

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 1/2019. 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 leadership, the subject of our new series in Business Spotlight. And we also have a short story for you about a very unusual form of inspiration.

Erin Perry: And for something completely different, in our Technology section, Eamonn Fitzgerald talks about the future of cash and whether we still need banks.

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 Britain about a nurse who decided to become a priest.

David Ingram: Wow, that's quite a change of career direction! From saving lives to saving souls, I suppose you could say.

Erin Perry: I suppose you could. Anyway, as you listen to the story now, try to answer this question: how many nurses does Sarah Mullally say she has provided leadership for? Ready? Listen now.

Woman of God | Track 3 MEDIUM

Sarah Mullally has come a long way. Originally trained as a nurse, she became the bishop of London on 12 May 2018 — on Florence Nightingale's 188th birthday.

Mullally is now the most powerful female cleric in the Church of England. The 56-year-old says the Church has to change. "Leadership in the Church needs to reflect the communities we serve," she told *The Observer*. "It's not just gender, it's also your background that's equally important." Mullally, who comes from a working-class family, adds that the Church needs to encourage more priests from working-class and ethnic minority backgrounds.

bishop

► Bischof/Bischöfin

cleric

► Geistliche(r)

come a long way: have ~

► viel erreicht haben

gender

► Geschlecht

nurse

► Krankenpfleger(in)

After holding senior positions in the National Health Service (NHS), Mullally became a priest at the age of 40. She says that her previous experience will serve her well as a bishop. “Being a nurse is incredibly pastoral, and I bring that with me, but I’ve also managed complex organizations and provided leadership for 420,000 nurses,” she explains.

In 2005, Mullally was made a Dame Commander of the British Empire.

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Erin Perry: OK? Did you get the answer? How many nurses does Sarah Mullally say she has provided leadership for?

- The answer is 420,000. Listen again.
- “Being a nurse is incredibly pastoral, and I bring that with me, but I’ve also managed complex organizations and provided leadership for 420,000 nurses,” she explains.

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 the United States for a story about the funeral business, which has recently received a new lease of life, so to speak.

Erin Perry: Oh, David, now you’re just being tasteless.

David Ingram: No, no, Erin, this is serious. Inspired by the extravagant funeral of American soul singer Aretha Franklin back in August, funeral directors are offering potential clients a wider range of options for making funerals more memorable. Let’s listen and find out more.

Leaving on a high note | Track 5 **ADVANCED**

Aretha Franklin’s flashy funeral has breathed new life into the funeral business. The singer, who died in August of 2018, received a send-off worthy of the Queen of Soul. Of course, few of us will make our final journey accompanied by 100 pink Cadillacs or wear a selection of cocktail dresses in our coffin. Yet American funeral directors say that Aretha’s funeral was inspiring. “Hopefully this gets people thinking about their own service a little more,” funeral-planning director Cassidy Iwersen told the *Financial Times*.

coffin ➤ Sarg

Dame Commander of the British Empire UK

➤ Ehrentitel für Frauen im Vereinigten Königreich

flashy ➤ auffällig

funeral
➤ Beerdigung, Beisetzung

funeral director

➤ Bestatter(in)

incredibly
➤ unglaublich

Leaving on a high note

➤ Abgang in großem Stil

National Health Service (NHS) UK

➤ staatlicher britischer Gesundheitsdienst

pastoral
➤ seelsorgerisch

previous ➤ vorherig

send-off

➤ Verabschiedung

senior ➤ leitend

“We’re all ex-wedding-industry people,” explains Erin Furey, cofounder with Iwersen of Going Out in Style. The firm asks potential clients to fill out a questionnaire, answering questions such as whether they would like to have their funeral take place on a boat, or whether invitations should be sent via social media. Other suggestions involve turning the deceased’s ashes into a diamond or giving funeral guests a printed magazine about the dear departed.

The funeral industry is worth an estimated \$16 billion (€14 billion). Baby boomers especially are willing to pay for individually designed funerals. Meanwhile, Furey says that funerals deserve at least as much preparation as weddings do. “It’s a day you can’t do again,” she comments. “You never get a second chance to make a last impression.”

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BUSINESS SKILLS

Ken Taylor on leadership

Introduction | Track 6

David Ingram: Erin, what would you say has caused the biggest problems that you’ve had in your career?

Erin Perry: That’s a bit of a no-brainer, isn’t it? I mean, isn’t it the same for most of us? Problems caused by people who are in charge but have no

idea how to lead and inspire others, and who don’t listen. In a word: bosses!

David Ingram: Yes, I thought you’d say that. Leadership is a key skill in the business world and it’s the subject of our new Business Skills series by Bob Dignen. Here’s our communication skills expert, Ken Taylor, with some tips and exercises on this subject.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. What is good leadership? This is the subject of our new Business Skills series in *Business Spotlight*. One aspect of leadership involves providing a vision of what your team should be. It means setting goals and creating ways of achieving them. It also means setting an example for others — setting the standards that your team should aim for. So, leadership is not easy. Being a leader is very demanding. In this first exercise, you’ll hear some statements about leading people. In the pause after each statement, decide whether you agree or disagree with what was said and why. Then you will hear my opinion. Ready? We’ll begin.

cofounder

• Mitgründer(in)

dear departed: the -

• der/die geliebte(n)
Verstorbene(n)

deceased: the -

• der/die Verstorbene(n)

last impression

• (Anspielung auf „you never get a second chance to make a first impression“)

- Leadership should come mainly from the top of an organization.
- ▶ I disagree. Leadership is important at every level in an organization — and especially at middle-management level.

- A leader should be the key expert in the team.
- ▶ I disagree. The leader's job is to lead. The team members should be the experts.

- A leader should challenge the team members.
- ▶ I agree. But the leader should also give the team's members the tools to rise to the challenges.

- A leader should think long-term.
- ▶ I agree. Leaders need to put the team's present activities into a long-term context.

- Democratic decision-making is always the best approach for leaders.
- ▶ I disagree. This very much depends on the nature of the decision.

- A leader has to be charismatic.
- ▶ I disagree. Charismatic leaders are often inflexible. A leader should be able to adapt their style to the situation.

- A leader should know the work of the team in great detail.
- ▶ I disagree. The team members know the details. The leader should have the bigger picture. OK, last statement.

- A good leader gives honest feedback to team members.
- ▶ I agree. Honest feedback can help team members to develop.

Ken Taylor: Well done! Did you agree with my opinions?

Exercise: Vocabulary | Track 8 MEDIUM

Ken Taylor: OK, let's look now at some words and phrases that will help you to talk about leadership. I'll give you a description of a situation. Then you will hear two alternative sentences, a) and b). In the pause, choose the sentence that matches the situation. OK? We'll start.

1. You want the team to create a document defining its main purpose and focus. Do you say...

approach

- ▶ Vorgehensweise

challenge (sb.)

- ▶ Herausforderung, schwierige Aufgabe; jmdn. herausfordern

have the bigger picture

- ▶ den größeren Zusammenhang kennen

long-term ▶ langfristig

rise to sth.

- ▶ hier: sich etw. stellen

- a) We need to create a mission statement for the team.
- b) We need to create a status report for the team.
- ▶ a) is correct. A “mission statement” defines the team’s main purpose and focus. Listen and repeat.
 - We need to create a mission statement for the team. ▶
2. You need to get the opinion of an outside expert. Do you say...
- a) I need to control with an outside expert.
- b) I need to consult with an outside expert.
- ▶ b) is correct. To “consult with somebody” is to get their opinion. Listen and repeat.
 - I need to consult with an outside expert. ▶ OK, next one.
3. You want to discuss how the team works. Do you say...
- a) Let’s discuss our team’s procedures.
- b) Let’s discuss our team’s proceedings.
- ▶ a) is correct. If you “discuss procedures”, you discuss the ways of doing things. Listen and repeat.
 - Let’s discuss our team’s procedures. ▶ Next one.
4. You want to say that you will give your team more authority to make decisions. Do you say...
- a) I want to engage my team.
- b) I want to empower my team.
- ▶ b) is correct. To “empower a team” is to give the members more authority to make decisions. Listen and repeat.
 - I want to empower my team. ▶ Next one.
5. You want to discuss who does what in the team. Do you say...
- a) We need to discuss the membership of the team.
- b) We need to discuss the roles in the team.
- ▶ b) is correct. A “role” is a function or position. Listen and repeat.
 - We need to discuss the roles in the team. ▶ OK, last one.
6. You want to know what material, money and other assets the team has to help it function properly. Do you say...
- a) So, what resources are available?
- b) So, what sources are available?
- ▶ a) is correct. The team’s “resources” are the things available to support the team’s work. Listen and repeat.
 - So what resources are available? ▶

asset

- ▶ Vermögenswert;
- hier: Pluspunkt, Vorzug

Ken Taylor: Well done! All of these words and phrases are very useful when leading a team and describing its work.

Exercise: Dialogue | Track 9 MEDIUM

Ken Taylor: Listen now to this discussion between Maria, a newly promoted team leader, and Henry, an experienced senior manager who acts as her mentor. They are discussing what Maria needs to think about when setting up her new team. During the discussion, six key points are mentioned. As you listen, make a list of these points.

Maria: I'm glad to have this chance to discuss setting up my new team with you. I need to start in the right way.

Henry: Who's the promoter of the team? It's important that the team promoter is clear from the start.

Maria: I'll be reporting to Kevin Price.

Henry: Good. He's on the board. Kevin will have the necessary authority to support you. And has he helped you to define exactly what the task of your team is?

Maria: Yes, he's been very helpful. He said that he knows that IT projects can be complex and affect everybody, as they are cross-functional. So, we've defined the project brief clearly.

Henry: It's also critical to know exactly who your customers are. Who will be the end users of whatever you come up with?

Maria: We've tried to list them so that we are aware of who we need to talk to.

Henry: Good. Keep communicating what you are doing with them as the project progresses. Have you chosen your team members yet?

Maria: I'm just in the process of defining the expertise I need.

Henry: Getting the right composition of the team is a key success factor. You need the right person in the right role. What about start and finish times? Do you have clear deadlines for the work?

Maria: That's still under discussion. The start time depends a little on people's availability. But we have a clear idea of how long it will take.

Henry: Get everything you've agreed with Kevin down in writing. Have a signed project agreement that specifies exactly the goals, timelines and resources. Then there can be no misunderstandings.

Ken Taylor: OK, did you make a list of the six key elements in setting up a new team? See if you agree with my list:

affect sb. ► jmdn. betreffen

board ► Vorstand

cross-functional: be -

► verschiedene Aufgabengebiete betreffen

expertise ► Fachwissen

goal ► Ziel

project brief

► Projektauftrag, -anweisung

promoter ► Förderer/
Förderin; hier: Begleiter(in)

resources ► Mittel

role ► hier: Funktion

timeline ► Zeitrahmen

1. First, have a team promoter with the right level of authority.
2. Second, have a clear definition of the team's task.
3. Third, know who your end customers are so that you can keep them informed.
4. Fourth, get the right composition of your team.
5. Fifth, have clear deadlines for the work.
6. Sixth, have a signed project agreement specifying goals, times and resources.

Ken Taylor: How was that? Did you have a similar list? If your list differed a lot from mine, go back and listen to Maria and Henry again.

Being the leader of a team requires a varied set of skills in addition to professional competence. A leader also sets and negotiates goals and tasks, facilitates meetings, delegates authority, enthuses and motivates people, whilst at the same time ensuring that the results match expectations. It's certainly not an easy role. But it can be a highly rewarding one.

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approach

► Herangehensweise

cross-cultural

► interkulturell

topic ► Thema

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: Branislav Pelak leads an international team of teachers and trainers at Empire — The Know-How Institute in Prague.

Perry: And which topics did you discuss with Branislav?

Taylor: Cross-cultural awareness in the workplace. We talked about how your cultural background affects your approach to life and ask how you can bridge cultural differences at work.

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

Taylor: We agreed that you have to start by looking at yourself and your own culture. And

then we went on to discuss some tools and approaches that can help you when working in an international cross-cultural environment.

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!

The language of teamwork

Introduction | Track 12

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

Erin Perry: Yes, most people work in teams of various sorts nowadays. And there are a number of idiomatic expressions relating to this area. Let's practise some of them now. OK?

Exercise: Teamwork 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 you "play phone tag with somebody", ...
 - a) you call a person and leave a message, the person then calls you back and leaves a message and so on.
 - b) you play a game of trying to call someone by phone when they are in an important meeting.
 - ▶ a) is correct. If you "play phone tag with somebody", you try to reach them by phone but have to leave a message because they are not there. Then, when they call you back, you are unable to take the call, so they have to leave a message for you, and so on, until you finally reach each other. OK, next one.

- If you "hear something through the grapevine", ...
 - a) you are told something by an expert.
 - b) you are told something unofficially by someone who has heard it from someone else.
 - ▶ b) is correct. If you "hear something through the grapevine", someone tells you something unofficially that they have heard from another person. Next one.

environment

▶ hier: Umfeld

- If someone is “out of line”, ...
 - a) they do not feel well.
 - b) they do not behave well.
 - b) is correct. Someone who is “out of line” does not behave appropriately. OK, last one.

- If you “drop the ball”, ...
 - a) you make a bad mistake and something goes wrong.
 - b) you forget what you wanted to say.
 - a) is correct. If you “drop the ball”, something goes wrong because of a bad mistake you have made.

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

Skill Up!, no. 53, 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 teamwork. 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 word is a verb that means to use one’s power to frighten or hurt others who are seen as weaker. Please translate this word.

German: mobben

English: bully

David Ingram: You can’t say “mob” here. As a verb, “mob” means to crowd around someone, for example a celebrity. And as a noun, a “mob” is a crowd of people, particularly if they are violent and causing trouble. Anyway, the English translation of the German word *mobben* is “bully”.

Translate this sentence now.

German: *Bist du jemals von einem Kollegen gemobbt worden?*

English: Have you ever been bullied by a colleague?

Erin Perry: The next word is used to talk about money that you can make use of. Translate this word, please.

German: Mittel

English: resources, funds, means

David Ingram: “Middle” is wrong here, as this means “the centre of something”. In the context of money, the German word *Mittel* is translated as “resources”, “funds” or “means”. Please translate this sentence.

German: *Sie mussten das Forschungsprojekt wegen fehlender Mittel aufgeben.*

appropriately

➤ angemessen

celebrity ➤ Promi(nente(r))

violent ➤ gewalttätig

English: They had to give up the research project due to a lack of resources / lack of funds / lack of means.

Erin Perry: You use the next word for the individual pieces of a whole thing. Please translate this word now.

German: Teil

English: part

David Ingram: Don't say "tile". A tile is a piece of clay or other material that is placed, for example, on the walls in your bathroom. The German word Teil is translated as "part" in English. Translate this sentence, please.

German: Gehälter machen einen beachtlichen Teil der Kosten aus.

English: Salaries account for a significant part of the costs.

Erin Perry: OK, our last word refers to a phrase used to express the rules or guidelines for someone's behaviour. Translate this word, please.

German: Devise

English: motto

David Ingram: "Device" would be wrong here, as this is a tool or gadget used to do or make something. Nor can you say "devise". This is a verb: "devise sth." means "invent sth." or "come up with sth.". The correct translation of the German word Devise is "motto". Translate this sentence now.

German: Meine Devise lautet: "Besser spät als nie."

English: My motto is: "Better late than never."

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

Skill Up!, no. 53, pp. 14-15

CAREERS & MANAGEMENT

How to deal with a workaholic boss

Introduction | Track 15

Erin Perry: David, you know we were talking earlier about problems with bosses?

David Ingram: Yes...

Erin Perry: Well, there was another problem I had once. My boss was a total workaholic. Never stopped working. Bombarded us with emails at all hours of the day and night. And the problem was, we weren't sure how to react and didn't know whether she expected us to do the same.

David Ingram: Well, yes, that can certainly be a problem. And it's the topic of the latest How to... column by our Careers editor, Margaret Davis: how to deal with a workaholic boss.

Erin Perry: Sounds like this is just the sort of advice I could have done with.

David Ingram: Indeed. So let's listen to what Margaret has to say.

clay ▶ Ton

gadget ▶ Gerät, Apparat

Interview: Margaret Davis | Track 16 **MEDIUM**

David Ingram: Margaret, your latest How to... article is about dealing with a workaholic boss. Why might this be difficult?

Margaret Davis: The main difficulty for people with a workaholic boss is that they often feel pressured to stay late or come in early because that's what the boss does. But even when they do that, it doesn't mean they are accomplishing more. This could lead to "presenteeism", where people are visible in the office, but not necessarily getting more done.

Ingram: So, what can you do as an employee to avoid this sort of situation?

Davis: To start with, you should talk to your boss. Be open and ask what their expectations are. Do they actually expect you to come in early and stay late? Or do they not mind, provided you get the work done. It's quite possible that they put in long hours because they enjoy it — or because they have more responsibilities than you. They may not even expect you to follow their example.

Ingram: How can you convince your workaholic boss that you are doing your job competently?

Davis: Career experts suggest that you give your boss regular updates. And they say you should check with your boss to find out what sort of schedule works best for them. Do they want daily updates? Or weekly ones or monthly

ones? And is this in-person or should you send a written report? Once you've got details like that sorted out, you're well on the way to more successful communication.

Ingram: What if you have to leave work early but still have an important deadline to meet?

Davis: Consultant and author Nate Regier says it's important to give your boss lots of information about your progress and to show you're committed to the project. Tell your boss that you are aware of the deadline — and do this by repeating the date and time to her. Then you can say something like, "I will be leaving today at 5 p.m. to attend my son's soccer game and have time set aside tomorrow to finish the project in advance of our deadline."

Ingram: Excellent advice as always, Margaret. And many thanks for coming in again to talk to us.

Davis: You're welcome. Thank you!

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accomplish sth.

► etw. schaffen

committed: be - to sth.

► sich für etw. engagieren

in advance of... ► vor ...

presenteeism

► Präsentismus

provided ► vorausgesetzt

put in long hours

► hier: lange arbeiten

schedule ► Zeitplan

soccer ► Fußball

sort sth. out ► etw. klären

visible ► sichtbar

you're welcome

► gern geschehen

GRAMMAR

Using “so” and “such”

Introduction | Track 17

David Ingram: OK, time for some grammar! This time, we’re going to look at... Erin, why are you looking so horrified?

Erin Perry: Oh, David, you know some learners find grammar such a boring topic.

David Ingram: But if they get the exercises right, they’ll have such a sense of achievement and feel so much more confident. And, yes, as you might have guessed, this time, we are going to practise the different usages of “so” and “such”. OK? Let’s get started.

Exercise: Translation | Track 18 **ADVANCED**

Erin Perry: In this exercise, you’ll hear a German sentence. In the pause, translate the sentence into English using “so” or “such”. Then you’ll hear the correct answer and an explanation. Ready?

German: Die Renovierung war so teuer, dass wir ein Darlehen aufnehmen mussten.

English: The renovation was so expensive that we had to take out a loan.

Erin Perry: Because “expensive” is an adjective, “so” is needed here. Next sentence.

German: Sei nicht so ein Pessimist!

English: Don’t be such a pessimist!

Erin Perry: Before a noun, “such” is used. In case of a countable noun, “such” is placed before the indefinite article “a” or “an”. OK, here’s the next sentence.

German: Ich habe niemals zuvor ein so interessantes Buch gelesen.

English: I’ve never read such an interesting book before.

Erin Perry: In this sentence with an indefinite article plus an adjective and noun, you need “such”, which is placed before the indefinite article. Next sentence.

German: Sie hatten nicht erwartet, so wenig Gewinn zu machen.

English: They hadn’t expected to make so little profit.

Erin Perry: Here, we need “so” because “little” is a quantifier. OK, last sentence.

German: Sie freut sich so auf die neue Stelle!

English: She’s so looking forward to the new job!

Erin Perry: When speaking informally, we can use “so” before verbs that express feelings.

quantifier

► unbestimmtes Zahlwort

Erin Perry: How did you do? Did you find translating the sentences really so boring?

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EASY ENGLISH

Ken Taylor on emailing to make arrangements Introduction | Track 19

David Ingram: Erin, do you remember that Margaret Davis talked to us last time about how to make work emails more professional.

Erin Perry: I certainly do. I remember in particular that she said we should avoid using emojis in work emails — unless we know the other person very well.

David Ingram: Exactly. And in the latest issue of *Business Spotlight*, Mike Hogan looks at another important aspect of emails: how to use them effectively to make arrangements. And this starts by having a clear subject line so that the reader knows exactly what your email is about.

Erin Perry: Excellent advice.

David Ingram: Yes, and our communication skills expert, Ken Taylor, is here now with some exercises and advice on the topic of making arrangements by email

Exercise: Strategies | Track 20 EASY

Ken Taylor: Many business people complain about the number of emails they receive and

have to read every day. In order to make life easier for our business partners, we need to make sure that the emails we send are written clearly and in a way that makes them easy to read and understand. This is the subject of Mike Hogan's Easy English article in the latest issue of *Business Spotlight*. In this exercise, you will hear a number of statements about writing emails. In the pause, decide whether you agree or disagree with each statement and why. Then you will hear my point of view based on Mike Hogan's article.

- Writing an email is often easier than trying to reach someone on the phone.
 - ▶ I agree. You don't need the other person to be available at that moment.

- If you have a clear subject heading, you do not need to say why you are writing at the start of the mail.
 - ▶ I disagree. It helps the reader if you do both.

- Using bullet points makes it look as though you think the reader is unable to think clearly.
 - ▶ I disagree. Bullet points simply help the reader see the key points in the mail.

bullet point ▶ Gliederungs-
punkt; Aufzählungszeichen

subject heading
▶ Betreffzeile

- You should make it clear to the reader whether or not a response is needed.
- I agree. It should be clear what the reader has to do — and by when.

- Writing your responses “inline” — that is, answering individual points or questions in the email you have received — is confusing for the reader.
- I disagree. Writing responses “inline” — directly after the writer’s questions and points — usually makes it easy to follow. But do remember to write “inline” in a different colour to the original text.

- You should always start an email with the word “Dear” followed by the reader’s name.
- I disagree. It depends on how well you know the other person. If you know them well, you might start with the words “Hi” or “Hello”.

Ken Taylor: Good. How did you get on? Whenever you write an email, it’s important to put yourself in the reader’s shoes and to ask yourself this question: “Is my mail clear and understandable?”

Exercise: Useful phrases | Track 21 EASY

Ken Taylor: Now, let’s practise some key phrases that you might need when writing an email to make arrangements. I’ll give you the situation.

Then you will hear two phrases, **a)** and **b)**. In the pause, choose the phrase that best matches the situation. OK. We’ll begin.

1. You want to refer to an email a close colleague has sent. Do you write...
 - a) Thank you for your email.
 - b) With reference to your email, ...
 - a) is correct. “Thank you for your mail” is more appropriate for a close colleague. “With reference to...” is too formal. OK, next situation.

2. You want to thank someone for their quick response to your mail. Do you write...
 - a) Thanks for getting back to me so quickly.
 - b) Thanks for getting through to me so quickly.
 - a) is better. “Thanks for getting back to me so quickly” is more appropriate. To “get through to someone” usually means to be connected and speak to someone on the phone. Next situation.

3. You want to give the reader the choice of replying inline. Do you write...
 - a) I would appreciate it if you replied inline.
 - b) Feel free to reply inline.

appreciate sth.

➤ etw. begrüßen, schätzen

appropriate

➤ passend

put oneself in sb.’s shoes

➤ sich in jmds. Lage hineinversetzen

- ▶ b) is correct. “Feel free to reply inline” is more appropriate. If you write “I would appreciate it...”, it sounds as though you definitely want the reader to do something. OK, next situation.
4. You want your reader to suggest a specific time for a meeting. Would you write...
- a) Do you have the time?
 - b) What time works best for you?
- ▶ b) is more appropriate: “What time works best for you?” If you say, “Do you have the time?”, you are asking if the other person has space in their schedule. OK, next situation.
5. You want to suggest a specific time for a meeting. Do you write...
- a) How about Friday at 11?
 - b) I want Friday at 11.
- ▶ a) is more appropriate: “How about Friday at 11?” If you say, “I want Friday at 11”, this is very direct and impolite. OK, last situation.
6. You want to write that you will be pleased to get a reply. Do you write...
- a) Looking forward to hearing from you.
 - b) Hoping to hear from you.
- ▶ a) is more appropriate: “Looking forward to hearing from you”. If you say, “Hoping to hear from you”, this sounds as if you are not

sure whether the other person will reply or not.

Ken Taylor: How was that? For more useful phrases, see the list at the end of Mike Hogan’s Easy English article. And here’s one more tip when writing emails: don’t put in your recipient’s address before you have checked your mail — in case you press the send button accidentally!

Business Spotlight 1/2019, pp. 56–57

TECHNOLOGY

English 4.0: The future of money in action 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*. And the topic this time is money.

David Ingram: Oh, brilliant. Money, money, money! A topic that is very dear to my heart. Just can’t get enough of all those lovely banknotes: pounds and dollars and euros and...

Erin Perry: David, David. Calm down.

David Ingram: Sorry, got a bit carried away there.

schedule

- ▶ Terminplan

Erin Perry: Yes, I noticed. Anyway, the changing nature of money and banking 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 money and cloud computing. Bill Gates once said that, “banking is necessary, banks aren’t”. What did he mean by that?

Fitzgerald: When Bill Gates said that, I was teaching English for a living and my students were bankers. They were very conservative bankers but all very nice people. And I remember using that quote in our conversation classes. The general opinion was that Bill Gates made very bad software, which they didn’t like using, and they believed he certainly knew nothing about banking. Now, at the end of the 1990s, the management of that bank made some terrible decisions. And that bank, which was founded in 1869, no longer exists because of that. It’s, as we say, history. And it turned out, this bank wasn’t necessary. And Bill Gates? Well, today his net worth is an amazing \$97 billion.

Perry: We all know about MasterCard, but now there’s a lot of talk in the world of finance about Wirecard? What’s that exactly?

Fitzgerald: In the language of English 4.0, Wirecard is a “fintech”. It’s a financial services company that uses technology to do things other companies can’t do. And it does it globally. In September 2018, Wirecard was invited to join the DAX, the index of the top 30 German companies traded on the Frankfurt stock exchange. And which company was kicked out? Commerzbank. Another bank not necessary.

Perry: Generations have grown up hearing that “cash is king”. Is that still true?

Fitzgerald: It depends on the generation. For the silver generation, the silent generation, the retirees, cash is very important. For the baby boomers, cards, debit cards, credit cards are very important. For the millennials, the most important thing in the world is the smartphone. And they’re very comfortable using their phones and apps like Apple Pay to buy a song or buy a cup of coffee.

amazing

• erstaunlich, fantastisch

billion ▶ Milliarde(n)

fintech ▶ Finanztechnologie (unternehmen)

for a living

• als Broterwerb, beruflich

found sth.

• etw. gründen

net worth

• (Netto-)Vermögen

quote ▶ Zitat

silent generation

• etwa: von Anfang der 1920er bis Mitte der 1940er Jahre Geborene

silver generation

• etwa: Generation 60 plus

stock exchange

• Börse

Perry: So, with all these changes going on, where should we put our money: in banks, under the bed or in the cloud?

Fitzgerald: Again, it depends on the generation and on a country's culture. But if we want to see, perhaps, the future, then we should look at Scandinavia and Asia. In Scandinavia, in Sweden, for example, fewer than two per cent of business transactions are now done using cash. Spotify is a Swedish company, sells streaming music which people listen to mainly on their mobile phones. It has 180 million subscribers and about 80 million of them pay for the service. The money is taken digitally from their bank accounts or wherever they have their money. If we look to Asia, to China, there's a company there called TenCent Music, and it has 800 million subscribers, again listening to music on mobile devices and paying for this music with their mobile devices. And all of this is in the so-called cloud — on servers all over the world. However, if there were to be a cyberwar, and if all the servers were to be destroyed, and if the cloud were to disappear, then the people who had put cash under the bed would be the only ones smiling.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 1/2019, pp. 68–69

ENGLISH ON THE MOVE

Ken Taylor on inviting people

Introduction | Track 24

Erin Perry: David, are you free tomorrow evening?

David Ingram: Er, yes, I think so. Why?

Erin Perry: Well, I was wondering if you would like to join me...

David Ingram: Join you? Where?

Erin Perry: Well, care to go to the cinema?

David Ingram: The cinema?

Erin Perry: Yes, the cinema. I'd be honoured if you would...

David Ingram: Wait a minute, something's up here. You don't really want to go to the cinema with me, do you? You're, um... OK, I got it. You're just practising the language of invitations, right?

Erin Perry: Exactly, well done! Because that's the topic of our latest English on the Move column. And here's Ken Taylor once again with some exercises on this subject.

subscriber

▶ Abbonent(in)

you're welcome

▶ gern geschehen

Exercise: Useful phrases | Track 25 MEDIUM

Ken Taylor: There are many phrases that you can use to invite someone.

In this exercise, I will describe a situation where you want to invite somebody to something. Then you will hear two versions of the invitation, **a)** and **b)**. In the pause, choose the most appropriate version. Then you will hear my opinion. OK? We'll start.

1. You want to invite someone to visit your office if they are passing by. Do you say...
 - a) Please call in if you're in the area.
 - b) Please call back if you're in the area.
 - **a)** is correct. To "call in" means to "visit". Listen and repeat.
 - Please call in if you're in the area. ▶
Note that to "call back" is to "return a phone call". OK, next one.
2. You want to ask someone to come to lunch with yourself and some colleagues. Do you say...
 - a) Please invite us for lunch.
 - b) Please join us for lunch.
 - **b)** is correct: "please join us". Listen and repeat.
 - Please join us for lunch. ▶
Note that if you say "please invite us for lunch", it sounds as though you are asking the other person to pay. Next one.

3. You want to indicate that you will pay for lunch. Do you say...
 - a) It's my pleasure.
 - b) It's on me.
 - **b)** is correct: "It's on me." Listen and repeat.
 - It's on me. ▶
Note, we use the phrase "it's my pleasure" when we have been thanked for something. OK, next one.
4. You want to invite someone you know well to go to the cinema with you. Do you say...
 - a) Care to go to the cinema tonight?
 - b) Do you care about going to the cinema tonight?
 - **a)** is correct. If you ask someone if they "care to" do something, this is an informal way of asking them if they would like to do it. Listen and repeat.
 - Care to go to the cinema tonight? ▶
Note that if you ask, "Do you care about something?", you are asking whether they have a strong feeling about something. OK, last one.
5. You want to invite someone for a drink but you are not sure about their response. Do you say...

indicate sth. ▶ etw. andeten, erkennen lassen

- a) I expect you would like to go for a drink later.
- b) I was wondering if you would like to go for a drink later.
- b) is correct. "I was wondering if..." is a polite way of introducing a suggestion. If you say, "I expect", it means that you think you know what the other person wants. Listen and repeat.
 - I was wondering if you would like to go for a drink later. ➤

Ken Taylor: How was that? Did you choose the correct expressions? Go back and practise any ones that you didn't know.

Exercise: Dialogue | Track 26 MEDIUM

Ken Taylor: Now, listen to this conversation between Lisa and Jack. They have met at a conference and have discovered that their companies could do business together. They are now sitting in a coffee shop talking. Listen for some of the phrases we practised in the previous exercise.

Jack: Why don't you call in when you're in the area?

Lisa: Well, are you free on Friday next week? I'll be passing your office on the way to a client.

Jack: Let me check. Yes, I am. If you came around midday, you could join my deputy and me for lunch.

Lisa: I'm meeting Janet Woodward, my CEO, at the client at two o'clock so that should work.

Jack: If your CEO would like to join us, we'd be honoured to offer her lunch, too.

Lisa: Well, I'll ask her, but her day is usually planned to the last minute.

Jack: I understand. We'd better be getting back to the conference. I'll just get the bill.

Lisa: No, I'll get the bill. This is on me this time.

Jack: OK. Thanks! I was wondering if you would care to join Marie and me for dinner this evening. We could continue our discussions then.

Lisa: Great. Thanks. Let's do that.

Ken Taylor: OK, did you hear the invitation phrases? In this exercise, you will hear some of the conversation again sentence by sentence. But this time, you will hear this sound [horns] instead of a key word. At the end of the sentence, there will be a pause. You then say the sentence with the missing word. Then you will hear the full sentence again. OK, let's start.

Jack: Why don't you [horns] when you're in the area? ➤

Jack: Why don't you **call in** when you're in the area?

CEO (chief executive officer) ➤ Geschäftsführer(in)
deputy ➤ Stellvertreter(in)

this is on me
 ➤ das geht auf mich,
 das zahle ich

Lisa: Well, are you [horns] on Friday next week? ▶

Lisa: Well, are you **free** on Friday next week?

Jack: If you came around midday, you could [horns] my deputy and me for lunch. ▶

Jack: If you came around midday, you could **join** my deputy and me for lunch.

Jack: If your CEO would like to join us, we'd be [horns] to offer her lunch, too. ▶

Jack: If your CEO would like to join us, we'd be **honoured** to offer her lunch, too.

Lisa: No, I'll get the bill. This is [horns] me this time. ▶

Lisa: No, I'll get the bill. This is **on** me this time.

Jack: I was [horns] if you would care to join Marie and me for dinner this evening. ▶

Jack: I was **wondering** if you would care to join Marie and me for dinner this evening.

Ken Taylor: How did you get on with that exercise? Were you able to fill in the key words? Learn any phrases you did not know? They are all useful when you are inviting English-speaking guests.

Business Spotlight 1/2019, p. 64

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 space travel is really sensible. And we'll also be talking about different types of earnings.

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

Business news: Space travel and earnings |

Track 28 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was about whether space travel is sensible. It's certainly something that has captured the imagination of many people for decades now. So, what are the arguments on each side of this debate?

Ian McMaster: Well, you could say that this is a debate that has really taken off. The case for

capture sth.

▶ etw. einfangen; hier: fesseln

case ▶ hier: Argument

sensible ▶ sinnvoll

take off

▶ abheben; hier: häufig thematisiert werden

topic ▶ Thema

spending billions of dollars on space travel is partly a philosophical one — that it is an inherent part of human nature to want to explore, whether that meant voyaging to different parts of the earth in the past or, now, venturing into outer space. But there's also a practical argument — that by exploring space, we discover things that actually help to make a practical difference to people's lives here on earth — for example, about the effects of the sun on our weather system. Now, those who oppose the exploration of outer space don't deny that useful discoveries are sometimes made. But they believe that the large sums of money spent on space exploration could be spent more effectively here on earth to directly solve the economic, social and environmental problems. 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 talk about different types of earnings. What different types are there exactly? Isn't it all just money?

McMaster: Yes, often it is, although you can earn things other than money, such as praise, respect, affection or a good reputation. But even when we are talking about money, the words “earn” and “earnings” are very interesting. To start with, just like the German word *verdienen*, the verb “earn” has different but related mean-

ings. On the one hand, to “earn money” can simply mean to “receive it”. So, if we ask someone what they earn, we normally mean how much do they get paid per week or month or year. On the other hand, as in the examples I mentioned earlier, to “earn” something can mean to “deserve” it through your behaviour. So, next time someone asks you how much you earn, you could say as a joke, “about twice as much as I'm actually paid”. It's also worth mentioning that there is a difference in the meaning of “earnings”, depending on whether we are talking about personal or company finances. In terms of personal finances, our earnings are our income — our salary or wages — whereas in terms of company finances and financial reporting, “earnings” means “profits” or what is often called “net income”. Anyway, after all that, I think we've all earned a bit of a rest — and I've earned a cup of tea.

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

McMaster: Thank you!

Business Spotlight 1/2019, pp. 22–23, 59

affection ➔ Zuneigung

deny sth.

➔ etw. leugnen, abstreiten

inherent

➔ einwohnend, ureigen

issue ➔ Ausgabe

look forward to sth.

➔ sich auf etw. freuen

net income

➔ Nettogewinn, Reinertrag

outer space ➔ Weltall

venture ➔ sich wagen

SHORT STORY

Introduction | Track 29

David Ingram: Erin, you couldn't help me for a moment, could you?

Erin Perry: Certainly, David. Particularly as you asked so nicely! What's the problem?

David Ingram: Well, it's just that I've got to write this short speech tonight about a friend of mine who's retiring next week. And, well, I've totally got writer's block. Can't think of a good first sentence at all. Got no inspiration whatsoever. Would you mind brainstorming a bit with me?

Erin Perry: Well, I certainly could, David. On the other hand, maybe it would help you to listen to the latest short story by James Schofield, which funnily enough, is about exactly your problem. And it's called simply, "Inspiration".

David Ingram: Oh, that's sounds perfect.

Erin Perry: Indeed. So, let's listen now and find out more.

Inspiration | Track 30 MEDIUM

I stare at my screen and it stares back at me. We are used to this scenario, Screen and I, because I'm a writer. During the week, I write speeches and articles for a big company and, at the weekend, I work on volume two of my fantasy saga, *Hallindale — The Chronicle of Wind*.

But today, a Sunday, I have to write a speech for the company chairman. On Monday, he's making

a presentation to the supervisory board about a company reorganization he wants to carry out.

The idea does not motivate me and so far, I have only two sentences, neither of which is any good:

- P&P is in sync with market trends, and this restructuring means we remain in touch with market leaders.
- P&P is in tune with its markets and in step with its needs.

I delete both lines, but then I think of something else and I switch to my novel: "Stay in tune with my needs..." whispered Prince Borrador as he pulled the lovely Amanjia on to the bed beside him, "...and in step with my desires, sweet dove!"

Ping! A text message from the chairman pops up on my mobile, asking how I'm doing. Super, I answer, switching back to his speech. Nearly finished, I add, trying to sound optimistic.

I stare unhappily at Screen again. When we started this morning, we were both filled with energy. But now, I need a drink and Screen needs a charger. Though I'm not even sure

chairman ▶ Vorsitzender

charger ▶ Ladegerät

delete sth.

▶ etw. löschen

dove ▶ Taube;

hier auch: Täubchen

mobile UK *ifml.* ▶ Handy

step: be in ~ with sth.

▶ mit etw. Schritt halten

supervisory board

▶ Aufsichtsrat

sync: be in ~ with sth. *ifml.*

▶ mit etw. im Gleichklang sein

text message ▶ SMS

touch: remain in ~ with sb.

▶ mit jmdm. in Kontakt bleiben

tune: be in ~ with sth.

▶ mit etw. im Einklang sein

electricity will be enough to stop it dying of boredom. An idea for a gravestone inscription comes to me and I type it in.

“Here lies a little Apple Mac,
Of bits and bytes there was no lack,
And juice was in its power pack,
But all its owner’s text was...”

“Not funny,” interrupts Screen. “And your last word isn’t going to rhyme properly. Delete.” My cursor travels quickly backwards and cleans Screen till it’s shiny and white again. Back to square one.

“What exactly,” Screen asks, “is blocking you?”

Partly, it’s because I have to write this corporate nonsense on a Sunday instead of continuing with *The Chronicle of Wind*, but it’s also because I don’t like the chairman. Among his many faults, he has hairy ears. Remembering this, I start pulling out the hairs on my own ears. It doesn’t help write my speech, but I hate hairy ears and the pain stops me thinking about being blocked. “STOP!” cries Screen. “That’s a terrible habit. Go and look at something green!”

Sometimes, when I’m blocked, I go outside, smoke, look at plants for a while and then ideas come to me. But today — after staring at a bush so hard that it starts losing leaves in embarrassment — I sit down in front of Screen again with as

many ideas as I had before. Zero, zilch, nada, nix.

Ping! The chairman wants to know whether his speech is ready. He wants to practise it this evening. I can tell he’s losing patience. “With you in a second,” I reply, and try again:

- With these measures, P&P finances will be out of the red and in the black by the end of this quarter.

- P&P must remain within reach of our clients, but out of reach of the competition.

“What?” writes Screen. “That second sentence — what does it even mean?”

I delete both. But then I realize I like the combination “in and out”. It’s powerful, flexible. I think about similar combinations. You can be in and out of love, time, pocket, favour, play, tune, touch, sync, step. I switch over to the *Chronicle* again: “No, my lord,” protested Amanjia, *struggling to free herself from Borrador’s arms as the thin silk dress that barely covered her firm bosom stretched to protect her modesty.*

back to square one *ifml.*

➤ zurück zum Anfang

boredom ➤ Langeweile

bosom ➤ Busen

competition ➤ Konkurrenz

corporate

➤ Unternehmens-

embarrassment

➤ Verlegenheit

gravestone inscription

➤ Grabsteinschrift

modesty

➤ hier: Anstand

my lord ➤ mein Herr

out of the red

➤ aus den roten Zahlen

pocket: in /out of ~ UK

➤ bei Kasse / pleite sein

power pack ➤ Netzteil

rhyme ➤ sich reimen

zilch *ifml.*

➤ gar nichts

“My body may be within your reach, but my love is forever out of your grasp if you force yourself on me...”

“What care I for love,” cried Borridor, his eyes burning with lust. “I...”

Ping! The chairman reminds me that I said the speech would be ready “in a second” 30 minutes ago. I don’t reply. He can’t know if I’ve read his message. In and out, in and out, in and out. I realize that in a moment or two, I won’t be in work any more: I’m going to be out of a job. I’m desperate. Isn’t there anything I can send him?

“PRINCE BORRIDOR!” writes Screen. “His speech to the barons on page 766 of volume one after he defeated the Great Goblin Army at Dor’thrax. It’s just the sort of motivational nonsense all leaders talk!”

I read the passage he’s talking about: “My friends,” said Borridor, opening his arms wide. “You may ask why in the hour of our triumph over the evil goblins we should now change the way our great kingdom is governed. I would say to you, now above all is the time for change! With our enemies weak and scattered, we can...”

Screen could be right. With a few changes to the vocabulary, this could work. I start writing: “...the results of the final quarter exceeded all analysts’ predictions, while at the same time our competitors made huge losses. Colleagues, you may ask in this hour of triumph why we need to consider restructuring our operations. I would say to you, now above all is the time for change!”

Twenty minutes later, I send it out, switch off my mobile and spend the rest of the evening happily back in Hallindale. With difficulty, Amanja persuades Borridor to treat her with more respect. They combine her witchcraft skills with his warrior power to battle Ephluent, the evil wizard of Nocando.

It isn’t until the next morning that I turn on my mobile again and realize something terrible has happened. Instead of sending him a two-page speech about company restructuring, I’ve sent him the complete first volume of Hallindale — *The Chronicle of Wind*. All 1,245 pages of it.

I print out the text I meant to send and hurry to the chairman’s office. There’s no way I will keep my present job. The best I can hope for is that they’ll put me in the social media team. I knock and the door is thrown open by an unshaven, tired, but smiling chairman. Pages from the *Chronicle* are scattered all over the floor. He pulls me inside and hugs me.

“Brilliant!” he says. “Bloody brilliant! And Prince Borridor, he’s based on me, isn’t he?”

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bloody UK ifml.

• verdammt; hier: total

desperate • verzweifelt

goblin • Kobold

grasp: be out of sb.’s -

• jmdm. entzogen sein

hug sb. • jmdm. umarmen

prediction • Prognose

quarter • Quartal

scattered • (weit) verstreut

warrior • Krieger(in)

witchcraft • Hexerei

wizard • Zauberer,

Hexenmeister

CONCLUSION | [Track 31](#)

David Ingram: Well, we've come to the end of *Business Spotlight Audio 1/2019*. 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. So, until next time, this is David Ingram...

Erin Perry: And Erin Perry...

David Ingram: Wishing you success with your business English.

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