

INTRODUCTION | Track 1

David Ingram: Welcome to *Business Spotlight Audio* 7/2018. 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 various aspects of your career, including tips for self-development and for negotiating a pay rise. We also have a special short story for you about a job that is, well, made in heaven.

Erin Perry: And for something completely different, in our Technology section, Eamonn Fitzgerald talks about developments at one of Germany's most important companies — Siemens.

David Ingram: And, 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 from the United States about telephone booths.

David Ingram: Telephone booths? Are you serious, Erin? Or are you just calling my bluff?

Erin Perry: Very funny. No, this is a true story, David, about the way that a number of US businesses are now installing their own phone booths.

David Ingram: Why are they doing that?

Erin Perry: Well, let's listen to the story now and find out. And, as you listen, try to answer this question: what is the price range for phone booths made by the firm Zenbooth? Ready? Listen now.

Return of the phone booth | Track 3 EASY US

As more and more people use cell phones, traditional phone booths are disappearing. Or at least the public ones are. Now, some U.S. businesses are starting to install their own company phone booths.

Increasingly, people are complaining that others are disturbing them by talking loudly on their cells. "I really felt like I couldn't do anything else when someone was on a cell phone," says Lauren Emberson in *Psychological Science*. "I couldn't read. I couldn't even listen to my music." Zenbooth of Berkeley, California, is trying to change that. Zenbooth makes phone booths ranging in price from \$3,995 (€3,480) to \$15,995. It has sold its products to companies including Volkswagen, Gizmodo Media Group and Capital One.

cell phone US • Handy
cell US ifml. • Handy

phone booth
• Telefonzelle

Zenbooth's co-founder Sam Johnson says he doesn't describe the company's products as "phone booths." Instead, "we're manufacturing quiet spaces and privacy," Johnson told *The New York Times*.

Business Spotlight 7/2018, p. 8

Erin Perry: OK? Did you get the answer? What is the price range for phone booths made by the firm Zenbooth?

- The answer is between \$3,995 and \$15,995. Listen again.
- "Zenbooth makes phone booths ranging in price from \$3,995 to \$15,995."

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: For our next story, we'll turn to Britain to hear about a teacher who is simply the best in the world.

Erin Perry: Wow, that's quite a claim. I mean, I know there are a lot of good teachers out there, but... the best in the world?

David Ingram: Absolutely! This particular teacher has become the first UK winner of the Global Teacher Prize. And she works at a school in north London, where 35 different languages are spoken. Now, let's find out more.

Million-dollar teacher | Track 5 MEDIUM

Earlier this year, Andria Zafrakou defeated 33,000 teachers from 173 countries to win the Global Teacher Prize 2018. The first UK winner, Zafrakou teaches art and textiles at Alperton Community School in north London, where 35 different languages are spoken and many pupils come from poor families.

That's why Zafrakou (who has learned to say "hello" and "goodbye" in all 35 languages) will not be spending the \$1 million prize on herself. "The thought of so much money is so stressful," she told the *Financial Times*. "I want to bring artists, designers, musicians, actors into schools — and I'll be using the funds to do that. You see, the children in my school, they don't go out during the weekends."

The 39-year-old, who is married with two daughters, has been a teacher for 12 years. She is involved in after-school programmes and works with police and social services to prevent gang activity at her school. "Ultimately, teaching is not just what happens in the classroom," Zafrakou says. "We are mums, we are mentors, we are psychologists, we are role models."

Business Spotlight 7/2018, p. 9

co-founder

➤ Mitgründer(in)

community school UK

➤ (staatliche) Gemeindeschule

funds: the ➤ das Geld

manufacture sth.

➤ etw. herstellen

mum UK ifml. ➤ Mutti, Mama

privacy ➤ Privatsphäre

role model ➤ Vorbild

BUSINESS SKILLS

Ken Taylor on self-development

Introduction | Track 6

David Ingram: Erin, do you ever get the feeling that your career is in a bit of a rut and needs a boost?

Erin Perry: Well, not exactly a rut, David. But I do sometimes think that I could maybe develop some new skills. Why do you ask?

David Ingram: Well, you know, yes, it's important to keep developing. So, have you done anything about it?

Erin Perry: No, I keep meaning to, but don't seem to get around to it.

David Ingram: I know the feeling! But Bob Dignen's latest Business Skills article can help, because it's all about the topic of self-development. And our communication skills expert, Ken Taylor, is here now with some tips and exercises on this subject.

Exercise: Vocabulary | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. The world of work is changing quickly and we need to change with it. This means that we have to identify the new skills that we need and we have to plan carefully how we can learn them.

In his article in the latest issue of Business Spotlight, Bob Dignen looks at how we can

take responsibility for our own professional self-development. In the following exercises, we'll first look at some key words and expressions you need when talking about self-development. Then we'll hear these words and phrases used in a professional context. Finally, you'll have the chance to talk about your own self-development, using some of the vocabulary we have practised.

Let's start with the key vocabulary. You will hear a word or phrase. Then you will hear two explanations, **a)** and **b)**. In the pause, decide which explanation best matches the word or phrase. You'll then hear the correct answer. Ready? Let's start.

1. A "skill set". Is this...
 - a) the abilities needed to perform a job well?
 - b) the ability to clearly know what you want?

➤ **a)** is correct. A "skill set" is the abilities needed to perform a job well. OK, next one.
2. "Capability". Is this...
 - a) the need to do something well?
 - b) the ability or power to do something?

➤ **b)** is correct. "Capability" is the ability or power to do something. OK, next one.

3. “Soft skills”. Are these...

- a) the skills that can be taught and measured that are needed to do a job?
 b) the interpersonal skills to do with a person’s relationship to others in the workplace?
 ➤ **b)** is correct. “Soft skills” are interpersonal skills to do with a person’s relationship to others in the workplace. OK, next one.

4. An “appraisal meeting”. Is this...

- a) a meeting to discipline an employee?
 b) a meeting to assess an employee’s performance?
 ➤ **b)** is correct. An “appraisal meeting” is a meeting to assess an employee’s performance. Next one.

5. A “mentor”. Is this...

- a) someone who gives a less-experienced person help and advice?
 b) someone who is called on to deal with problems at work?
 ➤ **a)** is correct. A “mentor” is a person who gives a less-experienced person help and advice. OK, next one.

6. “Talented”. Does this mean...

- a) naturally good at something?
 b) able to teach a skill?
 ➤ **a)** is correct. Somebody who is “talented” is naturally good at something. OK, last one.

7. “Acquire something”. Does this mean...

- a) to demand something from somebody?
 b) to get something?
 ➤ **b)** is correct. To “acquire something” is to get it.

Ken: How did you get on? If there were words you were not sure of, go back and do the exercise again. All of these words and expressions are useful when talking about self-development.

Exercise: Dialogue | Track 8 MEDIUM

Ken Taylor: Now, let’s put these words and expressions into a context. Victor Jones is in an appraisal meeting with his line manager, Jean Mason. Listen to this short extract from their meeting. Listen especially to how Victor uses the terms we have just practised.

Jean: Let’s have a look at where you think you need to develop in the future. What are your priorities here?

Victor: I think my technical skill set is up to speed. But I have some work to do in the soft skills area.

Jean: What makes you say that?

assess sth. ➤ etw. beurteilen

skill set ➤ Fähigkeiten

soft skills

➤ soziale Kompetenzen

technical

➤ hier: fachlich

up to speed: be ~ jfml.

➤ auf dem neuesten Stand sein

Victor: I'm not a very talented public speaker. I get very nervous making presentations.

Jean: Oh, I've noticed you try to avoid speaking in larger groups.

Victor: Yes. I mentioned it in our last appraisal meeting. But it's got worse, if anything.

Jean: What can we do to help you with this?

Victor: Sally has a mentor to help her with her negotiating skills. Could I get someone to help me acquire the confidence I need?

Jean: I'm sure we could arrange something.

Victor: I need someone who believes I have the capability to make good presentations.

Ken Taylor: Did you hear Victor using the terms we practised? OK, let's take it a step further. Listen and repeat those sentences where Victor uses those terms. Try to match his pronunciation and intonation.

- I think my technical skill set is up to speed. ➤
- But I have some work to do in the soft skills area. ➤
- I'm not a very talented public speaker. ➤
- I mentioned it in our last appraisal meeting. ➤
- Sally has a mentor to help her with her negotiating skills. ➤
- Could I get someone to help me acquire the confidence I need? ➤
- I need someone who believes I have the capability to make good presentations. ➤

Ken Taylor: Good, well done. You should now know the meaning of these key terms and how to use them in a sentence.

Exercise: Your appraisal meeting | Track 9

MEDIUM

Ken Taylor: OK, now it's your turn. Imagine that I am your line manager and that we are in an appraisal meeting. I will ask you a question using one of the key terms we have practised. In the following pause, you reply using the same terms to talk about your own personal situation. Afterwards, you will hear a model answer from Victor. OK, let's start.

- When was the last time you had an appraisal meeting? ➤

Victor: The last time I had an appraisal meeting was six months ago.

- What do you think are your strongest capabilities in your work? ➤

Victor: My strongest capabilities at work are my team leadership skills and my IT skills.

- Which soft skills do you think you need to improve? ➤

Victor: The soft skill I have to improve most is my presentation technique.

appraisal meeting

➤ Beurteilungs-,
Mitarbeitergespräch

negotiating

➤ Verhandlungs-

- What other part of your skill set would you like to improve? ▶

Victor: One other part of my skill set that I would like to improve is my negotiating skills.

- What new skill would you like to acquire? ▶

Victor: I need to acquire some financial know-how.

- Would having a mentor help you? ▶

Victor: A mentor could help me with advice about presentations and negotiations.

- Which talented person do you most admire and why? ▶

Victor: I admire people like the inventor Thomas Edison who never give up.

Ken Taylor: How was that? Was it easy to answer my questions? If not, go back and try the exercise again until you can describe your development needs in a clear and understandable way. And good luck with your continuing self-development.

Business Spotlight 7/2018, pp. 38–45

PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 10

David Ingram: We'll stay with Ken Taylor now and move on 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. Here's Ken to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 **EASY**

Erin Perry: Welcome, Ken. Tell us, who is your guest this time?

Ken Taylor: Conny Montague is a communications skills trainer who works for international companies in Germany and abroad. She is also the chair of a taskforce for leadership and lifelong learning, as part of the organization Business and Professional Women. This is an international network that supports the potential of women in business.

Perry: And which topics did you discuss with Conny?

chair ▶ Vorsitzende(r)

taskforce

▶ hier: Expertengruppe

topic ▶ Thema

Taylor: Women in leadership and the skills they need.

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

Taylor: Conny and I agreed that many women do not speak up about their own achievements. We discussed how presentation skills training and assertiveness training could help here. We also took up the demands of home versus work, and how that especially affects the ambitions of many women. Anyway, you can read the full interview in the latest issue of Business Spotlight.

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.

Business Spotlight 7/2018, pp. 46–47

achievement

► Leistung, Errungenschaft

affect sth.

► sich auf etw. auswirken

assertiveness

► Selbstsicherheit, Durchsetzungsvermögen

issue

► Ausgabe

speak up (about sth.)

► sich (über etw.) äußern

SKILL UP!

The language of job applications

Introduction | Track 12

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

Erin Perry: Yes, everyone needs to apply for a job at some point in their working life. And there are a number of idiomatic expressions relating to the area of job applications. Let's practise some of them now. OK?

Exercise: Job application idioms | Track 13

MEDIUM

Erin Perry: In this exercise, we focus on some idioms. First, you'll hear an idiom and then two suggestions, **a)** and **b)**, for what it could mean. In the pause, choose the correct suggestion for the meaning of the idiom. Then you'll hear the correct answer. OK? Let's get started.

- If something is "right up your street", ...
 - a) it is exactly what you want or perfectly suited to you.
 - b) it is something you can understand easily.
- **a)** is correct. If something is "right up your street", it is exactly what you want or perfectly suited to you. OK, next one.

- If you “fit the bill”, ...
 - a) you are suitable for something.
 - b) you are over-qualified for something.
- a) is correct. If you “fit the bill”, you are suitable for something, for example a job. Next one.

- If you can “think on your feet”, ...
 - a) you are able to be very creative.
 - b) you are able to react to something quickly.
- b) is correct. If you can “think on your feet”, you are able to react to something quickly. OK, last one.

- If you “push the envelope”, ...
 - a) you pass a difficult task on to someone else.
 - b) you try something new, going beyond the normal limits.
- b) is correct. If you “push the envelope”, you try something new, going beyond the normal limits.

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

Skill Up!, no. 52, pp. 18-19

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 applications. False friends are pairs of words that sound similar in German and 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 term refers to a document with blank spaces for you to enter information. Translate this word, please.

German: *Formular*

English: form

David Ingram: Don’t say “formula” here. A “formula” is used in mathematics to make a calculation, or in chemistry to show the parts of a chemical substance. The German word *Formular* is translated as “form” in English. Translate this sentence now.

German: *Bis wann benötigen Sie das Formular zurück?*

English: When do you need the form back by?

Erin Perry: You use the next word if you want to inform people of something, for example a job opening. Translate this word, please.

German: Annonce

English: advertisement

David Ingram: “Announcement” is wrong here, as this refers to a spoken or written statement made to let people know that something is going to happen. The English translation of the German word *Annonce* is “advertisement” — or simply “advert” or “ad”. So, we often talk about “job ads”. OK, translate this sentence, please.

German: Ich habe die Annonce am Schwarzen Brett in der Kantine gelesen.

English: I read the advertisement on the notice board in the canteen.

Erin Perry: The next word is an adjective that refers to the detailed knowledge that someone has about a particular subject. Please translate this word now.

German: fundiert

English: extensive, sound

David Ingram: You can’t say “funded” here, as this is used when you talk about money being provided to pay for something. The German word *fundiert* is “extensive” or “sound” in English. Please translate this sentence.

German: Jeder wird von deinen fundierten Kenntnissen beeindruckt sein!

English: Everyone will be impressed by your extensive knowledge!

Everyone will be impressed by your sound knowledge!

Erin Perry: OK, our last word is used to refer to something that you have done, such as a course of study. Translate this word, please.

German: absolvieren

English: complete

David Ingram: “Absolve” would be wrong here. In the context of religion, a priest can absolve believers of their sins. The German word *absolvieren* is translated as “complete” in English. Translate this sentence now.

German: Er hat seinen ersten Englischkurs auf Malta absolviert.

English: He completed his first English course in Malta.

Erin Perry: Well done. If you found these translation exercises difficult, go back and try them again.

Skill Up!, no. 52, pp. 14–15

CAREERS & MANAGEMENT

How to make your emails sound professional

Introduction | Track 15

Erin Perry: David, do you also get a lot of emails each day?

David Ingram: Oh, I certainly do, loads of them. And a lot of them really annoy me, you know.

Erin Perry: Yeah, all the spam and the ones trying to sell you something and...

David Ingram: Well, yes, but it wasn't those ones that I meant. I mean the work-related ones. So many of them are totally unprofessional — overly informal, lots of abbreviations, emojis and so on. And this is the topic of the latest column by our Careers editor Margaret Davis: how to make your emails sound more professional.

Erin Perry: Sounds interesting. So should I stop using emojis then, David?

David Ingram: Well, let's listen to what Margaret has to say.

Interview: Margaret Davis | Track 16 MEDIUM

David Ingram: Welcome, Margaret. Your latest Careers article is about how to make work emails sound more professional. Why is this advice necessary?

Margaret Davis: Well, probably because we all use email a lot, both at work and at home. And because we also use it for personal communica-

tion, we might not take it seriously enough, or get into bad habits that can transfer to our work emails.

Ingram: What might those bad habits be?

Davis: For example, using abbreviations like BTW for “by the way” or just using the letter “u” for the word “you” instead of spelling it out. And then there are emojis, which are fun for private communication, but really have no place in business.

Ingram: So what should you do to make your emails sound more professional?

Davis: Well, apart from avoiding the bad habits I just mentioned, you can start by setting up your business emails as if they were letters. Use a formal salutation like “Dear Mr Jones”, and then introduce yourself with your job title and give a clear reason why you are contacting the other person. Keep your email polite but as brief as possible and offer to provide more information if your business partner needs it. Don't expect the other person to respond immediately — we're all busy and you can't expect to be at the top of someone else's priority list. So be sure to plan some extra time for getting a response.

abbreviation

• Abkürzung

brief • kurz

salutation • Anrede

set sth. up

• hier: etw. gliedern

spell sth. out

• etw. ausschreiben

And if it really is urgent, you probably should pick up the phone.

Ingram: I have to say, I'm a bit disappointed about the emojis... Are there any exceptions to the no-emoji rule?

Davis: The exception would be if you're communicating with colleagues who know you well. Then it's hard to resist — and I know I certainly use emojis in emails with longtime colleagues. But not with external business partners and not with upper management. And while you're at it, be careful who you cc on an email and who you forward it to. Snarky comments that seemed funny when you sent them to a colleague are less amusing when you realize you've also sent them to the boss!

Ingram: How true. I guess I need to be more careful there! And many thanks for coming in again to talk to us, Margaret.

Davis: You're welcome. Thank you!

Business Spotlight 7/2018, p. 81

cc sb. on an email ➤ jmdm.
eine E-Mail in Kopie senden

forward sth. to sb.
➤ jmdm. etw. weiterleiten
snarky US *ifml.* ➤ bissig

while you're at it
➤ wenn du/Sie gerade dabei
bist/sind

you're welcome
➤ gern geschehen

LANGUAGE TEST

A week at work

Introduction | Track 17

David Ingram: A conference call at 11 a.m. on Monday, meeting with a key account customer at 3 p.m. on Tuesday, leaving earlier on Wednesday, having a day off...

Erin Perry: David, what on earth are you talking about?

David Ingram: Oh, sorry, I'm just checking my agenda for next week.

Erin Perry: Oh, I see. And why would that be?

David Ingram: Well, a week at work is the topic of our latest language test in *Business Spotlight*. So, shall we get started with some exercises then?

Erin Perry: Yes, let's do just that!

Exercise: Vocabulary | Track 18 EASY

David Ingram: In this exercise, you'll hear a sentence asking you for a specific word. In the pause, say the word. Then you'll hear the answer. OK? Let's begin.

1. What do you call a period of three months?
➤ Three months are called a “quarter”.
2. What do you call the device that you need in order to show a presentation on a screen via your computer?

- This is a “projector” — not a “beamer”, by the way.
3. What do you call a circular graphic divided into parts to illustrate numerical proportions?
 - You call this a “pie chart”.
 4. When you discuss the terms of a deal with someone in order to find an agreement, what are you doing?
 - You are “negotiating”.
 5. What do you call the price reduction you might get when buying something?
 - This is called a “discount”.
 6. What do you say if you want to offer a visitor a cup of coffee or another drink?
 - You could say: “Would you like a coffee?” or “Would you like something to drink?”
 7. Finally, what is another term for building good relationships with customers, colleagues or business partners?
 - This is called “building rapport”.

Erin Perry: Well done.

Business Spotlight 7/2018, pp. 32–36

EASY ENGLISH

Ken Taylor on negotiating a pay rise

Introduction | Track 19

David Ingram: Erin, can I ask you something personal?

Erin Perry: You can try, David.

David Ingram: Do you think you get paid enough?

Erin Perry: Obviously not.

David Ingram: So, how about asking for a pay rise?

Erin Perry: Well, that’s a good idea in principle, but it’s not so easy, is it?

David Ingram: No, but help is at hand. Our communication skills expert, Ken Taylor, is here now with some exercises and advice on the topic of negotiating a pay rise — or a pay raise, as you Americans would say.

Exercise: Dialogue | Track 20 MEDIUM

Ken Taylor: When negotiating a pay rise, you need to convince your employer that you are worth the extra money. Listen to this short extract from a discussion between Charles Brown and his boss, Becky French. Listen in particular to the language that Charles uses to persuade Becky.

Becky: So, tell me how you feel you have performed in your work this year.

Charles: Well, to start with, I've finished all of my projects on time. And that includes completing the difficult negotiation with HQ on sourcing our suppliers.

Becky: Hmm, that's true. What else have you done?

Charles: I introduced the new meetings management system in my team, which is a much more efficient way of working.

Becky: That's good. Is that the only improvement you've made?

Charles: No. I also improved the ordering system, making it simpler and consistent across the department.

Becky: Yes. I must admit it does work more efficiently.

Charles: So, I believe I have reached the goals we agreed on during our last meeting.

Ken Taylor: Charles was trying to persuade Becky that his performance in his job means that he deserves a pay rise. Now, it's your turn to do the same. First, you will hear Becky again. Then I'll tell you what phrase to use to answer her question. You speak in the pause and describe your own real work situation.

Then you will hear Charles's version once more. If necessary, pause the track now while you think of what you have done in your work over the last year.

OK? Are you ready? We'll begin.

Becky: So, tell me how you feel you have performed in your work this year.

■ Use the expression, "Well, to start with, I've finished all of my projects on time". And then say which projects you have worked on. ▶

Charles: Well, to start with, I've finished all of my projects on time. And that includes completing the difficult negotiation with HQ on sourcing our suppliers.

Becky: That's true. What else have you done?

■ Describe something new you have introduced into the work. Use the expression "I introduced the new..." ▶

Charles: I introduced the new meetings management system in my team, which is a much more efficient way of working.

Becky: That's good. Is that the only improvement you've made?

■ Describe another improvement you have made. Use the expression, "No. I also improved the..." ▶

consistent

▶ einheitlich, gleichbleibend

department

▶ Abteilung

goal ▶ Ziel (setzung)

HQ (headquarters)

▶ Zentrale

negotiation

▶ Verhandlung

on time

▶ fristgerecht

source sb.

▶ jmdn. beschaffen;
hier auch: auswählen

Charles: No. I also improved the ordering system, making it simpler and consistent across the department.

Becky: Yes. I must admit it does work more efficiently.

■ Say you have reached the agreed goals. Use the expression, “So, I believe I have reached the goals we agreed on during our last meeting.” ➤

Charles: So, I believe I have reached the goals we agreed on during our last meeting.

Ken Taylor: Good. How was that? Would your boss be convinced by your descriptions of your performance? If you’re not sure, go back and do the exercise again until you feel that your description of your performance is persuasive enough.

Exercise: Using “could” | Track 21 EASY

Ken Taylor: “Could” is a very useful word for pay negotiations. You can use it when asking politely for something or when making suggestions about the future. Let’s practise using it now. I’ll describe a situation during your negotiation for a pay rise. In the pause, ask a question using “could”. Then you will hear a model answer.

■ You want to have some recognition for what you have achieved.

➤ Could I have some recognition for what I have achieved?

■ You want a five per cent pay rise.

➤ Could I have a five per cent pay rise?

■ You also want to get an additional bonus.

➤ Could I also get an additional bonus?

■ You want the rise planned into the next budget.

➤ Could the rise be planned into the next budget?

■ You want the pay rise to start from the next financial year.

➤ Could the pay rise start from the next financial year?

■ You also want to have two extra days’ holiday.

➤ Could I also have two extra days’ holiday?

Ken Taylor: Well done. When you are negotiating a pay rise, you have to show your value to the organization and that you are capable of developing further. By having clearly thought out demands and by showing flexibility in your

achieve sth.

➤ etw. erreichen

pay rise UK

➤ Gehaltserhöhung

approach, you are more likely to get a positive response to what you want.

Business Spotlight 7/2018, pp. 50-51

TECHNOLOGY

English 4.0: The power of ordinary things

Introduction | Track 22

Erin Perry: 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*. David, when you think of famous German companies, which ones come to mind first?

David Ingram: Let me think for a moment. BMW, Volkswagen, Bosch, Daimler, Siemens...

Erin Perry: Stop right there.

David Ingram: What, Siemens?

Erin Perry: Exactly. The Munich-based conglomerate has been very much in the news recently as a result of its new strategy, Vision 2020+. This is the subject of the latest column by our technology editor, Eamonn Fitzgerald. And Eamonn is here now to tell us more.

Interview: Eamonn Fitzgerald | Track 23 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column is about recent developments at Siemens, the German conglomerate that employs 377,000 people worldwide. Why was

the first of October such an important date for Siemens?

Eamonn Fitzgerald: On that date, Siemens became not a simpler company but a more simplified company. So, it now has three operating companies: gas and power, smart infrastructure and digital industries. Plus three strategic companies: Siemens Healthineers, which is about healthcare; Siemens Gamesa, which is focused on renewable energy; and, next, Siemens Alstom, where the focus will be on transport. So, in this way, power is being decentralized from headquarters in Munich. And each division is tasked with becoming more entrepreneurial, to get closer to the customer. And the goal is to drive more revenues, to increase profits, and to return more value and higher dividends to the shareholders.

Perry: Vision 2020+ is the name of this new Siemens strategy. What's the company hoping to achieve with this?

Fitzgerald: Well, first of all, it's quite a clever name. First of all, you think of "20/20", which is a measurement of human eyesight, normal

division

► (Geschäfts-)Bereich

drive sth.

► hier: etw. steigern

entrepreneurial

► unternehmerisch

goal

► Ziel

healthcare

► medizinische Versorgung

revenues

► Einnahmen, Erlöse

sight. Then you have “vision”, which in this case might be interpreted as a road map, which would be very helpful and useful for almost 400,000 employees. Then you have “+”, and that acts as the extra, what’s out there in the future, where’s the company going. And it could mean anything. It could mean 2021, and then a new plan. Or it could mean 2051. So, it’s very flexible.

Perry: And will all these changes lead to more or fewer jobs at Siemens?

Fitzgerald: The answer is: yes! There will be more jobs and fewer jobs. In this way, you’re going to have a situation where some divisions will change over time — perhaps all of them. You must remember that Siemens was once in the computer business, PCs. It was also in the mobile phone business, and it got out of that. So, what we’re seeing here is a plan for the future, and central to this will be, clearly, for the unions, for management, jobs. And different numbers are being thrown around: 2,000, 7,000, 20,000.

Will there be job losses on that scale, a bigger scale, a smaller scale? We don’t really know. Management is still not saying much about the definite numbers, but it believes in growth, and in growth, in the areas like machine learning and artificial intelligence, there will be lots of new jobs.

Perry: Finally, Eamonn, when do you think Siemens will have its first woman CEO?

Fitzgerald: That’s a very good question. Siemens began as an engineering company. Engineering is in its DNA. Engineering, until recently, has been a man’s world. Now, there are more women entering the engineering field, so does that mean that at some point, an engineer, a female engineer, will be the new CEO? Perhaps. I would suggest keeping an eye on a woman called Lisa Davis. She’s the CEO of gas and power, based in Houston, Texas. And she is in charge of 70,000 employees there. Another person to watch is Maria Ferraro. She’s the CFO, chief financial officer, at Digital Industries — 80,000 employees there. But, if I were asked to make a bet, then the name I would pick is Janina Kugel. In 2014, she was appointed as the CDO, chief diversity officer. She is now the CHRO, which is the chief human resources officer, which is the chief human resources officer. And, critically, she’s a member of the board. So, hiring and fir-

board ▶ Vorstand

chief diversity officer

▶ Leiter(in) Diversitätsangelegenheiten

chief financial officer (CFO)

▶ Finanzvorstand

chief human resources officer

▶ Leiter(in) Personalwesen

engineering

▶ hier: Technik-

make a bet

▶ eine Wette eingehen

road map

▶ (Fahr-)Plan

scale ▶ Ausmaß

union ▶ Gewerkschaft

ing: that's her area. And she's a board member, so she's getting closer and closer to the centre of power. When exactly? I don't know. I would say, probably: 2020+.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 7/2018, pp. 70–71

ENGLISH ON THE MOVE

Ken Taylor on relocating for a new job

Introduction | Track 24

David Ingram: Erin, have you seen the new Spotlight offices?

Erin Perry: I haven't, David, but I've heard that they are very modern.

David Ingram: Yes, I've heard that, too. I'm looking forward to seeing them soon. But I also heard that the move, which took place in mid-November, was pretty stressful.

Erin Perry: I can imagine. Moving homes or offices usually is!

David Ingram: Quite! And relocating — in this case, for a new job — is the topic of our latest English on the Move column. Here's Ken Taylor once again with some exercises on this subject.

Exercise: Useful phrases | Track 25 MEDIUM

Ken Taylor: Getting a new job sometimes means that you need to relocate yourself and your family. You will need to discuss this with your prospective employer, who might be able to offer some help in the relocation process.

Let's first look at some of the key vocabulary you will need for such a discussion. I'll tell you what you want to say. Then you will hear two alternative sentences, **a)** and **b)**. In the pause, choose the sentence that best matches what you want to say. OK? We'll start.

■ You want to know if your prospective employer can help with your relocation — both practically and financially. Do you say...

a) Do you offer a relocation package?

b) Do you offer a relocation pack?

➤ **a)** is correct. A "relocation package" would include both practical and financial support. Listen and repeat.

■ Do you offer a relocation package? ➤

Note that a "relocation pack" is a pack of materials with information about relocating. OK, next one.

prospective

➤ künftig

relocate

➤ umziehen

relocation

➤ Umzug

you're welcome

➤ gern geschehen

■ You want to know if your new employer will cover the costs of moving your furniture to your new home. Do you say...

a) Do you cover my running costs?

b) Do you cover my removal costs?

➤ b) is correct. “Removal costs” are the costs of moving furniture and other items from one property to the next. Listen and repeat.

■ Do you cover my removal costs? ➤

“Running costs”, by the way, are the normal costs of running, for example, a company, home or car. OK, next one.

■ You want to know if your new employer will provide a place for you to stay for a short time until you have found somewhere to live. Do you say...

a) Do you help with temporary accommodation?

b) Do you help with contemporary accommodation?

➤ a) is correct. A place to stay for a short time is “temporary accommodation”. Listen and repeat.

■ Do you help with temporary accommodation? ➤

Note that the word “contemporary” means “up-to-date” or “modern”. OK, last one.

■ You want to know if your new employer will help by paying some of the costs of buying a property. Do you say...

a) Do you help with the costs incurred when buying a property?

b) Do you help with the costs forfeited when buying a property?

➤ a) is correct. To “incur costs” means to “bring about costs through your own actions”. Listen and repeat.

■ Do you help with the costs incurred when buying a property? ➤

Note that to “forfeit something” is to give it up without getting anything back in return — something you can’t usually do with costs!

Ken Taylor: OK, well done! How did you get on? All of these words and phrases are useful business English vocabulary. Go back and practise the ones you didn’t already know.

Exercise: Dialogue | Track 26 MEDIUM

Ken Taylor: Now, let’s put some of these words and expressions into a wider context. In a moment, you will hear a short conversation between two friends, Howard and Doris. Doris has got a new job and is telling Howard that she has to relocate to another town.

Before you listen to their conversation, make a note of the following three questions I’d like

you to answer at the end. You can pause the track to note down each question.

1. First question. In what way does Howard think that Doris's new employer is being pretty generous?
2. Second question. What was Doris not expecting?
3. Third question. How can Doris make contact with other employees at the new company?

OK, have you got those questions? Good. Now, listen to the conversation.

Howard: I'm really sorry to hear you're moving.

Doris: I'm kind of sorry, too. But it was too good an opportunity to miss.

Howard: I can understand that. But moving house to another town can be quite a wrench.

Doris: I agree. Luckily, my new employer understands that, too. They are really helping me with a good relocation package.

Howard: What does that include?

Doris: Removal expenses and some of the costs I'll incur when buying a new flat.

Howard: That's pretty generous, I must say.

Doris: They'll also provide me with temporary accommodation until I've found the right property, which I wasn't expecting.

Howard: Sounds good. But when you move, it's not just the practical problems you face. You'll

be leaving your network of friends — like me, for example.

Doris: That's the worst part. It will be very hard at first, I'm sure. Making new friends takes time.

Howard: I'll come to visit you — if I'm invited, of course!

Doris: Ah, you'll always be welcome. The HR lady I'm in touch with said there's a social club at the company and that I should join that to make contact with other people. And there are two others starting at the same time as me, so maybe we can support each other.

Howard: All I can say is good luck! And keep in touch.

Doris: You can count on it.

Ken Taylor: Right. We'll go through the three questions together now.

1. First, in what way does Howard think that Doris's new employer is being pretty generous?

accommodation

- ▶ Unterkunft

face sth.

- ▶ etw. gegenüberstehen

HR (human resources) lady

- ▶ Personalfrau

in touch: be ~ with sb.

- ▶ mit jmdm. in Kontakt stehen

incur: sb. ~ costs

- ▶ jmdm. entstehen Kosten

property

- ▶ Immobilie

relocation package

- ▶ Umzugspaket

removal expenses

- ▶ Umzugskosten

social club ▶ hier: informeller

- ▶ Mitarbeiterkreis

wrench: be a ~

- ▶ traurige Gefühle hervorrufen

- Howard thought it was generous that the company's relocation package includes removal expenses and some of the costs Doris will incur when she buys a new flat. Listen again.

Doris: They are really helping me with a good relocation package.

Howard: What does that include?

Doris: Removal expenses and some of the costs I'll incur when buying a new flat.

Howard: That's pretty generous, I must say.

2. OK, the second question was, what was Doris not expecting?

- Doris was not expecting that the employer would also provide her with temporary accommodation until she's found the right property. Listen.

Doris: They'll also provide me with temporary accommodation until I've found the right property, which I wasn't expecting.

3. Third question. How can Doris make contact with other employees at the new company?

- Doris can join the company's social club. Listen.

Doris: The HR lady I'm in touch with said there's a social club at the company and that I should join that to make contact with other people.

Ken Taylor: Did you get all those answers right? And did you notice that the words and phrases we practised earlier appeared in the dialogue? You might like to go back and listen to the conversation again. It is said that relocating to a new job in a new place is one of life's most stressful events, along with getting married, getting divorced or having children. So any support you get during this process can certainly help to make the move less traumatic.

Business Spotlight 7/2018, p. 52

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: First, we're going to look at whether there should be a cap on executive pay. And we'll also be talking about the rises in interest rates in the US — and the reaction from President Donald Trump.

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

Business news:**Executive pay and US interest rates** | Track 28**ADVANCED**

Erin Perry: So, Ian, you said the first topic was about whether there should be limits on the pay of executives. Surely, everyone agrees that bosses get paid too much, don't they? Well, apart from the bosses themselves, of course!

Ian McMaster: Quite. I don't think there is anybody who believes that they are overpaid — or, if they do, they're not usually willing to say so. But the issue about executive pay — and we're talking here about the pay of top managers — is very simple. Are the large sums of money, which often run into the millions of euros or dollars or pounds each year, really justified? Those who believe they are say that, even though these payments are high, the benefits that top managers bring to their companies are even higher, for example in terms of the increase in their firm's value. In other words, it's a good deal.

On the other hand, those who believe that executive pay is out of control and needs to be capped — that is, limited — say that CEOs often don't generate these supposed benefits. Propo-
nents of caps of executive pay also point out that the gap between the pay of top managers and that of the average employees has soared, with top managers in Britain, for example, receiving well over 100 times what the average employee earns. Anyway, you can read more

about this debate in the Head-to-Head section of the latest issue of Business Spotlight.

Perry: You also said that you were going to discuss rises in US interest rates. Donald Trump isn't very happy about those, is he?

McMaster: No, he's not. And it's become a bit of running joke that every time the Federal Reserve, the US central bank, raises interest rates, or even talks about the possibility of doing so, Donald Trump complains, often via Twitter.

Now, following the financial crisis of 2007–08, we had a long period during which interest rates were zero or near zero, in the US and elsewhere. The aim of this policy was to get the world's major economies out of a recession and growing again. And broadly, the policy was successful, and the US economy has been growing strongly for many years now. Savers, of course, weren't happy about the policy because it meant they earned no, or very little, interest on their savings.

cap sth.

► etw. deckeln, (nach oben) begrenzen

executive

► Führungskraft

gap ► Kluft

interest rate ► Zinssatz

joke ► hier: Gag

proponent

► Befürworter(in)

run into...

► hier: sich auf ... belaufen

soar ► ansteigen;

hier: sich ausweiten

that is... ► sprich ...

topic ► Thema

But now that the US economy is so strong, it is natural for interest rates to rise again, as they have done numerous times in small steps over the past three years. And further rate increases are predicted for 2019 and 2020. This is nothing more than a return to normality.

Donald Trump, however, complains because he feels that the interest rate increases might slow the growth of the economy, leading to higher unemployment and therefore damaging his prospects of getting re-elected in 2020. And this kind of political interference is the reason why most countries, including the US, have given their central banks their independence, so that interest rate decisions are made in the best interest of the economy and not in the interest of politicians or political parties. So, the Fed should simply ignore Trump's moaning, as I'm sure it will.

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

McMaster: My pleasure.

Business Spotlight 7/2018, pp. 26-27

SHORT STORY

Introduction | Track 29

Erin Perry: David, how would you describe your job?

David Ingram: Hmm, now that's an interesting question. I'd probably say "fascinating", "stimulating", "meaningful"...

Erin Perry: Oh, you're very positive. Sounds like your job is almost heavenly.

David Ingram: Let's not exaggerate. I wouldn't go that far, Erin.

Erin Perry: OK, you might not, but a job that is heavenly is the subject of our latest short story by James Schofield, called "Career highs and lows".

David Ingram: Wow, this sounds like a hell of a story!

Erin Perry: Hmm. That's closer to the truth than you think, David. Anyway, let's listen now and find out more.

interference

• Einmischung

moaning ifml.

• hier: Gemecker, Nörgelei

my pleasure

• gern geschehen

predict sth.

• etw. prognostizieren

Career highs and lows | Track 30 **MEDIUM**

“Mr Porter?” said a very small angel wearing large glasses and carrying a clipboard. “I’m the Archangel Gabriel. The Commissioner will see you now.”

Paddy Porter stood up and followed the angel as he fluttered ahead of Paddy towards the enormous doors of the Commissioner’s office. He was a little bit nervous about applying for this job as personal assistant to the Commissioner, especially since he’d only just joined Heaven PLC.

But a successful career on earth working as head of PR for a large company had taught him that the best way to get nice things was to take them away from somebody else who already had them. And Archangel Gabriel — the current assistant — was in trouble. All the religious KPIs (key performance indicators) looked bad: church attendance was down, blasphemy was up and polls showed that trust in the earthly management — the bishops, priests and vicars — was at a historic low.

Soon, people might begin questioning the necessity of the Commissioner, and if that happened, well, it was all over, wasn’t it? No more choirs of angels, no more cathedrals, no more supervising royal weddings. The Commissioner would be forced to spend his time touring gospel churches in Bible Belt America or doing miracle videos on YouTube.

The doors opened and Paddy found himself in a room that reminded him vaguely of St Peter’s in Rome.

“Yes?” said an enormous voice. The Commissioner was sitting on a large, uncomfortable-looking golden throne reading a business newspaper carved out of salmon-pink marble. “What do you want?”

Paddy took a deep breath. Time for his elevator pitch. “Commissioner, thanks for taking the time to see me. I won’t go over last quarter’s figures. You know them already and you know you have a problem. I want to offer a solution. What you need is a makeover: I’m thinking interiors, outfits and appearance to start with. Later, we can move on to buildings and equipment.”

apply for sth.

- ▶ sich um etw. bewerben

archangel

- ▶ Erzengel

carve sth.

- ▶ etw. schnitzen

choir ▶ Chor**clipboard**

- ▶ Klemmbrett

commissioner

- ▶ Kommissar(in); hier: Vorsitzende(r), Chef(in)

elevator pitch US ifml.

- ▶ Kurzpräsentation

flutter ▶ flattern**Heaven PLC** UK

- ▶ etwa: (die) Himmel-AG

key performance indicator (KPI)

- ▶ Leistungskennzahl

makeover

- ▶ Rundumerneuerung

marble ▶ Marmor**miracle**

- ▶ hier: voller Wundertaten

poll

- ▶ Meinungsumfrage

quarter

- ▶ hier: Quartal

salmon

- ▶ Lachs

supervise

- ▶ hier: zeremoniell leiten

There was an ominous silence and Gabriel moved closer to a pillar to hide behind it if thunderbolts started flying.

“Young man, you’re new here, aren’t you?” said the Commissioner finally. “You do know this interior, my outfits, my appearance... were all styled by Michelangelo? Michelangelo, possibly the greatest artist your earth has ever known?”

“Great job, Commissioner, of course, but, hmm...” Paddy paused. This trick always worked with powerful people.

“What do you mean, ‘hmm...’?”

“Well, Commissioner, to be honest, it all makes you look a bit old-fashioned...” They always hated to hear that. “...I mean the beard is great, but you definitely need some tattoos.”

“The Commissioner is divine,” cried Gabriel from behind a pillar, “not some heavenly hipster!”

The Commissioner looked thoughtful. “He may have a point, Gabriel. Perhaps we should give him a chance to design a makeover for us.”

“But that’s my job! And the last one was only 500 years ago. Is it really necessary?”

“You’ve seen the figures, Gabriel. We need to do something. Why don’t you both come up with separate reports by the end of the month on how to increase my appeal? Then I can choose. I don’t think we should be the kind of

organization that stands in the way of people with bright ideas, do you?”

Paddy smiled. Gabriel wouldn’t have a chance.

**

For the next few weeks, Paddy was very busy. He put together a team of interior and fashion designers, a hairdresser and a tattoo artist. Together, they worked on creating a dynamic new profile for the Commissioner. Everything was going well, but there were two things that puzzled Paddy. First, he couldn’t find anybody else with PR experience to help him develop a campaign. Second, Gabriel didn’t seem to be doing anything apart from his normal admin work. Paddy decided Gabriel must have given up. This was going to be easier than he thought.

**

“So, young Paddy,” said the Commissioner, “what have you got for me?”

It was the big day and everybody in Heaven had turned up to watch. Paddy ran through the points of his presentation, using a model to show the stylish new haircut, the remodelled

admin UK ifml.

• administrativ

appeal

• Attraktivität

divine • göttlich

have a point

• nicht ganz unrecht haben

heavenly

• himmlisch

pillar • Säule

puzzle sb.

• jmdm. ein Rätsel sein

thunderbolt

• Blitz (mit Donnerschlag)

beard and a tattoo of the Four Horsemen of the Apocalypse drawn across his back. “Very nice,” said the Commissioner, “especially the tattoo. What else?”

Paddy showed the models of the new office they’d designed. It was all glass, metal and black leather, with some dramatic artworks planned for the walls. “Well, the chairs certainly look more comfortable than this old thing,” said the Commissioner, touching the arm of his golden throne. “I like! Anything else?”

“Absolutely, Commissioner. I’ve developed a very forward-looking PR campaign to bring your message across more...” To Paddy’s surprise, everybody in the room suddenly started murmuring. Except for Gabriel, who was smirking at his clipboard.

“Just a moment. PR? Did you create this campaign yourself?”

“Um... yes, Commissioner,” said Paddy nervously. “Is there a problem? I couldn’t find any-one else, so, as I have experience...”

“Experience? Working in PR?”

Gabriel fluttered over to the Commissioner and whispered something in his ear. “Well, well, thank you, Gabriel,” the Commissioner said. “Mr Porter, I’m afraid Gabriel tells me HR has made a mistake. As part of the carve-out agreement with my former business partner, Mr Lucifer, all people with a background in PR are supposed to be in his team, not mine. As he

explained, PR is basically lying, which is his core competence. You shouldn’t be here...” “Bye-bye, Paddy!” said Gabriel cheerfully. Paddy felt himself falling, falling...

**

“Well, that’s a pity,” said the Commissioner. “What’s your plan for bringing people back to church, Gabriel?”

“I prefer the old-fashioned crisis approach, starting off with some climate change, a bit of nuclear war in Asia, followed by a global plague. Always works!”

“All right. But I still want that tattoo, understood?”

**

Paddy picked himself up from the pile of burning coals that he’d landed on and brushed himself off. It was very dark and smelly down here.

“Excuse me,” he said to a passing devil. “Where can I find Mr Lucifer? I need to have a word with him.”

Business Spotlight 7/2018, pp. 58–59

approach

- Vorgehensweise, Methode

brush oneself off

- sich abbürsten

carve-out agreement

- Vereinbarung zur Ausgliederung von Unternehmensteilen

core

- Kern

forward-looking

- progressiv

have a word with sb.

- mit jmdm. reden

HR (human resources)

- Personalabteilung

plague • Seuche

smirk at sth.

- etw. hämisch angrinsen

CONCLUSION | Track 31

David Ingram: Well, we've come to the end of *Business Spotlight Audio* 7/2018. 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.

David Ingram: Yes, and on our website you'll find details about our latest audio product: *Business Spotlight express*, a 15-minute audio vocabulary trainer, produced twice a month to help you to boost your word power for the world of work. You can try the first two issues of *Business Spotlight express* completely free of charge. So, until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

IMPRESSUM

Chefredakteur: Dr. Ian McMaster
Geschäftsführende Redakteurin

(CvD): Maja Siroła

Audioredaktion:

Dr. Ian McMaster (verantwortl.),
Hildegard Rudolph, Ken Taylor

Gestaltung: Georg Lechner,

Fachredaktion: Margaret Davis,

Hildegard Rudolph, Michele Tilgner

Übersetzungen: Ina Sinning

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Gesamt-Anzeigenleitung:

Matthias Wendling
(DIE ZEIT, V.i.S.d.P.)

Druck und Vervielfältigung:

optimal media GmbH,
D-17207 Röbel/Müritz

SPRECHER:

David Ingram (UK): Anmoderation

Erin Perry (US): Anmoderation

Doug Bolduc (US): Names &
News, Business Skills, Skill Up!,
Easy English, English on the Move

Margaret Davis (CAN): Careers
& Management

Eamonn Fitzgerald (IRE):
Technology

Tania Higgins (UK): Names &
News, Business Skills, Skill Up!,
Easy English, English on the Move

Ian McMaster (UK): False
Friends, Insight

Hildegard Rudolph (GER):
False Friends

Ken Taylor (UK): Business Skills,
Personal Trainer, Easy English,
English on the Move, Short Story

Produktion und Ton: Karl Braun

Tonstudio: Cebra Studio,
82194 Gröbenzell



Verlag und Redaktion

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

Einzelverkaufspreis:

Deutschland € 19,50

Geschäftsführer:

Jan Henrik Groß

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH.