooperate? Another word.
- Collaborate. And we have to collaborate closely with our distributors.

**Janine:** And we have to help them to aim at the right customer segment.

- Aim at? One word.
- Target. And we have to help them to target the right customer segment.

**Janine:** We know that the distributors will need time to deal systematically with all this new information.

- Deal systematically with? One word.
- Process. We know that the distributors will need time to process all this new information.

**Ken Taylor:** How was that? You can always go back and do the exercise again if you found it

**emphasize sth.**

- etw. hervorheben

**urgently**

- dringend

difficult. And remember: it's important to try to match your personal goals with those of your organization. Then it is much easier to show clearly to others the benefits of achieving those goals.

*Business Spotlight 1/2018, pp. 54–55*

## TECHNOLOGY

### English 4.0: The next Big Thing

**Introduction** | Track 22

**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 this time, we're going to be looking at a subject that fascinates many people and one that is moving rapidly from the world of science fiction to everyday reality — artificial intelligence.

**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 23 **ADVANCED**

**Erin Perry:** Welcome, Eamonn. Your latest English 4.0 column is about artificial intelligence. One of the key developments recently has been the growth of virtual assistants such as Siri or

Alexa, which many people use on their smartphones and other devices. How intelligent are these assistants exactly?

**Eamonn Fitzgerald:** Well, when you consider that ten years ago, we didn't have smartphones, they are incredibly, amazingly intelligent. And if we look down the road ten years from now, it will be astonishing what they can do. At the moment, they can do things like, let's, for example, say we ask Cortana, the Windows assistant: "What is the temperature in Dubai?". And the female voice of Cortana will say: "It is sunny and 27 degrees." Or consider the very popular Apple assistant, Siri. We could say: "Hey, Siri, can you reserve a table for four on Saturday evening at eight p.m. at Bocca di Lupo?", which is, by the way, a very trendy London restaurant in the Soho district. So, this is where we are at the moment. And when we look at what systems like Amazon's Alexa and the Nest home heating, air-conditioning control system could do, then we are on the way to a world where these things will play an increasing role in our lives, and learn from our habits and be able to anticipate our needs.

amazingly ➤ verblüffend

anticipate sth.

➤ etw. vorhersehen

heating ➤ Heizung

home ➤ hier: Wohnungs-

incredibly

➤ unglaublich

look down the road

➤ in die Zukunft blicken

topic ➤ Thema



**Perry:** And what developments can we expect from such virtual assistants in the future?

**Fitzgerald:** It is very difficult to say what the future will be like, but if the present progress continues, then on the personal level, we can expect these assistants to be, as I said, an integrated part of our lives. But the really interesting action, I think, will be in the business world. More and more, we are expected to multitask, and we now do so many things that it is becoming almost impossible to manage all the tasks we have to do. So, we will have virtual assistants at work, and they will say things like: “Eamonn, that PowerPoint presentation you were supposed to deliver next month in Milan, well, upstairs, they have decided upon a new corporate identity and I have taken your old deck and slotted it into the new corporate identity.” Or: “Eamonn, you need to go to the dentist on Friday, and I have changed all the schedules of the other team members. Is that OK?” Now, the problem will be, as these assistants learn how we function at work, and each person’s different — I prepare differently for a meeting than other people do. And what will happen when I decide to move to another company? Will I be allowed to take my virtual assistant with me? Or will my employer say: “No, that must stay here”? But if the other company says, “we don’t want you unless you bring with you your assistant, which knows how you function and has

been trained to work with you”, we’re going to be in a world where there will be huge disputes about technology, intellectual property and artificial intelligence.

**Perry:** Thank you very much, Eamonn.

**Fitzgerald:** You’re welcome.

*Business Spotlight 1/2018, pp. 68–69*

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## ENGLISH ON THE MOVE

### Ken Taylor on making excuses

#### Introduction | Track 24

**David Ingram:** Hey, Erin, could you give me some help tomorrow with a presentation I’m working on?

**Erin Perry:** Tomorrow, David? Oh, I’m afraid I’m busy all day.

**David Ingram:** And in the evening?

**Erin Perry:** Really sorry, David. I already have something else planned.

**David Ingram:** What about the day after?

**Erin Perry:** No, sorry. I’m afraid I’m on a business trip then.

---

#### corporate identity

► Unternehmensidentität

#### deck

► (Folien-)Präsentation

---

#### intellectual property

► geistiges Eigentum

---

#### schedule ► Terminplan

#### slot sth. into sth.

► etw. in etw. einfügen;

hier: an etw. anpassen

---

#### you’re welcome

► gern geschehen

**David Ingram:** Erin? Why do I get the feeling that you're just making excuses for why you can't help me? Is something going on here?

**Erin Perry:** Well spotted, David! It's because making excuses is the subject of our latest English on the Move exercises. Here's Ken Taylor once again.

### Exercise: Using "I'm afraid" | Track 25 MEDIUM

**Ken Taylor:** Sometimes, we need to tell someone that we cannot help them or that something isn't possible. The most common phrase in English to show this is "I'm afraid" followed by an excuse. In this exercise, you will be asked a question. I'll then give you the excuse. In the pause, reply using the phrase "I'm afraid" and adding the excuse I gave you. Afterwards, you will hear a model reply. Don't worry if your answer is slightly different. Just practise using the expression "I'm afraid" with the correct intonation. Ready? We'll begin?

- Can we meet next Friday?
  - Busy all day.
  - ▶ I'm afraid I'm busy all day Friday.
- Is the report ready yet?
  - Not ready until Monday.
  - ▶ I'm afraid it won't be ready until Monday.
- Will Michael be at tomorrow's meeting?
  - Away, business trip.
  - ▶ I'm afraid he's away on a business trip.
- Can I speak to Ms Jones, please?
  - On the other line.
  - ▶ I'm afraid she's on another line at the moment.
- They cost €200 each. Is that OK?
  - Too expensive.
  - ▶ I'm afraid that's too expensive.
- Can you guarantee delivery by the end of next week?
  - Production problems.
  - ▶ I'm afraid we've had some production problems.
- Have you booked the flights?
  - Haven't had time.
  - ▶ I'm afraid I haven't had the time to do that yet.

**Ken Taylor:** How was that? You could practise this exercise several times — making different excuses each time. But I'm afraid we have to stop there because we're running out of time on this track!

line ▶ hier: Leitung

**Exercise: Dialogue** | Track 26 **MEDIUM**

**Ken Taylor:** Listen now to a telephone conversation between Moira Sharpe, a key account manager, and Paul Hilton, a customer. Moira is explaining why a promised delivery did not arrive on time. Listen in particular to the different phrases that Moira uses to apologize — and make a list of them. Afterwards, we'll practise them.

**Paul:** Rainbow Printers, Paul Hilton speaking.

**Moira:** Hello, Mr Hilton. This is Moira Sharpe from Green's Office Supplies. I'm phoning to apologize for the difficulties we caused you. I'm really sorry for the late delivery of the materials for your copiers.

**Paul:** Ah, yes. That did cause us a bit of a problem. We had two or three large printing orders that we had to delay and one order that we had to ask a competitor to help us with.

**Moira:** I'm really sorry about that.

**Paul:** Well, we had to apologize to our customers and offer them a ten per cent discount for the late delivery.

**Moira:** I do understand your situation. Perhaps I could explain what happened.

**Paul:** Go ahead.

**Moira:** Our main supplier of printing ink had a problem. Their production line broke down and proved tricky to get started again. This meant they had a backlog of work to catch up with.

And we couldn't get the ink from another supplier in time either. Hence the delay.

**Paul:** Look, I don't want to be rude but that was your problem — not mine. Mine was the late delivery of my order.

**Moira:** I totally agree. We do apologize for all the inconvenience. We really value you as a customer. For that reason, we would like to offer some compensation. Firstly, we would like to give you a 20 per cent discount on the order. And secondly, we've agreed with our printing ink supplier to provide you with free ink to the value of the late delivery when you next order from us.

**Paul:** Hmm, apology accepted. And we appreciate the compensation. I'll let our management know what we've agreed.

**Ken Taylor:** Moira has kept her key account by the sound of it — but at some cost. Without the

apologize for sth.

► sich für etw. entschuldigen

apology ► Entschuldigung

appreciate sth.

► etw. zu schätzen wissen

backlog ► Rückstand

catch up with sth.

► etw. aufholen

compensation

► Entschädigung

competitor ► Mitbewerber(in), Konkurrent(in)

discount ► Preisnachlass

go ahead ► leg(en) Sie) los

hence ► daher

inconvenience

► Unannehmlichkeit(en)

in time ► rechtzeitig

office supplies

► Bürobedarf

printers ► Druckerei

printing ink ► Druckertinte

production line

► Produktionsanlage

rude ► unhöflich

tricky ► schwierig

discount and free ink supplies, Paul wouldn't have been happy. But Moira's apologies and excuses also helped to support the relationship. Did you make of list of the key phrases that Moira used? Let's practise them now. I'll tell you what to say. You speak in the pause. Then you will hear Moira again. Good. We'll begin.

- Say you're phoning to apologize for the difficulties you caused.
  - I'm phoning to apologize for the difficulties we caused you.
- Say that you're really sorry for the late delivery.
  - I'm really sorry for the late delivery.
- Say that you understand their situation.
  - I do understand your situation.
- Offer to explain what happened.
  - Perhaps I could explain what happened.
- Apologize for the inconvenience.
  - We do apologize for all the inconvenience.

**Ken Taylor:** Well done! These are all useful phrases for when you have to make excuses and apologize. Learn any that you did not know and keep them in mind to use when things go wrong.

*Business Spotlight 1/2018, p. 62*

## INSIGHT

### Business news with Ian McMaster

#### Introduction | Track 27

**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 diesel vehicles should be banned from cities. We're also going to talk about rising interest rates in the UK and the possibility of a "Minsky moment" in China.

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

#### Business news: Diesel vehicles, interest rates and China | Track 28 **ADVANCED**

**Erin Perry:** So, Ian, you said the first topic was about whether diesel vehicles should be banned from cities. That's a very controversial debate at the moment, right?

**McMaster:** It certainly is. And it's the topic of our latest debate in the Head-to-Head section of *Business Spotlight*. Now, the argument for banning diesel vehicles is very simple — and it is that the emissions from such vehicles lead to

diesel vehicle

➤ Dieselfahrzeug

topic ▶ Thema

large numbers of premature deaths. Those in favour of a ban therefore argue for the creation of “clean-air zones”: the oldest and most polluting vehicles would be prohibited from entering such zones. They also argue that banning diesel vehicles would encourage the development of electric vehicles and would also lead to improved public transport. On the other hand, opponents of a ban on diesel vehicles argue that such a ban isn't in itself going to solve the pollution problem as there are many other causes. They also argue that a ban on diesel vehicles would have a serious negative impact on the economy and on consumers, and that the carbon footprint of battery production for electric vehicles is also not inconsiderable. 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 rising interest rates in the UK. Is that good news or bad news?

**McMaster:** Well, that depends on who you are. At the beginning of November 2017, the Bank of England raised interest rates for the first time in ten years. Its key bank rate went up from 0.25 per cent to 0.5 per cent. And Bank of England governor Mark Carney said that interest rates were likely to go up twice more over the coming three years. In raising interest rates, the Bank of England was following the example of the

Federal Reserve in the United States, whereas the European Central Bank has continued to resist interest rate rises. The increase in rates in Britain is good news for savers, who will receive more interest. It's bad news, on the other hand, for people who want to borrow money, for example, to finance the purchase of a home, and also for those who have already borrowed money at a variable interest rate. These people will in future have to pay more interest on their mortgages.

**Perry:** Finally, you mentioned a possible “Minsky moment” in China. What on earth is that?

**McMaster:** Hyman Minsky was an American economist who was born in 1919 and died in 1996. And one of Minsky's key ideas, which received increased attention after the financial crash of 2007 to 2008, was that periods of stability in the financial and economic system have a tendency to lead to speculative bubbles,

#### argue for sth.

- ▶ Argumente für etw. vorbringen, für etw. eintreten

#### carbon footprint

- ▶ CO<sub>2</sub>-Bilanz

#### home ▶ hier: Haus, Wohnung

- ▶ impact ▶ Auswirkung, Effekt

#### interest rate ▶ Zinssatz

#### key bank rate

- ▶ Leitzins(satz)

#### mortgage

- ▶ Hypothek

#### polluting ▶ verschmutzend;

- hier: schadstoffreich

#### pollution

- ▶ (Umwelt-)Verschmutzung

#### premature ▶ vorzeitig

#### purchase ▶ Kauf

#### speculative bubble

- ▶ Spekulationsblase

with excessive levels of borrowing, and then a moment comes, a  tipping point , the so-called Minsky moment, when things turn downward and there is potentially a crash with falling  asset  prices. And in October 2017, the Chinese central bank warned of a potential “Minsky moment” if China’s growth continued strongly and  policymakers  failed to take measures to  restrain  the dramatic increase in borrowing that the economy has seen. And, of course, if there were to be a crash in China, that would have a dramatic impact on the rest of the world.

**Perry:** Fascinating! So I guess we should all keep our eyes on China. And before you go, Ian, we have one more question for you this time. I noticed recently that *Business Spotlight* has completely redesigned and reorganized its website. Could you tell us a little bit about the thinking behind that?

**McMaster:** Yes, as you said, we’ve redesigned our website, which you can find at [www.business-spotlight.de](http://www.business-spotlight.de). And we also optimized the site for use on smartphones and tablets. What you can find on the new website is a combination of texts, exercises and audio  files  from our various *Business Spotlight* products. And one particularly exciting new element is our vocabulary trainer. This enables you to collect vocabulary, create your own  customized  database and test yourself regularly until you are  word-perfect . I

would certainly recommend trying that out — and it’s also good fun!

**Perry:** OK, thanks very much, Ian. I’ll be sure to have a good look at the website. And we  look forward to  hearing from you again next time.

**McMaster:**  You’re welcome .

*Business Spotlight* 1/2018, pp. 18–19, 20–21, 57

## SHORT STORY

### Introduction | Track 29

**Erin Perry:** David, tell me something. Who do you really hate?

**David Ingram:** I’m not sure I hate anyone, Erin. That’s not a very nice emotion.

**Erin Perry:** Come on, David. There must be someone, surely.

**David Ingram:** Well, I guess there was that former boss of mine, who I really didn’t like at all. But, otherwise, nobody really. Anyway, why do you ask?

**asset** ➤ Kapitalanlage, Vermögenswert

**customized**

➤ maßgeschneidert, individuell

**file** ➤ Datei

**look forward to sth.**

➤ sich auf etw. freuen

**policymaker** ➤ politische(r) Entscheidungsträger

**restrain sth.**

➤ etw. zurückhalten; hier: Einhaltung gebieten

**tipping point** ➤ kritische Schwelle, Wendepunkt

**word-perfect: be ~**

➤ den Text perfekt beherrschen

**you’re welcome**

➤ gern geschehen

**Erin Perry:** Well, hating people is the topic of our latest short story, by James Schofield, which is called simply “Hate”. Let’s listen now and find out more.

## Hate | Track 30 MEDIUM

It isn’t healthy to hate — it does bad things to you. You see it sometimes with parents whose children have been killed, especially if it’s taken a long time to bring somebody to justice. Hatred cuts scars into their faces, so imagine what it does to their health. Nothing good.

That’s why I’ve always made it a rule not to hate. There have been people I disliked and avoided, but I’ve never hated them. However, as with all rules, there’s always an exception — and in my case, it was somebody from school, Mickey Jones.

I hadn’t heard anything about him for almost 25 years when, one day, I got a phone call from an investment bank. They were asking whether I would do the catering for an event they were organizing. Faisal Baqri, the personal assistant I spoke to, sounded like he was close to a nervous breakdown.

“The food must be the very best. My manager is company chairman and this event is a party for our top clients. Now, could you make sure that...?”

I wasn’t worried. I’ve been running my catering business for a long time now and PAs are

always stressed. It comes from working with senior management. I read somewhere that 20 per cent of CEOs are psychopaths, compared to one per cent in the general population. So, I guessed that this was what Faisal had to deal with.

My team and I got to the venue early. It was a fantastic place for a party, with a large terrace overlooking the River Thames and St Paul’s Cathedral. We set up the food and, shortly before the start, I did a final check of everything with Faisal. He had dark rings under his eyes and was sweating.

“Now, make sure your waiters are not doing anything when my boss makes his speech. He doesn’t like any noise when he’s talking, is that clear?”

“Don’t worry,” I said. “We’re professionals.”

“Good. What about the champagne? Is it...”

But I’d stopped listening because at that point, somebody I thought I recognized walked into the room. Mickey Jones.

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

**chairman**

▶ Vorsitzender

**cut scars into one’s face**

▶ in seinem Gesicht Spuren hinterlassen

(scar ▶ Narbe)

**hatred** ▶ Hass

**justice: bring sb. to ~**

▶ jmdn. vor Gericht bringen

**PA (personal assistant)**

▶ persönliche(r) Assistent(in)

**professional** ▶ Profi

**senior management**

▶ Geschäftsleitung

**venue**

▶ Veranstaltungsort

“Faisal?” he called out. “We should be starting in a minute!” He looked at me. My face must have shown something. Shock, I imagine.

“Do you have a problem?” His accent sounded different, not the London one that I remembered, something else. But it was him, wasn’t it? Older, fatter, but with the same arrogance. And Faisal’s fear was so typical — that’s exactly how people always were around Mickey.

“This is the caterer, Mr Jones,” said Faisal. “OK, you can go. We’re done!” he snapped at me.

Mickey turned away and walked back towards the door.

“Faisal!” he ordered. “Come!”

Faisal ran ahead of his boss to open the door. I stayed fixed to the spot, staring at their backs. It was him, surely, but what was I going to do? Because I had to do something.

\*\*\*

The party began. When you do corporate events often enough, you soon recognize who is good at these things. And — credit where it’s due — Mickey was very good. He went through the room like oil in a machine: a quick word and a smile here, a little joke and a pat on the back there, a kiss on both cheeks for the women and a strong, double-handed handshake for the men.

This was a new side to Mickey for me. On the north London council estate where we’d grown up, charm wasn’t necessary. The abil-

ity to inspire fear was what you wanted, and Mickey had had that in buckets.

I watched and waited. I had a plan — not a very good one for my business — but the best I could think of at that moment. Faisal went up to the microphone at the front of the room.

“Ladies and gentlemen, I hope you’ve enjoyed your food. Now, I’d like to ask our host tonight to say a few words...” But before Mickey could move, I took the microphone and I told them everything. How Mickey had terrorized everybody on the estate and at the local school, how he’d tormented one Asian kid so much he’d handed himself, how he’d turned my best friend into a drug addict, how he’d bullied me for years for being gay. There was a lot to tell.

The guests were shocked, but to my surprise, Mickey did nothing. He watched with a little smile on his face until I’d finished, then stepped forward and took the microphone. The room

#### bully sb.

► jmdn. tyrannisieren

#### corporate ► Firmen-

#### council estate UK

► Siedlung mit Sozialwohnungen

#### credit where it’s due

► Ehre, wem sie gebührt

#### drug addict

► Drogenabhängige(r)

#### host ► Gastgeber(in)

#### in buckets ifml.

► eimerweise; hier: im Übermaß

#### pat ► Klaps

#### snap at sb.

► jmdn. anblaffen

#### stay fixed to the spot

► wie angewurzelt stehen bleiben

#### torment sb.

► jmdn. quälen



was so quiet I could hear my heart beating like a steam hammer.

“Well, that sounds terrible,” he said slowly. “And I’m really sorry these things happened to you. However, I’m afraid you’ve made a mistake. Yes, my name is Michael Jones, and clearly I look like this bloke you once knew. But as everybody in this room knows, I grew up in Australia, not London...”

\*\*\*

Mickey and Faisal found me a couple of hours later outside on the deck, staring at the river and wondering whether I should jump in. When I saw them, I went over to apologize.

“I’m so sorry, Mr Jones. I won’t be sending a bill for this evening’s catering and I hope that you can forgive me for making such a mistake.”

Mickey stared at me for a while, then shook his head. “You really are stupid, aren’t you?” he said, and suddenly the London accent I remembered was back.

He saw it on my face and nodded. “That’s right. It is me. After leaving that stupid school we went to, I spent some time in Sydney. That was where I made my money. Then I came back here and reinvented myself as the dynamic entrepreneur from down under. The moment I saw your face, I guessed what you wanted to do, so I told Faisal to let you make your sad little speech. I wanted to give you another lesson in humiliation.”

“It’s true, then,” said Faisal. “Everything?”

Mickey laughed loudly.

“Pretty much. Don’t remember the Asian kid hating himself, but it’s possible. I kicked a lot of them around. Which brings me to ... you!” he looked at Faisal and laughed again. “Good job this evening — but you’re fired. I told security to clear your desk.”

“After what I’ve heard this evening, I suppose I shouldn’t be surprised. But what for, exactly?” Faisal asked.

“For hiring this little pervert. Well, good night to you both. That was a lot of fun!” And then he left.

I waited a moment, then I offered Faisal my whisky flask.

“I’m sorry,” I said. “I didn’t want you to get involved in my feud. Though it wasn’t much of a feud, really. He won. Again. I didn’t achieve anything.”

#### achieve sth.

- etw. erreichen

#### apologize

- sich entschuldigen

#### beat like a steam hammer

- wie wild pochen
- (steam hammer)
- Dampfhammer)

#### bloke UK ifml.

- Typ, Kerl

#### clear sth.

- hier: etw. räumen

#### down under ifml.

- Australien

#### entrepreneur

- Unternehmer(in)

#### feud ➔ Fehde

- flask ➔ Flachmann

#### humiliation

- Demütigung

#### kick sb. around

- jmdn. herumstoßen

#### pervert

- Perversling

Faisal looked at me for a while, took another drink from my flask and then seemed to make a decision.

“I don’t know about that,” he said, pulling a small body cam from the top pocket of his jacket and handing it over to me. “What will his clients say when you post this video on social media?”

*Business Spotlight 1/2018, pp. 60–61*

## CONCLUSION | [Track 31](#)

**David Ingram:** Well, we’ve come to the end of *Business Spotlight Audio 1/2018*. 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](http://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.

**body cam** ► kleine, am Körper getragene Videokamera

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**Doug Bolduc** (US): Business Skills, Skill Up!, False Friends, Grammar, Easy English, English on the Move  
**Margaret Davis** (CAN): Careers & Management  
**Eamonn Fitzgerald** (IRE): Technology  
**Tania Higgins** (UK): Business Skills, Skill Up!, False Friends, Grammar, Easy English, English on the Move  
**Ian McMaster** (UK): Insight  
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### Kundenservice:

[abo@spotlight-verlag.de](mailto:abo@spotlight-verlag.de)

### Redaktion:

[business@spotlight-verlag.de](mailto:business@spotlight-verlag.de)

### Geschäftsführer:

Rudolf Spindler, Jan Henrik Groß  
 Amtsgericht München  
 HRB 179611  
 USt-IdNr. DE 265 973 410

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