

INTRODUCTION | Track 1

David Ingram: Welcome to *Business Spotlight Audio* 2/2019. 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 managing change, as part of our series on leadership. We also look at how to deal with interruptions and how to work from home — and we practise the language of human resources.

Erin Perry: Also, editor-in-chief Ian McMaster will be talking about the 100th issue of *Business Spotlight*. 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 Vancouver in Canada.

David Ingram: Oh, great. Lovely city!

Erin Perry: Indeed, but it's also a city with a serious housing problem. In fact, housing has

become so expensive that even many well-paid people can't afford a proper home and are adopting unconventional alternatives. As you listen to the story now, try to answer this question: how high does Mike Diddy say the monthly rent is for a one-bedroom apartment? Ready? Listen now.

Sky-high prices | Track 3 MEDIUM

In most places, to be homeless means also to be jobless. But Vancouver has a different problem: housing in the Canadian city is so overpriced that even well-paid construction workers and tradespeople are living in illegal settlements, such as under elevated train tracks.

Mike Diddy works as a drywaller, building an apartment tower where condominium prices start at Can\$ 500,000 (about €330,000). He lives in a converted school bus because he says he can't afford monthly rents of nearly Can\$ 2,000 for a one-bedroom apartment. "For me to get a place I'd want to be [living in], I would have to have two or three roommates and we probably wouldn't get along at the end of it," Diddy told *Maclean's* magazine.

condominium N. Am.

► Eigentumswohnung

converted ► umgebaut

drywaller N. Am.

► Trockenbauer(in)

elevated ► erhöht

get along ► (miteinander)

auskommen, sich verstehen

homeless ► obdachlos

housing ► Wohnraum,

Wohnungen

roommate ► Mitbewohner(in)

City officials mainly ignore the illegal campers, unless there are complaints. That was the case when a local business reported that someone had been stealing power by running an extension cord from a motorhome parked on the street to the firm's outdoor socket.

Diddy doesn't need to steal power, though. The 38-year-old uses two marine batteries to provide electricity on the bus. "They last forever — as long as I'm not blending margaritas," he comments.

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Erin Perry: OK? Did you get the answer? How high does Mike Diddy say the monthly rent is for a one-bedroom apartment in Vancouver?

- ▶ The answer is nearly Can\$ 2,000. Listen again.
- "He lives in a converted school bus because he says he can't afford monthly rents of nearly Can\$ 2,000 for a one-bedroom apartment."

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 go to Australia to hear about a woman who has gone from working underground to managing the country's space agency.

Erin Perry: Wow, talk about a career change. Things are clearly on the up and up for her!

David Ingram: Very funny, Erin. But yes, Megan Clark has come a long way from the days when she worked as a geologist in the mining industry at a time when women were forbidden from working underground. Anyway, let's listen and find out more.

Not lost in space | Track 5 MEDIUM

The Australian Space Agency, formed in 2018, has a budget of just over A\$ 41 million (€26 million) — spread over four years. That doesn't worry the agency's CEO, Dr Megan Clark. She plans to increase the industry's value to at least \$7 billion a year by 2030.

Clark started her career as a geologist in the mining industry. At the time, women were not permitted to work underground. "The game was then that if a mines inspector came, you came up to the surface, and as long as they didn't see you working underground or as long as you

billion ▶ Milliarde(n)

blend sth.

▶ etw. mixen

CEO (chief executive officer)

▶ Direktor(in), Leiter(in)

game ▶ hier: Regeln

marine battery

▶ Schiffsbatterie

mining industry

▶ Bergbau(industrie)

motorhome

▶ Wohnmobil

run an extension cord

▶ ein Verlängerungskabel verlegen

socket

▶ Steckdose

weren't 'blatantly' working underground, they would sort of turn a blind eye," she told *The New York Times*. "And I just thought that lacked integrity: "This is what I do, and I'm not going to hide from that." When an inspector caught Clark working underground, her boss was told either to fire her or put her in a different job. Instead, he spoke up for her; the law was changed in 1986. Clark says she receives a lot of letters from children who are filled with curiosity about space. "Some people get [that curiosity] beaten out of them, but some people don't, and they end up in the space sector."

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BUSINESS SKILLS

Ken Taylor on the challenges of change

Introduction | Track 6

David Ingram: Erin, would you like a rest?

Erin Perry: A rest, David? We've only just started, haven't we? Why would I need a rest?

David Ingram: Of course you don't really, Erin. I know that. It's just that there's an expression that says "a change is as good as a rest". And change, and how to manage it in business, is the topic of our Business Skills section this time.

Erin Perry: I get it — it was another one of your little tricks, David. Well, I'm glad I didn't fall for it this time!

David Ingram: Quite right. Well, anyway, here's our communication skills expert, Ken Taylor, with some tips and exercises on the subject of change.

Exercise: Dialogue | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. In the business world, change happens quickly and often unpredictably. The question is not, "Do we have to change?" Change is inevitable, so the question should be, "How do we manage change in an effective way?" Elisabeth Kübler-Ross developed a model of the phases and emotions that people go through when dealing with grief. This model has been adapted to understand how employees respond to radical changes. In Bob Dignen's latest Business Skills article, he outlines five stages based on the Kübler-Ross model:

Stage one: shock and denial

Stage two: anger and frustration

Stage three: bargaining

Stage four: depression

Stage five: acceptance

In our first exercise, you will hear a short dialogue between two people. Tony is the editor of a news magazine. June is his deputy. Tony has just come back from a meeting with the board

blatantly ➤ offenkundig

speak up for sb.

➤ jmdn. verteidigen

turn a blind eye (to sth.)

➤ (über etw.) hinwegsehen

of directors. He has some important changes to report to June. Listen to her reactions to the proposed changes and try to identify the five stages she goes through as she speaks — shock and denial, anger and frustration, bargaining, depression and acceptance. Ready? Listen now.

Tony: Well, that was quite a meeting! I'm still in a state of shock.

June: What happened?

Tony: We're going digital! There will no longer be paper copies of the magazine on the shelves.

June: What? But that's impossible. Surely that won't work. How will people know we exist?

Tony: The board are convinced it will work — based on the sales of our online spin-offs. They want the change-over in June.

June: Oh! No way! That's crazy. We don't have the skill sets or the people. How on earth do they think we can reorganize our whole way of working in four months? Oh, it makes me furious to even think about it.

Tony: It's decided. The board realize that it will mean a lot of extra work. To begin with, they want us to do an immediate assessment of staffing and recruitment needs.

June: Oh, right. I suppose that means some redundancies. Where do you and I stand in all this? We have the experience of setting up the existing online products at least. Maybe that will count for something.

Tony: I'm sure it will. Look, to be honest, I have no idea what the implications are for the editorial team. We have to take a long hard look at ourselves in the light of this decision.

June: Oh, well, I've always got freelance writing to fall back on, I suppose. Not a happy thought, though! I really don't want to have to go back to that full-time.

Tony: I'm sure it won't come to that.

June: Oh, I hope not. Well, if that's the board's decision, I suggest we just put our noses to the grindstone and get on with it.

Ken Taylor: OK, did you hear how June went through the five stages of emotional reaction? We'll play June's part of the dialogue again — but not in the correct order. Listen again to

assessment ▶ Ermittlung

board ▶ Vorstand; hier auch: Geschäftsleitung

change-over
▶ Veränderung, Umstellung

count for something: sth.

will ▶ etw. wird dabei berücksichtigt werden

editorial ▶ Redaktions-

fall back on sth.

▶ auf etw. zurückgreifen

freelance ▶ freiberuflich

furious ▶ wütend

implication

▶ Auswirkung, Folge

No way!

▶ Nein!, Keineswegs!

put one's nose to the grindstone ▶ sich auf den Hosenboden setzen

quite: be ~ a... ifml.

▶ vielleicht ein(e) ...sein

recruitment ▶ Einstellung

redundancy UK ▶ Entlassung

sales ▶ Umsatz

shelf (pl. shelves) ▶ Regal

skill set(s)

▶ Kompetenzen, Fähigkeiten

spin-off ▶ Ausgliederung

staffing ▶ Personalbestand

June's reactions and, in the following pause, say which stage of emotional reaction that it corresponds to. Then you will hear the correct answer. OK, ready?

June: Oh, well, I've always got freelance writing to fall back on, I suppose. Not a happy thought, though! I really don't want to have to go back to that full-time.

► That is stage four: depression. OK, next one.

June: What? But that's impossible. Surely that won't work. How will people know we exist?

► That is definitely stage one: shock and denial.

June: Oh, I hope not. Well, if that's the board's decision, I suggest we just put our noses to the grindstone and get on with it.

► That's definitely stage five: acceptance.

June: Oh, right. I suppose that means some redundancies. Where do you and I stand in all this? We have the experience of setting up the existing online products at least. Maybe that will count for something.

► That is stage three: bargaining. In other words, trying to manage the process.

June: Oh! No way! That's crazy. We don't have the skill sets or the people. How on earth do they think we can reorganize our whole way of

working in four months? Oh, it makes me furious to even think about it.

► This final one is stage two: anger and frustration.

Ken Taylor: How did you get on? You can read more about these phases of emotional reaction to change in Bob Dignen's Business Skills article in the latest issue of *Business Spotlight*.

Exercise: Vocabulary | Track 8 MEDIUM

Ken Taylor: OK, let's look now at some verbs that will help you to talk about managing change. I'll give you a word or phrase. Then you will hear two alternative explanations, **a)** and **b)**. In the pause, choose the explanation that best matches the verb. OK? We'll start.

1. To "alienate someone". What does this mean?

a) To make someone unsympathetic to your point of view.

b) To make someone understand a situation.

► **a)** is correct. To "alienate someone" is to make them unsympathetic to your point of view. Listen and repeat.

■ John alienated the whole team with his unpleasant manner. ►

anger

► Wut, Ärger

bargaining

► Verhandeln

denial ► Verweigerung, Nicht-wahrhaben-Wollen

unsympathetic

► verständnislos

2. Next one. To “compromise”. What does this mean?
- a) To reach an agreement where you accept less than you wanted.
 - b) To consist of or be made up of.
 - ▶ a) is correct. To “compromise” is to reach an agreement where you accept less than you wanted. Listen and repeat.
 - Both sides were prepared to compromise in the negotiation. ▶
3. OK, next one. To “enable someone to do something”. What does this mean?
- a) To prevent someone from doing something.
 - b) To give someone the opportunity to do something.
 - ▶ b) is correct. To “enable someone to do something” is to give them the opportunity to do something. Listen and repeat.
 - The improved process enabled the team to work faster. ▶
4. OK, next one. To “affect something”. What does this mean?
- a) To cause something to happen quickly.
 - b) To cause something to change.
 - ▶ b) is correct. To “affect something” is to cause it to change. Listen and repeat.
 - Social media has affected the way we communicate with each other. ▶
5. Next one. To “minimize something”. What does this mean?
- a) To have a small effect on something.
 - b) To reduce something as far as possible.
 - ▶ b) is correct. To “minimize something” is to reduce it as far as possible. Listen and repeat.
 - Our aim is to minimize the risks. ▶
6. OK, last one. To “embrace something”. What does this mean?
- a) To start supporting or believing in something.
 - b) To disagree with something.
 - ▶ a) is correct. To “embrace something” means to “start supporting it or start believing in it”. Listen and repeat.
 - The team began to accept and embrace the changes. ▶
- Ken Taylor:** Well done! All these verbs are useful when discussing change and its effects.
- Exercise: Strategies | Track 9 MEDIUM**
- Ken Taylor:** In his article, Bob Dignen gives several examples of how your work situation might change and some tips on how to deal with those changes. Let’s now relate our discussion about change to your own situation. I’ll ask you about a change at work. In the pause, you say whether you have experienced a change of this type and tell me in one or two sentences how you

managed the change. I'll then add some advice on how to make the change less stressful. OK? Let's start.

- Have you ever been promoted to a higher position with an increased workload? If so, how did you manage the situation? ➤

Ken Taylor: In this situation, you should ensure that training is part of any new role. And you should learn to prioritize effectively to manage the increased workload.

- Have you ever had to start working with a new boss who has very different ways of working to your old one? If so, how did you manage the situation? ➤

Ken Taylor: In this situation, you should quickly find out how the new boss likes to lead. You should also get to know their expertise and past achievements. This can help you identify ways in which you can learn from them.

- Have you ever had to deal with the introduction of new IT platforms? If so, how did you manage the situation? ➤

Ken Taylor: In this situation, you should take time to become expert in the new system. If you are good at using it, you will enjoy it.

- Have you ever had to work in an international situation where you've had to use your

English more frequently? If so, how did you manage the situation? ➤

Ken Taylor: In this situation, it is important to invest time in improving your English with extra study so that you can leave the project as a fluent English speaker.

- Have you ever had to move to a new office or new town because of your work? If so, how did you manage the situation? ➤

Ken Taylor: In this situation, you should think about how your whole family can benefit from the experience, not just you. And you could establish a "schedule" to keep contact with old friends — by email, video calls or by phone.

Ken Taylor: Well done! And remember, change usually benefits most those people who don't simply accept everything their leaders say, but also challenge constructively, with a view to making the process work better for everyone.

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achievement

➤ Leistung, Erfolg

ensure sth.

➤ etw. sicherstellen

expertise

➤ Fachwissen

fluent ➤ fließend

promote sb.

➤ jmdn. befördern

schedule

➤ Zeit-, Ablaufplan

workload

➤ Arbeitspensum, -belastung

GRAMMAR

Present simple and present continuous

Introduction | Track 10

David Ingram: It's time for some grammar now! And this time, we are going to look at the use of the present simple and the present continuous.

Erin Perry: You mean talking about something that I normally do and something that is happening now. That's easy!

David Ingram: Don't be so sure! Let's do the exercises and see. OK?

Exercise: Simple or continuous? | Track 11

MEDIUM

David Ingram: In this exercise, you'll hear two forms of a verb: one in the present simple and the other in the present continuous. You'll then hear a sentence with a beep. In the pause, decide which tense you need to complete the sentence. Then you'll hear the correct sentence and an explanation of why the present simple or the present continuous is used. OK? Let's get started. Here's the first one.

- works / is working
Her colleague is on holiday, so Carol [beep] at reception this week.
▶ Her colleague is on holiday, so Carol **is working** at reception this week.

David Ingram: The present continuous is used here to talk about temporary situations. OK, next one.

- leaves / is leaving
The first train to Birmingham [beep] at four o'clock.
▶ The first train to Birmingham **leaves** at four o'clock.

David Ingram: The present simple is used to talk about scheduled events such as timetables. Next one.

- send out / are sending out
They [beep] the newsletter on Tuesday each week.
▶ They **send out** the newsletter on Tuesday each week.

David Ingram: The present simple is used to talk about habits and routines. OK, next one.

- makes / is making
Who [beep] that horrible noise?
▶ Who **is making** that horrible noise?

David Ingram: The present continuous is used to talk about things that are happening now. Next one.

scheduled ▶ anberaumt

timetable ▶ Fahrplan

5. means / is meaning

A higher position also [beep] assuming more responsibility.

- ▶ A higher position also **means** assuming more responsibility.

David Ingram: The present simple is used to talk about things that are generally true. OK, next one.

6. visit / are visiting

They [beep] the trade fair in Hanover next Wednesday.

- ▶ They **are visiting** the trade fair in Hanover next Wednesday.

David Ingram: The present continuous is used to talk about fixed arrangements for the future. OK, last one.

7. understand / am understanding

I [beep] that you can't take on more tasks.

- ▶ I **understand** that you can't take on more tasks.

David Ingram: The present continuous is not normally used with so-called state, or stative, verbs, such as “understand”, “know”, “like”, “hate” or “love”.

Erin Perry: OK, I see your point, David. That wasn't as easy as I thought it was going to be. If you had problems with that exercise, go back and try it again.

CAREERS & MANAGEMENT

How to work effectively from home

Introduction | Track 12

Erin Perry: David, do you ever work from home?

David Ingram: Yes, often actually. It's one of the advantages of my kind of work, not having to go to an office every day.

Erin Perry: Yes, I get that, but don't you ever find it problematic to work from home? I mean, do you ever find it difficult to concentrate or difficult to separate your work from your home life?

David Ingram: Well, yes, these can certainly be problems. And, of course, people who work in an office all the time are sometimes suspicious of people who work from home and think that they might be slacking. Anyway, this is the topic of the latest How to... column by our Careers editor Margaret Davis: how to work effectively from home.

Erin Perry: Oh, great. So, let's listen to what Margaret has to say.

Interview: Margaret Davis | Track 13 MEDIUM

David Ingram: Margaret, your latest How to... article is about working effectively from home. Some bosses worry that if they allow employees to work from home, they will spend their

assume sth.

▶ etw. übernehmen

trade fair

▶ Messe

time watching cat videos on YouTube and not doing their jobs. Is this fear justified?

Margaret Davis: Well, it's certainly understandable. If no one is checking up on employees, they could be goofing off instead of working. But most studies show the opposite. Remote workers want to prove they're reliable, so many of them actually work more hours from home than they would if they were in the office. And you have to realize that even when people are in the office, they aren't working every single minute. They're chatting with colleagues, making coffee and so on. It's not as if people come in at nine and work nonstop till five.

Ingram: So, does that mean remote workers are more productive than office workers?

Davis: Not necessarily. But depending on what sort of job you have, you could find it easier to concentrate by yourself in your home office than at work in a busier environment, like an office you share with one or two others, or an open-plan office, where there's a lot going on. As someone who writes articles for a living, I often find it easier to write at home, especially if I have a longer article to produce.

Ingram: And what about distractions? How do you deal with them?

Davis: I think it's important to know your own working style and to recognize what is likely

to distract you. For example, I have a colleague who works outside on her balcony in summer. That's something I couldn't do — I'd be noticing things that needed doing in the garden or watching the neighbour's cat trying to catch birds or just wishing I had the day off. Better to stay inside and work with full concentration — and then take a garden break later on. Well, that's better for me — I'm sure my colleague would disagree!

Ingram: Yes, I think I might, too. But 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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break: take a ~

- eine Pause machen

distract sb.

- jmdn. ablenken

distraction

- Ablenkung

environment

- hier: Umgebung

for a living: do sth. ~

- mit etw. seinen Lebensunterhalt verdienen

goof off US jfm.

- faulenzen

off: have the day ~

- den Tag frei haben

open-plan office

- Großraumbüro

reliable

- zuverlässig

remote worker

- Person, die von zuhause aus arbeitet

you're welcome

- gern geschehen

SKILL UP!

The language of human resources

Introduction | Track 14

David Ingram: Let's "skill up" now on our language, with some terms relating to the area of human resources.

Erin Perry: The human resources department, or HR, is often your first contact with a company when you apply for a new job. And there are a number of idiomatic expressions relating to this area. Let's practise some of them now.

Exercise: Human resources idioms | Track 15

MEDIUM

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

- If you do something that is likely to cause trouble or excitement, you "put the cat...
a) among the pigeons".
b) among the dogs".
➤ **a)** is correct. If you "put the cat among the pigeons", you do something that is likely to cause trouble or excitement. OK, next one.

- If you want to watch people without being seen, you want to be "a fly...
a) at the door".
b) on the wall".
➤ **b)** is correct. The idiom "be a fly on the wall" refers to a situation where you would like to hear what is said or see what happens without being noticed. Next one.

- If you start a new job and someone explains to you what to do, they "show you...
a) the ropes".
b) the ways".
➤ **a)** is correct. If someone "shows you the ropes", they give you the necessary information to do the job or perform a task. OK, last one.

- If you start a new job and nobody tells you what to do or shows you how things work, you "are thrown in...
a) at the deep end".
b) the deep water".
➤ **a)** is correct. If you are "thrown in at the deep end", you have to do something new, for example starting a new job, without getting any help from others.

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

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FALSE FRIENDS

Exercise: Translation | Track 16 MEDIUM

David Ingram: Let's continue "skilling up" on our vocabulary. Here, we'll look at some false friends relating to the area of human resources. 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 refers to a certain amount of people or things. Translate this word, please.

German: Quote

English: quota

David Ingram: Don't say "quote" here. A "quote", or "quotation", is a price offered by a contractor to a customer. A "quote" can also be a word or phrase that someone has said or written and that you repeat. But the correct English translation of the German word Quote is "quota". Translate this sentence now.

German: Es gibt viele Gründe für eine Frauenquote.

English: There are lots of reasons for a quota for women.

Erin Perry: The next word is a verb used to refer to having a party. Please translate.

German: feiern

English: celebrate

David Ingram: "Fire" is the wrong verb here as this means to "dismiss or remove someone from their job". The English translation of the German word *feiern* is "celebrate". Please translate this sentence.

German: Wo werdet ihr das Jubiläum im nächsten Jahr feiern?

English: Where will you celebrate the anniversary next year?

Erin Perry: You use the next word to refer to the people employed by a company. Please translate this word now.

German: Personal

English: personnel, staff

David Ingram: You can't say "personal" here as this is an adjective used to describe something connected to a person. The German word *Personal* is translated as "personnel" or "staff" in English. Translate this sentence, please.

German: Unser Personal kommt aus vielen verschiedenen Ländern.

English: Our personnel come from many different countries.

Our staff come from many different countries.

contractor ► Unternehmer(in), Dienstleister(in)

Erin Perry: OK, our last word refers to an item in a legal document. Translate this word, please.

German: *Paragraf*

English: section, article, clause

David Ingram: “Paragraph” would be wrong here. Normal written texts are divided into paragraphs. But the German word *Paragraf* is translated as “section”, “article” or “clause” in English. Translate this sentence now.

German: *Ein guter Anwalt sollte diese Paragrafen kennen.*

English: A good lawyer should know these sections (or: these articles; these clauses).

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

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TECHNOLOGY

English 4.0: The Davos revolution

Introduction | Track 17

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 this time, we're taking a trip to Switzerland.

David Ingram: Excellent, although it is *seriously* expensive there for those of us who live in Germany.

Erin Perry: True, but this is just going to be an imaginary journey, David.

David Ingram: Oh, I'm quite disappointed now. I was looking forward to the trip.

Erin Perry: Well, I think you'll still find the journey fascinating. The World Economic Forum holds its annual meeting in Davos in the Swiss Alps, and this is the topic of the latest column by *Business Spotlight's* Technology editor, Eamonn Fitzgerald. Eamonn is here now to tell us more.

Interview: Eamonn Fitzgerald | Track 18 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column looks at the life of Klaus Schwab. Who is he exactly?

Fitzgerald: Klaus Schwab was born in 1938 in Ravensburg in Germany. He's an engineer and an economist by training. But he's lived most of his life in Switzerland, in Geneva. And there are two dates that are important in his life. In 1971, he established the European Management Forum, and it changed its name to the World Economic Forum in 1987. And each year, at the end of January, the World Economic Forum holds its annual general meeting in the Swiss Alps in a place called Davos. And some two and a half thousand people — leaders in business, in politics, celebrities and the media — come together-

annual general meeting

► Jahreshauptversammlung

celebrity

► Promi(nente(r))

er to talk about the world and Klaus Schwab's vision of the world. And there, "Davos Man" meets "Davos Woman" and they talk, and they network and they party.

Perry: And what or who do "Davos Man" and "Davos Woman" represent?

Fitzgerald: They represent for many a revolutionary idea. It's an idea of a world that's post national. For these people, national borders are a hindrance. They work, in general, for the same global organizations, companies, institutions, NGOs. They speak several languages and they all speak the language of the World Economic Forum, which is English. And together, they represent this idea of a world without borders, a global world. But I should say that this idea is not shared by everybody. And in recent times, we're seeing what's called "kickback" against this idea, with the rise of populism and anti-globalization from Britain to Brazil, from Italy to the United States.

Perry: You've been reading the book *Shaping the Fourth Industrial Revolution* by Klaus Schwab and Nicholas Davis. Is this an optimistic or a pessimistic book?

Fitzgerald: It's an optimistic book, in that it says, we are ultimately in control of all the new technologies. And these technologies are explored in several chapters. There's one about biotech-

nology, quantum computing, artificial intelligence, the blockchain, geo-engineering and so on. However, I would advise listeners to also read some of the books by the brilliant young Israeli historian Yuval Noah Harari — for example, *Homo Deus*, in which he says we are becoming the new gods, the old gods have no future, the old religions of the old gods. And so, for example, we've had stories recently — or a story — out of China, about genetically modified children being born. And in this world, it's possible that we will create machines that are stronger than people, we will create algorithms that are smarter than people. And what will happen in this world? Will politics becomes irrelevant? Will the creators of these technologies be part of the super-elite, this global elite that meets at Davos? And will the rest of us then live on something like a basic income? That's one side of the picture: it's a warning. It's not so much pessimistic as a warning. And then we have the Schwab-Davis book which says, no, it's not as bad as that. We will be able to manage and we will be able to direct the new technologies to our benefit.

Perry: This Fourth Industrial Revolution that Klaus Schwab writes about — how long will it last?

hindrance ➤ Hindernis

kickback ➤ Rückstoß;
hier: Gegenreaktion

Fitzgerald: One hundred years. We're already two decades into this revolution and some astonishing technologies have been created in the last 20 years. And they have created a platform for another decade of really amazing creativity. However, we should always think about what the former US Secretary of Defence Donald Rumsfeld called the "unknown unknowns". So, if fossil fuels are banned because the planet is in danger of overheating, what will happen to African economies like Angola or Nigeria, that depend on oil? Will that result in maybe 100 million people leaving Africa and coming to Europe? How will that impact life in Europe and stability. Or, again, if it's decided that beef is contributing too much to global warming, and we will have to eat artificial meat from now on, what will happen to the economies, say, of Argentina and Brazil? Will another 100 million people march north? And how will that affect society in North America? So, I say 100 years, but I also say watch out for the "unknown unknowns".

Perry: Thank you very much, Eamonn. And as a special preview of your next column, I believe you'll be taking us to your home country, Ireland, to look at the connection between farmers and coders.

Fitzgerald: That's right. I will be going to Cork and I'll be talking to people there — farmers and

coders — especially people who work at Apple. In 1980, Apple set up a factory in Cork with 60 workers. It now employs 6,000. And the impact of that on the local economy is enormous and it creates, in Ireland, a mini Silicon Valley. And that's what I'll be writing about, and talking about, next time.

Perry: Thank you very much, Eamonn.

Fitzgerald: You're welcome.

Business Spotlight 2/2019, pp. 66-67

EASY ENGLISH

Ken Taylor on interruptions

Introduction | Track 19

David Ingram: Erin, you know that Eamonn was talking about...

Erin Perry: ...talking about Davos and Switzerland and...

David Ingram: No, I was going to say talking about the idea of...

Erin Perry: ...the various new technologies in the book by...

David Ingram: No, I meant the idea of...

affect sth. ➤ etw. beeinflussen

coder ➤ Programmierer(in)

impact (sth.)

➤ Auswirkung(en); Auswirkungen auf etw. haben

secretary

➤ hier: Minister(in)

you're welcome

➤ gern geschehen

Erin Perry: ...a world without borders?

David Ingram: Erin, could you just stop interrupting me for a moment. It's really rude... Oh, OK, I get it. That's our next topic, right?

Erin Perry: Exactly, David. Well done. I thought you were never going to get there. Interrupting others and preventing others from interrupting you are the subjects that our communication skills expert Ken Taylor looks at in our next...

David Ingram: ...exercises, Erin? Hah-hah! Two can play at that game!

Erin Perry: Very good, David — exactly, our next exercises. Here's Ken.

Exercise: Dialogue | Track 20 EASY

Ken Taylor: As children, most of us were taught not to interrupt when other people are speaking. But in meetings, it's sometimes necessary to do so. You might have an important piece of missing information to add to the discussion. You might know the answer to a question that has been raised. You might need to correct wrong information. Or you might simply need to interrupt another participant who is dominating the discussion. In his latest Easy English article in *Business Spotlight*, Mike Hogan gives some useful tips on how to interrupt in a professional way.

In this exercise, you will first hear a short extract from a meeting between three people. Paul, Liz and Robin are brainstorming ideas for

the launch of a new range of eyeshadow aimed at young women. Listen to how they interrupt each other during the discussion.

Paul: Of course, we must have advertising in the appropriate magazines and...

Robin: Sorry, but that's not enough. Yes, magazines are important, but I don't think that should be the main approach. Our customers are online. And that's where we need to put our main effort.

Liz: Umm... If I could just butt in here. We should do both. And have pop-up counters in key stores that sell our products. These pop-up counters could...

Paul: Excuse me for interrupting, Liz. Do you mean like we had for the gloss lipstick range a year ago?

Liz: That's it. People could try the products out, get advice and...

Robin: Oh, hold on a second. Pop-up counters are great, but don't forget the online approach. We should use our friendly bloggers to test our eyeshadow and demonstrate it. People believe other customers rather than glossy ads. It's authentic.

approach

• Vorgehensweise

appropriate

• geeignet, passend

butt in *ifml.* • einhaken, dazwischenplatzen

counter • Theke

hold on a second

• etwa: Moment mal

Paul: Let me just add something here. All three approaches are great and don't conflict with one another so...

Robin: We go with all three!

Liz: Great!

Ken Taylor: That was a lively discussion, wasn't it? Paul, Liz and Robin used several phrases to interrupt each other. Listen again to the interruptions and in the following pause, repeat the sentence using the same intonation. OK?

Robin: Sorry, but that's not enough. ▶

Liz: If I could just butt in here. ▶

Paul: Excuse me for interrupting, Liz. ▶

Robin: Hold on a second. ▶

Paul: Let me just add something here. ▶

Ken Taylor: Now, let's practise these phrases in a different way. You will hear a sentence from Paul, Liz or Robin. I'll then give you some key words. In the pause, use these key words to form a sentence to interrupt the person who is speaking. Then you will hear the interruption used in the dialogue. OK. We'll start.

Paul: Of course, we must have advertising in the appropriate magazines and...

■ Use "sorry not enough". ▶

Robin: Sorry, but that's not enough. OK, next one.

Robin: Our customers are online. And that's where we need to put our main effort.

■ Use "butt in". ▶

Liz: If I could just butt in here. Next one.

Liz: We should do both. And have pop-up counters in key stores that sell our products. These pop-up counters could...

■ Use "excuse me". ▶

Paul: Excuse me for interrupting, Liz. OK, next one.

Liz: That's it. People could try the products out, get advice and...

■ Use "hold on". ▶

Robin: Hold on a second. Next one.

Robin: People believe other customers rather than glossy ads. It's authentic.

■ Use "add something". ▶

Paul: Let me just add something here.

Ken Taylor: Great, well done. Did you interrupt the speakers using the correct phrase? Remember, it's best to try to avoid having to interrupt people. But if you do feel the need to interrupt, then be polite and respectful.

Exercise: Preventing interruptions | Track 21

EASY

Ken Taylor: You don't have to give way to someone who has interrupted you. Sometimes, it's important for you to finish what you intended to say so that the meeting can follow the logic of your argumentation. If you want to prevent an interruption, you can use one of the following phrases. Listen and repeat.

- Perhaps I could just finish what I was saying. ▶
- I'd just like to finish what I'd started to say. ▶
- Sorry, could I just continue with what I wanted to say? ▶
- I've just got a couple more things I wanted to say. ▶
- I just need a minute to finish what I was saying. ▶

Ken Taylor: OK, let's practise this now. You will hear someone interrupting you. I'll then give you the first few words of one of the phrases we've just practised. In the pause, use that phrase to prevent the interruption. Then you will hear a model version. OK? Ready. Let's start.

1. Excuse me for interrupting.
 - Perhaps I could just finish...
 - ▶ Perhaps I could just finish what I was saying.
2. If I could just butt in here.
 - I'd just like to finish...
 - ▶ I'd just like to finish what I'd started to say.
3. Let me just add something here.
 - Sorry, could I just continue...
 - ▶ Sorry, could I just continue with what I wanted to say?
4. Hold on a second.
 - I've just got a couple...
 - ▶ I've just got a couple more things I wanted to say.
5. Sorry, but that's not enough.
 - I just need a minute...
 - ▶ I just need a minute to finish what I was saying.

Ken Taylor: Well done. Try that exercise a few times until you feel confident in dealing with interruptions. And now you know both how to interrupt and how to prevent an interruption. This will help you get your ideas across clearly in your next international meeting.

Business Spotlight 2/2019, pp. 56-57

LANGUAGE TEST

The language of marketing

Introduction | Track 22

Erin Perry: David, can you tell me something about *Business Spotlight's* USP?

David Ingram: Well, *Business Spotlight* is the only language magazine of its kind that helps people with their communication in the world of work.

Erin Perry: True. But do you also know what USP is short for?

David Ingram: Yes, um, “unique sales...” — or is it “selling” — um... Well, I must admit I don't know exactly what it means. I only know that the term “USP” is used a lot in marketing.

Erin Perry: Indeed, just like a lot of other abbreviations. So, why don't we do an exercise on this topic?

David Ingram: Good idea.

Exercise: Marketing abbreviations | Track 23

MEDIUM

Erin Perry: In this exercise, you'll hear an abbreviation and then two suggestions, **a)** and **b)**, of what it could mean. In the pause, choose the correct suggestion. Then you'll hear the answer. OK? Let's get started.

1. What is “USP” short for?

- a) unique selling proposition
- b) unique selling purpose

► a) is correct. “USP” stands for “unique selling proposition”, the thing that differentiates a product from competitor products. OK, next one.

2. What does “ROI” stand for?

- a) return on investment
- b) revenue on investment

► a) is correct. “ROI” is short for “return on investment”, the profit or loss on an investment measured in relation to the money invested. Next one.

3. What does “KPI” stand for?

- a) key performance indicator
- b) key performance index

► a) is correct. “KPI” means “key performance indicator”, something that is used to measure performance. OK, next one.

4. What does “SEO” stand for?

- a) sales engine optimization
- b) search engine optimization

► b) is correct. “SEO” is short for “search engine optimization”, a strategic method that is used to increase the number of visitors to

competitor ► Mitbewerber(in), Konkurrent(in)

differentiate sth. from sth.

► etw. von etw. unterscheiden

performance ► Leistung

proposition ► Vorschlag

return ► hier: Ertrag

revenue ► Einnahme(n)

sales ► Umsatz

a website by making the website rank higher on search engines. OK, last one.

5. What does “CTR” stand for?

a) click-through rate

b) click-through ratio

- a) is correct. “CTR” stands for “click-through rate”, a measure of the proportion of people who visit a website who click on a particular advertisement.

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

Business Spotlight 2/2019, pp. 28–32

ENGLISH ON THE MOVE

Ken Taylor on cycling

Introduction | Track 24

Erin Perry: David, how do you normally get to work?

David Ingram: Well, it depends on the weather, to be honest. In winter, I normally take the train.

Erin Perry: And in summer?

David Ingram: Well, either the train or I walk sometimes. What about you?

Erin Perry: You never go by bike?

David Ingram: Not normally, although that’s certainly a good way to get around? And it’s a good form of exercise.

Erin Perry: It certainly is, and it’s the topic of our latest English on the Move column. And here’s Ken Taylor once again with some exercise — I mean exercises — on this subject.

Exercise: Vocabulary | Track 25 MEDIUM

Ken Taylor: In many big cities, people are encouraged to stop using their cars to get to work. Instead, they are encouraged to commute by bicycle, often using shared bikes — known in London as “Boris bikes”, named after the former mayor of London, Boris Johnson. Let’s practise some of the vocabulary you might need when talking about cycling. I’ll give you a word or phrase. Then you will hear two explanations, a) and b). In the pause, choose the explanation that is the best match. Finally, you will hear the correct answer. OK. We’ll begin.

1. A reflective vest. What is this?

- a) A padded jacket that protects you if you fall off a bicycle.
- b) A high-visibility jacket with no sleeves.
- b) is correct. A reflective vest is a high-visibility jacket with no sleeves. OK, next one.

high visibility

- hohe Sichtbarkeit

padded

- wattiert

rank sb./sth.

- jmdn./etw. einstufen

2. Tail lights. What are these?

- a) Lights at the front of a bicycle.
 b) Lights at the rear of a bicycle.
 ➤ b) is correct. "Tail lights" are lights at the rear of a bicycle. Next one.

3. The gutter. What is this?

- a) The channel at the edge of the road for carrying off water.
 b) The cover over the drains in the road.
 ➤ a) is correct. The "gutter" is the channel at the edge of the road for carrying off water. OK, next one.

4. A pannier bag. What is this?

- a) A bag attached to the side of a bicycle.
 b) A bag slung securely across a cyclist's back.
 ➤ a) is correct. A "pannier bag" is a bag attached to the side of a bicycle. Next one.

5. Mudguards. What are these?

- a) Special spray-proof glasses that allow cyclists to see clearly.
 b) Curved pieces of metal or plastic that provide protection from spray from the wheels.
 ➤ b) is correct. "Mudguards" are curved pieces of metal or plastic that provide protection from spray from the wheels. OK, next one.

6. The road camber. What is this?

- a) The way the road is surfaced.

b) The curve in the road upwards towards the middle of the road.

- b) is correct. The "road camber" is the curve upwards towards the middle of the road. The camber allows water to drain off the road. OK, last one.

7. A cycle rack. What is this?

- a) A stand where you can park your bicycle.
 b) The frame of a bicycle.
 ➤ a) is correct. A "cycle rack" is a stand where you can park your bicycle.

Ken Taylor: How was that? Did you choose the correct answers? Any cyclist should learn these words as they will come in handy when talking about cycling to work — or when you are cycling for pleasure.

Business Spotlight 2/2019, p. 64

at the rear ➤ hinten

carry sth. off

➤ etw. abtransportieren

drain

➤ Abwasserleitung

slung

➤ geschlungen

spray-proof

➤ spritzwassergeschützt

stand ➤ Ständer

INSIGHT

Business news with Ian McMaster

Introduction | Track 26

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 some of the potential risk factors for the world economy in 2019. We'll also, inevitably, I suppose, be discussing Britain and Brexit — I'll be talking to Paul Wheatley, the author of our Intercultural story about the UK. And finally, we'll look at the 100th issue of *Business Spotlight*.

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

Business news: The world economy, Brexit and the 100th issue of *Business Spotlight* | Track 27

ADVANCED

Erin Perry: So, Ian, you said your first topic was the world economy and the potential risks for 2019. What exactly are those risks?

Ian McMaster: The world economy — and the stock markets — have had a pretty good run in recent years, supported by the expansionary monetary policies and low interest rates pursued by the major central banks, including the Fed in the US, the European Central Bank,

the Bank of Japan and the Bank of England. But the Fed has already started to raise interest rates, and the US stock markets had their worst year for ten years in 2018, particularly in the last quarter, with very high levels of volatility — that is, falls and rises in stock prices. A key question for 2019 will be how much further US interest rates rise and how quickly. Another potential risk factor is a continuing trade war between the US and China, although we've seen some signs of progress there already this year. But we've also seen a slowing down of some major economies, such as China and also Germany, Europe's largest economy, where there was a fall in industrial production towards the end of 2018. And growth forecasts for 2019 have already been reduced. And then, of course, particularly in Europe, there is continuing uncertainty over the impact of Brexit. And these are just the factors that we already know about — other risks will almost certainly appear as the year goes on.

Perry: You mentioned Brexit there as a risk factor, and you said that was going to be your second topic. I have to admit that I'm getting

forecast ▶ Prognose

interest rate

▶ Zinssatz

pursue sth.

▶ etw. verfolgen, betreiben

quarter ▶ Quartal

run ▶ Verlauf

stock market

▶ Aktienmarkt

stock price

▶ Aktienkurs

that is ▶ das heißt

increasingly confused about what's going on with Brexit.

McMaster: Well, you're not the only one, Erin, because the situation seems to change almost every day, and it's more or less impossible to say exactly how the Brexit debates and discussions will play out. We've seen so many twists and turns, and no doubt by the time our listeners hear this, the situation will have changed again.

In the current issue of *Business Spotlight*, British author Paul Wheatley steps back from the day-to-day discussion of Brexit and looks more broadly at the state of Britain today. And Paul is here with us in the studio now. Paul, for your article, you spoke to experts from the areas of business, economics, language and intercultural communication. What were some of the key messages that you heard about Britain?

Paul Wheatley: The key messages were really: disappointment that the referendum had even taken place — and all of them were disappointed with the result. A real key message for me came from Jonathan Portes, the economist that I spoke to. He talked about the reasons for Brexit and he said economics played a part, austerity played a part, which is the fact that a lot of money had been taken out of social projects and things like the national health system and transport over the last eight years. But he also said it's not really about economics, and this is really important: he said it's about social

policy. He says it's not the fault of the economic system, for example, that there's been a massive rise in homelessness, and he also says this is a direct consequence of government policy. And these kinds of things are why people voted to leave. Rather than blame the British government for these problems in the country, people used the referendum to express their dissatisfaction.

McMaster: And having researched and written the article, what is your overwhelming impression of where Britain stands today and how the country needs to move forward, regardless of the precise direction that the Brexit negotiations take?

Wheatley: The fact is, Ian, Britain is a divided country and somehow it needs to heal, but it won't be easy because people are so extreme in their views — remain or leave. I think this is the most important period of British history since the Second World War. That's how important it is. And somehow, the country needs to come

austerity

► hier: Sparpolitik

broadly ► hier: allgemein

heal ► heilen; hier: wieder zusammenfinden

homelessness

► Obdachlosigkeit

issue ► hier: Ausgabe

overwhelming

► überwiegend

play out

► sich entwickeln

research sth.

► etw. recherchieren

twists and turns

► überraschende Wendungen

together. How we do that, it's very difficult to say. And none of the people I spoke to really had a good idea how we would do that. There is one example of how you deal with issues such as Brexit in the future — and perhaps there'll be a second vote, perhaps not — and this is called a “Citizens’ Assembly”. This has been suggested by many, many people, from politics to pop stars. And the idea is, in the future, when we have such an important decision, we get a group of people together and they discuss the important issue. They also use experts who are impartial, and these experts give evidence. And the whole idea is for citizens in the assembly to make recommendations on the basis of this evidence and their discussions. Normally, you have a couple of hundred people participating, along with the experts, and the idea is you need to find a national consensus. And this could be a way forward for Britain in the future.

Perry: Thank you very much for coming in to talk to us, Paul. Now, I think I understand things a bit better. And finally, Ian, you also said that you were going to talk about the 100th issue of *Business Spotlight*. The 100th issue? Wow, that's quite an achievement!

McMaster: It is, yes. When we started developing the idea for *Business Spotlight* nearly 20 years ago, in late 1999, we had no idea where this was going to take us. The first issue was published in

March 2001 and back then, the magazine came out just four times a year. And initially, there was no audio product. That came a year or so later, as an audio CD and — don't laugh — also an audio cassette. There was also no *Business Spotlight Plus* exercise workbook at the time, no website and obviously no apps, email newsletters, downloads or all the other digital products that we take for granted nowadays. So, it has indeed been quite a journey and we are still constantly looking to produce new forms of business English materials to meet people's changing needs and changing technical devices. And I would just like to take this opportunity to personally thank all our readers, listeners and users for their support and feedback — both positive and critical — over the past 18 years. Without your input and feedback, it would have been impossible for us to develop our products as we have. And what we've done in the current issue of *Business Spotlight* is to put together 100 key business English tips — one from each issue of the magazine — and present them in a special feature, which we hope our readers will find both use-

assembly

- Vereinigung

give evidence

- hier: eine Aussage machen

impartial

- unparteiisch, objektiv

input

- Beitrag/Beiträge

take sth. for granted

- etw. als selbstverständlich betrachten

ful and entertaining. I particularly like one tip, which comes in the form of a quote. In her book Lean In, Facebook's chief operating officer, Sheryl Sandberg, says that back in 2001, coincidentally the year that *Business Spotlight* was launched, the then CEO of Google, Eric Schmidt, gave her this advice: "If you're offered a seat on a rocket ship, you don't ask what seat. You just get on." Very good advice, I'd say, and a good motto for *Business Spotlight*.

Perry: Indeed. Thanks very much, Ian. We look forward to hearing from you again next time. And we look forward to the next 100 issues of *Business Spotlight*!

McMaster: You're welcome! And yes, that would be quite a journey!

Business Spotlight 2/2019, pp. 12–20, 46–53

chief operating officer

➤ Vorstand für das operative Geschäft

get on

➤ einsteigen

lean in

➤ etwa: häng dich rein

look forward to sth.

➤ sich auf etw. freuen

quote ➤ Zitat

rocket ship

➤ Raumschiff

you're welcome

➤ gern geschehen

CONCLUSION | Track 28

David Ingram: Well, we've come to the end of *Business Spotlight Audio* 2/2019. We hope you've enjoyed it and have found our exercises helpful. And in the next issue, our short story will return — this time, coming from Silicon Valley.

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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