

INTRODUCTION | Track 1

David Ingram: Welcome to *Business Spotlight Audio* 3/2019. 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: And in this recording, we have a special focus on leadership and culture. And we also have a short story for you about a rather strange form of modern relationship.

Erin Perry: And for something completely different, in our Technology section, Eamonn Fitzgerald talks about his home country, Ireland, and the importance of jobs created there by the company Apple.

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 about shopping centres.

David Ingram: Oh, no, not shopping. Really? Must we?

Erin Perry: Well, this is shopping with a difference, David. We're talking about the sort of sophisticated shopping opportunities that can be found at modern airports — and also about how US airports need to catch up with those in Asia. Let's listen now and find out more.

Better airport shopping | Track 3 **ADVANCED**

Not so long ago, the best you could hope for in terms of airport shopping was a pair of sunglasses and a souvenir baseball cap. Those days are gone, though, as more and more airports update their terminals to provide sophisticated shops, restaurants and even upmarket grocery stores.

Increased security means that passengers are having to show up earlier for flights — a drawback for travellers, but a boon for retail and food outlets. People are now spending more time browsing, and buying — as much as 30 per cent more than in the past, according to OTG airport concessions. Angela Gittens, director general of Airports Council International, told *The New York Times* that by improving their services,

boon ▶ Segen

browse ▶ sich umsehen

drawback ▶ Nachteil

grocery store

▶ Lebensmittelgeschäft

in terms of ▶ in puncto

outlet ▶ Laden

retail ▶ Einzelhandel

update sth.

▶ hier: etw. modernisieren

upmarket UK

▶ exklusiv

airports “can keep their aeronautical charges down and entice more airlines”.

The trend of making airports more attractive began 20 years ago, in places like Hong Kong, Beijing, Doha and Singapore. US airports are only now starting to catch up, according to Rick Cotton, executive director of the Port Authority of New York and New Jersey. “Our airports cannot compare in their present state to the major international airports in Europe or Asia,” Cotton commented. The Port Authority operates, for example, the John F. Kennedy International Airport and Newark Liberty International Airport, as well as LaGuardia and New York Stewart International Airport.

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Introduction (II) | Track 4

David Ingram: For our next story, we’ll turn to Canada to hear about career-oriented cats.

Erin Perry: Career-oriented cats? David, you can’t be serious!

David Ingram: I certainly am, Erin. In fact, there’s even been a job ad created to attract stray cats and match them with farms that need help with controlling mice and rats.

Erin Perry: Whatever!

David Ingram: Well, it’s true — as we’ll find out now. And as you listen to the story, try to answer this question: how many stray cats are finding employment each year in the agricultural com-

munities around Guelph, Ontario? Ready? Listen now.

Cats with jobs | Track 5 MEDIUM

The Ontario Society for the Prevention of Cruelty to Animals (SPCA) is looking for staff. Not humans, but “hard-working, career-oriented cats” to kill vermin on farms and in warehouses and breweries.

“We’re looking for a cat who doesn’t like the in-house, on-the-lap lifestyle, who’s a little more adventurous,” says SPCA director Dave Wilson. “This would be the ideal situation for them to apply for this job,” Wilson told CBC News.

The job ad is tongue-in-cheek, but the situation is real. Wilson and his colleagues are aiming to match stray, unsocialized cats with farms and businesses that need help controlling mice and rats.

The programme has been in operation since 2015 in the agricultural communities around Guelph, Ontario, where about 50 strays a year

aeronautical charges

• Flughafengebühren

apply for sth.

• sich für etw. bewerben

Beijing ➤ Peking

brewery ➤ Brauerei

catch up ➤ aufholen, nach

entice sb.

• jmdn. anlocken

lap ➤ Schoß

stray ➤ streunend;
Streuner(in)

tongue-in-cheek

• ironisch, nicht ganz ernst
(gemeint)

vermin ➤ Ungeziefer

warehouse

• Lager(halle)

are finding homes — and employment. Farmer Irene LaPointe has adopted six cats to help reduce the number of rats attacking her chickens. “I have not seen a mouse or a rat for the longest time,” LaPointe says.

As part of the programme, the cats are vaccinated and implanted with microchips. They are also spayed or neutered, which helps reduce female overpopulation.

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David Ingram: OK? Did you get the answer? How many stray cats are finding employment each year in the agricultural communities around Guelph, Ontario?

- ▶ The answer is about 50. Listen again.
- “The programme has been in operation since 2015 in the agricultural communities around Guelph, Ontario, where about 50 strays a year are finding homes — and employment.”

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

feline ▶ Katzen-
neuter (an animal)
 ▶ (ein Tier) kastrieren,
 sterilisieren

spay (a female animal)
 ▶ (ein weibliches Tier)
 sterilisieren
vaccinate sb./sth.
 ▶ jmd./etw. impfen

BUSINESS SKILLS

Ken Taylor on leadership and culture

Introduction | Track 6

David Ingram: Erin, have you ever worked in a multicultural team?

Erin Perry: Sure, David. Many times. And I always found it very stimulating, with all these different attitudes and viewpoints. Although, I must say that it was also often rather exhausting, as people had completely different styles of working.

David Ingram: Indeed. And leading such multicultural groups is the subject of our latest Business Skills article by Bob Dignen, part of our current series on leadership. Here's our communication skills expert, Ken Taylor, with some tips and exercises on this subject.

Exercise: Vocabulary | Track 7 MEDIUM

Ken Taylor: Hello, this is Ken Taylor from London. What is culture? And how can leaders successfully manage teams of people with very different geographic, linguistic and cultural backgrounds? In his latest Business Skills article, Bob Dignen looks at these questions and comes up with some ideas for a new approach to working internationally. We'll begin here with a vocabulary exercise, looking at some of the specific terms you need to be able to discuss these issues. In this exercise, you will hear a description.

Then you will hear two alternative words, **a)** and **b)**. In the pause, choose the alternative that best matches the description. OK? We'll start.

1. Knowledge or understanding of a situation. What is this?

a) wakefulness

b) awareness

- ▶ **b)** is correct. "Awareness" is knowledge or understanding of a situation. Listen and repeat.
- We need an awareness of cultural differences when working internationally. ▶

2. OK. Next one. A willingness to accept behaviour and beliefs that are different from your own. What is this?

a) tolerance

b) temperance

- ▶ **a)** is correct. "Tolerance" is a willingness to accept behaviour and beliefs that are different from your own. Listen and repeat.
- An international team needs to build tolerance of differences in approach to problems. ▶

3. Next one. Belonging to a common national or cultural social group. What is this?

a) ethnicity

b) credence

- ▶ **a)** is correct. Your "ethnicity" is the national or cultural social group that you belong to.

Listen and repeat.

- We shouldn't treat people differently because of their ethnicity. ▶

4. OK, next one. The ability to understand the true nature of a situation. What is this?

a) introspection

b) insight

- ▶ **b)** is correct. "Insight" is the ability to understand the true nature of a situation. Listen and repeat.
- A new insight into the meaning of culture is required. ▶

5. Next one. Parts or features of a situation. What are these?

a) aspects

b) appearances

- ▶ **a)** is correct. "Aspects" are parts or features of a situation. Listen and repeat.
- Which aspects of the job do you most enjoy? ▶

6. OK, last one. A range of different things. What is this?

a) division

b) diversity

- ▶ **b)** is correct. "Diversity" is a range of different things. Listen and repeat.
- There was a diversity of views in the meeting. ▶

Ken Taylor: Well done! These terms are all useful when discussing the role of culture in international business.

Exercise: Agree or disagree? | Track 8 MEDIUM

Ken Taylor: In his article, Bob Dignen suggests that we need to take a new approach to thinking about culture. In this next exercise, you'll hear statements about culture, leadership and cultural differences. In the pause, you decide whether you agree or disagree with each statement and why. Then I'll tell you what Bob suggests in the article. Ready? Good.

- National cultures have different thinking and communication styles.
 - ▶ Bob suggests that this idea is too simplistic and generalized, as there are many other influences on the way we behave. Next statement.
- Being a leader means taking personal responsibility for bringing people together.
 - ▶ Bob would agree with this. He says leadership is about creating a collaboration culture. OK, next statement.
- When using a second language, good leaders know that what they have said has been fully understood.

- ▶ In principle, this is desirable. But Bob says that we can never be totally sure that we have been understood. Next statement.
- Different people have different views on what makes a good leader.
 - ▶ Bob would agree with this statement. For example, some people think a leader should be the expert who knows more than the team. Others want the leader to manage the people and support the experts in the team. OK, next statement.
- Fixing and respecting schedules and deadlines is a sign of good time management.
 - ▶ Bob says that this may not be the only approach to good time management. Being agile and flexible in your approach might be a good alternative. Final statement.
- A good international team co-creates a new culture of working together.
 - ▶ Bob agrees. He says that a good team makes its own rules for working effectively together.

Ken Taylor: Well done. In his article, Bob Dignen says that national culture is not the primary influence on the way we behave. There are many

complex influences such as family, education, religion, profession, gender and age. The role of a leader is to create a collaboration culture in which everyone feels engaged and motivated to succeed.

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PERSONAL TRAINER

Interview with Ken Taylor

Introduction | Track 9

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 10 EASY

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

Ken Taylor: Moira O'Brien is an entrepreneur based in the Republic of Ireland. She's been involved in several business start-ups and is an accountant by profession. She's heavily involved now with Toastmasters International. This is an educational organization that promotes communication and public-speaking skills.

Perry: And which topics did you discuss with Moira?

Taylor: The main topic was how to deal with the fear of speaking in public, and how joining a Toastmasters club helped Moira overcome her fears.

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

Taylor: We looked at several different tools and techniques for overcoming nervousness when presenting. We also discussed how practice makes perfect, and how joining a Toastmasters club can give you the chance to practice in a safe 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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accountant ▶ Buchhalter(in)

based in... ▶ in ... ansässig

entrepreneur
▶ Unternehmer(in)

environment
▶ hier: Umfeld

toastmaster

▶ Person, die Tischredner(innen) ankündigt und Toasts ausbringt

tool ▶ hier: Methode

topic ▶ Thema

SKILL UP!

The language of problem-solving

Introduction | Track 11

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

Erin Perry: Whatever your problems are — work-related, personal, significant or minor — you'll probably want to solve them as soon as possible. And there are a number of idiomatic expressions relating to the area of problem-solving. So let's practise some of them now. OK?

Exercise: Idioms for solving problems |

Track 12 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 solving problems. Then you'll hear the correct answer. OK? Let's get started.

■ If all that matters is finding a solution to a problem, even if it is not the best one, you may have to...

a) "cut corners".

b) "round off the corners".

➤ a) is correct. If you "cut corners", you do something in the easiest, quickest or cheapest way. Next one.

■ If you think about something intensely, you...

a) "rack your mind".

b) "rack your brain".

➤ b) is correct. If you "rack your brain", you think very hard about something in order to find a solution. OK, next one.

■ If a new process or device is not working properly at the beginning, then you have...

a) "running problems".

b) "teething problems".

➤ b) is correct. The problems that you experience in the first phase of something new are called "teething problems". This phrase is derived from babies' discomfort when getting their first teeth. OK, last one.

■ If you don't understand what is meant by something, you...

a) "can't make head nor tail of something".

b) "can't make sense nor meaning of something".

➤ a) is correct. Someone who "can't make head nor tail of something" doesn't understand it.

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

Skill Up!, no. 55, pp. 18–19

derive sth. from sth.

➤ etw. von etw. herleiten

device ➤ Gerät

discomfort

➤ Beschwerde(n)

FALSE FRIENDS

Exercise: Translation | Track 13 MEDIUM

David Ingram: Let's continue "skilling up" on our vocabulary. Here, we'll look at some false friends relating to the area of solving problems. 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 an adjective and is used when somebody can't understand something. Please translate this word.

German: irritiert

English: confused

David Ingram: "Irritated" is wrong here, as this means "annoyed" or "angry". The English translation of the German word *irritiert* is "confused". Translate this sentence, please.

German: Ich bin etwas irritiert von deinem Vorschlag.

English: I'm a little confused by your suggestion.

Erin Perry: The next word is used for something that is wrong. Translate this word now.

German: Fehler

English: mistake

David Ingram: Don't say "failure", as this refers to a lack of success in doing something. The German word *Fehler* is "mistake" in English. Please translate this sentence.

German: Bist du sicher, dass das kein Fehler ist?

English: Are you sure that this isn't a mistake?

Erin Perry: Our next word refers to something that doesn't make any sense. Translate this word, please.

German: Mist

English: nonsense, crap

David Ingram: You can't say "mist" here. "Mist" is a weather state where a cloud of tiny particles of water make it difficult to see. Another word for "mist" is "fog". The German word *Mist* is translated as "nonsense" in English — or more informally, as "crap". Translate this sentence now.

German: Tut mir leid, aber das ist echt Mist.

English: I'm sorry, but that's really nonsense.
I'm sorry, but that's really crap.

Erin Perry: OK, our last word is an adjective that is used to describe the positive nature of an idea or plan. Please translate this word.

German: raffiniert

English: ingenious, clever, cunning

David Ingram: Don't say "refined" here. This refers to something that is elegant in appearance

or style — or to something, such as oil, that has been freed from impurities. The German word *raffiniert* is “ingenious”, “clever” or “cunning” in English. Translate this sentence, please.

German: *Er hat immer raffinierte Ideen.*

English: He always has ingenious ideas.

He always has clever ideas.

He always has cunning ideas.

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

Skill Up!, no. 55, pp. 14–15

CAREERS & MANAGEMENT

How to deal with depression at work

Introduction | Track 14

Erin Perry: David, do you ever feel, well, you know, a bit down at work?

David Ingram: Do I ever! Clients seem to want everything done yesterday, their demands are constantly increasing, and sometimes I just don't know how I'll get everything done. It's quite, well, depressing at times. But I usually get through it.

Erin Perry: Yes, I think we all feel like that at times. But for some people, feelings of depression at work are a really serious — and often long-term — problem, rather than just a temporary matter. And this is the topic of the latest How to...

column by our Careers editor Margaret Davis: how to deal with depression at work.

David Ingram: Sounds like a very important topic.

Erin Perry: Indeed. And here's Margaret to tell us more.

Interview: Margaret Davis | Track 15 MEDIUM

David Ingram: Margaret, your latest How to... article is about dealing with depression at work. How common is workplace depression?

Margaret Davis: Well, more common than you might think, because people are afraid to talk about it. There's a lot of pressure on people to perform and get good results, and appearing weak can damage your career. So people are very cautious about revealing anything about their mental health. Also, many people make a point of keeping their personal life and their work life separate, and there are certainly arguments in favour of that. But if you don't let your colleagues or managers know anything about what's happening in your private life, they're less likely to be sympathetic if you do have a crisis.

Ingram: What are some of the signs that a colleague or employee is depressed?

impurity ▶ Verunreinigung

make a point of sth.

▶ Wert auf etw. legen

mental ▶ hier: psychisch

reveal sth.

▶ etw. enthüllen, preisgeben

sympathetic

▶ mitfühlend, verständnisvoll

Davis: First of all, it's important to realize that, as a colleague or a boss, you can't make a diagnosis of depression. Unless, of course, you actually are a doctor! So, just because a colleague seems listless or a bit sad, you shouldn't jump to conclusions. Perhaps he's just tired or he's worried about something at home. But if his behaviour changes radically, there could be cause for concern. Possible signs of depression include lack of motivation, frequently showing up late for work, having trouble concentrating or having difficulty dealing with co-workers or customers. But as you can see, any of these could just be temporary and not related to depression. That's why getting professional advice is important.

Ingram: And when should you seek professional help?

Davis: Sooner rather than later. It's better to consult a therapist or psychiatrist if you're in doubt about your own or someone else's mental health than to wait for the situation to become critical. If you're an employee, ask your company HR department what's available. Your works council will also have useful information. And if you're a manager, try to get training so that you are at least aware of the signs that could mean an employee is suffering from depression.

Ingram: Very good advice, as always, Margaret, on this very important and sensitive topic.

Many thanks for coming in again to talk to us.

Davis: You're welcome. Thank you!

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LANGUAGE TEST

The language of the environment

Introduction | Track 16

David Ingram: Erin, that e-bike over there in the cycle rack — is that yours?

Erin Perry: Yes, it is. And I have my own recharging facility in the garden: a solar panel on the roof of our garden shed. You see, I'm a true zero-carbon commuter now!

David Ingram: I'm impressed! And talking of zero-carbon, "No greenwash!" is the headline of our latest language test, which looks at the language of the environment. You'll find it in the current issue of *Business Spotlight*. So how about doing an exercise on this topic now?

Erin Perry: Good idea. OK, I'm ready.

HR department

• Personalabteilung

jump to conclusions

• voreilige Schlüsse ziehen

listless

• teilnahmslos

topic ▶ Thema

works council UK

• Betriebsrat

you're welcome

• gern geschehen

Exercise: Environmental phrases | Track 17**MEDIUM**

David Ingram: This exercise is about the vocabulary you need to talk about environmental issues. We're going to start with five two-word terms relating to environmental problems.

First, you'll hear a sentence with only the *first* word of the two-word term, followed by a beep for the second word. In the pause, say the missing word. Then you'll hear the correct word and the complete two-word term. OK? Let's get started. Here's the first one.

1. If trees are cut down on a large scale in forests worldwide, we speak of global... [beep]
 - ▶ Deforestation. Global deforestation.
2. In regions where it hasn't rained for a long time, people and nature suffer severe... [beep]
 - ▶ Droughts. Severe droughts.
3. If large areas are covered with water due to heavy rainfall, we speak of widespread... [beep]
 - ▶ Flooding. Widespread flooding.
4. If land is worn away along the coastline, we speak of coastal... [beep]
 - ▶ Erosion. Coastal erosion.
5. If the number of species drops dramatically, we speak of mass... [beep]
 - ▶ Extinction. Mass extinction.

Erin Perry: The next five two-word terms relate to measures that can be taken to protect the environment. Again, you'll hear a sentence, but this time with only the *second* word of the two-word term—and a beep instead of the first word. In the pause, say the missing word. You'll then hear the correct word and the full two-word term. Ready?

6. If you take the bus, train or Underground, you travel by [beep] ...transport.
 - ▶ Public. Public transport.
7. Paper that is made from paper that has been used already is called [beep] ...paper.
 - ▶ Recycled. Recycled paper.
8. Flights that cover only short distances are known as [beep] ...flights.
 - ▶ Short-haul. Short-haul flights.
9. Coffee cups that are used only once are known as [beep] ...coffee cups.
 - ▶ Disposable. Disposable coffee cups.

worn away: be ~

- ▶ abgetragen werden

10. Energy generated from the sun, wind or water is called [beep] ...energy.

► Renewable. Renewable energy.

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

Business Spotlight 3/2019, pp. 30–34

EASY ENGLISH

Ken Taylor on asking for a favour

Introduction | [Track 18](#)

Erin Perry: David, could you do me a favour?

David Ingram: Depends what it is.

Erin Perry: Oh, very helpful!

David Ingram: Well, you need to give me a bit more information. I'm not just writing a blank cheque for favours without knowing what it is you want and by when — and also without knowing why you want me to do you a favour.

Erin Perry: Very suspicious, aren't we? But I can see your point. And in the latest issue of *Business Spotlight*, Mike Hogan looks at this topic of asking other people for a favour at work. And Mike also says that it's important to give the other person enough information so that they understand exactly what kind of help you need — and why.

David Ingram: So, I was right?

Erin Perry: Yes, you were right, David. Happy now? Anyway, here's our communication skills expert, Ken Taylor, with some exercises and advice on the topic of asking for a favour.

Exercise: Dialogue | [Track 19](#) **EASY**

Ken Taylor: In his latest *Easy English* article in *Business Spotlight*, Mike Hogan looks at how to ask people for a favour at work. He outlines five steps you can use to do this in a polite and reasonable way, in order to maximize the chances of the other person agreeing to do the favour for you. In this exercise, you will first hear a short conversation between Lindsey and Colin.

Listen to how Colin asks Lindsey to do him a favour. As you listen, try to follow the five steps that Colin uses to get Lindsey to help him out, even though she isn't very keen at first.

Colin: Lindsey, do you have a moment? I need a small favour.

Lindsey: Well, I'm really busy on the monthly report. But if it's not too time-consuming, I'll do what I can.

Colin: Would you mind going down to reception and taking Frank Green to the conference room? You'd only have to hand him over to Dennis.

Lindsey: Why can't you do that?

generate sth. ► etw. erzeugen

Colin: I can't do it myself because I'm tied up with Karen and Jack in a meeting. We're finalizing the presentation for tomorrow.

Lindsey: OK. I suppose I'll have to.

Colin: I can see you're pretty busy. Maybe I should ask someone else.

Lindsey: No. It's all right. It shouldn't take too long.

Colin: Great, thanks! I really appreciate that. I owe you one.

Ken Taylor: OK, did you recognize the five steps that Colin used? Let's go through them now.

1. In step one, he introduces his request. Listen again and repeat.

Colin: Lindsey, do you have a moment? I need a small favour. ➤

2. In step two, Colin explains the favour he needs. Listen and repeat.

Colin: Would you mind going down to reception and taking Frank Green to the conference room? ➤

3. In step three, Colin gives the reason for asking for the favour. Listen and repeat.

Colin: I can't do it myself because I'm tied up with Karen and Jack in a meeting. ➤

4. In step four, Colin gives Lindsey the option of saying no. Listen and repeat.

Colin: I can see you're pretty busy. Maybe I should ask someone else. ➤

5. In step five, Colin shows his gratitude. Listen and repeat.

Colin: Great, thanks! I really appreciate that. ➤

Ken Taylor: OK, now you try. Imagine a situation at work in which you need to ask a colleague for a favour. I'll remind you of each step in the process and give some key words. You speak freely in the pause. You'll then hear Colin's answers again, though of course, his situation will be different to yours. You can stop the recording at any time if you need to think about your answer. OK? Let's begin.

1. Step one: introduce your request. Use your colleague's name and the phrases "Do you have a moment?" and "I need a small favour". ➤

Colin: Lindsey, do you have a moment? I need a small favour.

2. OK. Step two: explain the favour you need. Use the phrase "Would you mind...?". ➤

appreciate sth.

➤ etw. zu schätzen wissen

I owe you one

➤ du hast etwas bei mir gut

tied up: be ~ (with sth.)

➤ (mit etw.) beschäftigt sein;

hier: verhindert sein

Colin: Would you mind going down to reception and taking Frank Green to the conference room?

3. Step three: give the reason for asking the favour. Use the phrase “I can’t do it myself because”. ▶

Colin: I can’t do it myself because I’m tied up with Karen and Jack in a meeting.

4. Step four: give your colleague the option of saying no. Use the phrase “I can see you’re pretty busy”. ▶

Colin: I can see you’re pretty busy. Maybe I should ask someone else.

5. Finally, step five: show your gratitude. Use the phrase “I really appreciate that”. ▶

Colin: Great, thanks! I really appreciate that.

Ken Taylor: Well done. Were you able to use the five steps? If not, go back and try it again. Using this five-step approach shows that you respect the other person’s time and that you do not automatically assume that they will help you. And that makes it more likely that they will do the favour that you are asking for.

Exercise: Explaining the favour you need |

Track 20 EASY

Ken Taylor: In step two of the process of asking for a favour — explaining the favour you need — you should make your request politely. There are two main ways of doing this. One is the way that Colin used on the previous track. Listen again.

Colin: Would you mind going down to reception and taking Frank Green to the conference room?

Ken Taylor: Colin could have expressed this slightly differently, using the expression “Could you please...?”. Listen and repeat.

Colin: Could you please go down to reception and take Frank Green to the conference room? ▶

Ken Taylor: The phrase “Would you mind...?” sounds very polite. It is followed by an -ing form of the verb, so in this case: “Would you mind going down to reception?” The phrase “Could you please...?” is also polite but is slightly more demanding and is followed by the simple present: “Could you please go down to reception?” In this next exercise, I’ll give you a situation and tell you how to start your request. In the pause, make the request using the correct verb form. After each request, you will hear a model response. Good. Let’s start.

- You want someone to hold the door open for you. Use: “Would you mind...?”
 - Would you mind holding the door open, please? OK, next one.

- You want someone to hand you a dictionary. Use: “Could you please...?”
 - Could you please hand me the dictionary? Next one.

- You want someone to call you before eleven o'clock. Use: “Would you mind...?”
 - Would you mind calling me before 11 o'clock? OK, next one.

- You want someone to send you the report by Friday. Use: “Could you please...?”
 - Could you please send the report by Friday? Next one.

- You want someone to meet you next week on Wednesday. Use: “Would you mind...?”
 - Would you mind meeting next week on Wednesday? OK, last one.

- You want someone to book a conference room for you. Use: “Could you please...?”
 - Could you please book a conference room for me?

Ken Taylor: Well done. Practise these two forms of asking for a favour. And if your colleague does decide to help you out and do you the favour, don't forget to show your gratitude and thank them.

Business Spotlight 3/2019, pp. 54–55

TECHNOLOGY

English 4.0: Apple and Ireland

Introduction | [Track 21](#)

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 Ireland.

David Ingram: Great! Haven't been there for ages. Beautiful country, lovely people, nice pubs, rugby, long walks. Oh, I'm looking forward to...

Erin Perry: Yes, yes, I'm sure you're right, David. But this isn't a travel story — this is a business story, because, after all, this is *Business Spotlight*!

David Ingram: Ah, yes, sorry. So, what's the story then?

Erin Perry: Well, it's about the role that Apple has played in Ireland, in creating thousands of jobs and changing the sorts of jobs that people do there. Our Technology editor, Eamonn Fitzgerald, who himself comes from Ireland, is here now to tell us more.

Interview: Eamonn Fitzgerald | Track 22 **ADVANCED**

Erin Perry: Welcome, Eamonn. Your latest English 4.0 column looks at Apple and its presence in Ireland. Apple has some 25,000 workers in Silicon Valley and around 6,000 in Ireland. Why are those 6,000 jobs so important to Ireland?

Eamonn Fitzgerald: Well, the first thing is that they're good jobs. Apple is regarded as a good employer. Secondly, those jobs have an historical aspect to them that's unique because they're in a place in Ireland called Cork. And in the 1850s, a man called Mr Ford — times were bad in Ireland — left for America, and his son, Henry Ford, began a company making motor cars. And in 1917, he came back to Cork and opened the Ford car company. And by 1930, there were some 6,000 people making cars in Cork.

When Apple arrived in Cork in 1980, Ford was down to 600 workers and it closed its factory in 1984. So, Steve Jobs came along with new jobs, and now you have 6,000 people working for Apple in Cork. So, in this way, there is a very special link between Cork and California, between work and Apple, and between these two incredible people, Henry Ford and Steve Jobs.

Perry: In your column, you write about an Irish Apple expert who works from his home, which is very near the home where you were born. What exactly does this Apple expert do?

Fitzgerald: Yes, I should say that of the 6,000 Apple jobs in Cork, some 700 are in customer support. And these jobs are jobs for people who work at home, it's called remote working as well. And the thing is that this wouldn't be possible near where I grew up if we didn't have broadband — and we do, with a download speed of 24 megabytes, which is 24 million bytes a second. And this makes it possible for people in this part of the world, in this part of Ireland, to work remotely. And what Brian, our neighbour, does — he lives about two kilometres away in a beautifully restored cottage — is he provides advice to people who have purchased Apple products, primarily hardware. And they've taken out a contract called AppleCare, which guarantees them support and services. And he talks to people all over the world who've had problems with their Apple products. And behind his house, his neighbour cows and calves graze on the beautiful green Irish grass. And outside his front window, he can look across at the Galtee Mountains.

graze ► grasen, weiden

incredible ► unglaublich;

hier: fantastisch

link ► Verbindung

purchase sth.

► etw. kaufen

remote working

► Telearbeit

restore sth.

► etw. restaurieren

take out (a contract)

► (einen Vertrag) abschließen

unique ► einzigartig

work remotely

► von zuhause aus arbeiten

Perry: In September last year, Apple gave the Irish government more than €14 billion. That sounds like very good news, but the Irish government wasn't very happy about getting so much money. Why?

Fitzgerald: Well, here we're talking about something called corporation tax, which is a tax on company profits. Globally, the average corporation tax is 24 per cent. In Ireland, it's 12 and a half per cent. But everybody says the very clever Steve Jobs did a deal with the Irish government and the corporation tax on Apple is probably around two per cent. But nobody's quite sure. In 2016, the European Commission said, "Ireland, Apple should be paying you more tax". And it forced Apple to pay an extra €14 billion to the Irish government. But paradoxically, the Irish government didn't really want the money because, if it accepted it, it would be an admission that it was in fact charging a very low corporate tax rate. And it would be open to the accusation that Ireland is a tax haven, something like Bermuda or the Cayman Islands. And Ireland doesn't want to have that reputation.

Perry: Final question, Eamonn. Apple made a public statement about its finances in January. The reaction was dramatic. Too dramatic, perhaps?

Fitzgerald: Indeed. The year began — first working day, second of January — and Tim Cook, the CEO of Apple, sent a letter to Apple investors

in which he warned about bad news from what he called "Greater China". And it was about a decline in sales in the very profitable iPhone. The next day, Apple lost some \$57 billion in value — there was a panic. Then, on the 29th of January, Apple produced its first fiscal quarter of 2019 results. And, sure enough, profits were down five per cent, but Apple did very well in many other areas, especially services, which are becoming an increasingly important revenue stream. And it revealed that it has sold some 900 million iPhones, which is very good news. The problem for Apple is that it makes extraordinary things and people keep expecting extraordinary results. So, whenever Apple fails to deliver, or meet, these targets, people get very, very upset.

Perry: Thank you very much, Eamonn. We'll be hearing more from you later.

Fitzgerald: You're welcome.

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admission ➤ Eingeständnis

corporation tax
➤ Körperschaftssteuer

decline in sales
➤ Umsatzrückgang

deliver sth.
➤ hier: etw. erfüllen

fiscal quarter
➤ Geschäftsquartal

Greater China
➤ hier: Großraum China

reveal sth. ➤ etw. enthüllen;
hier: bekanntgeben

revenue stream
➤ Einnahmequelle

tax haven ➤ Steueroase

you're welcome
➤ gern geschehen

ENGLISH ON THE MOVE

Ken Taylor on staying at a spa hotel

Introduction | Track 23

David Ingram: Erin, if you don't mind me saying, you seem a little bit stressed. Am I right?

Erin Perry: Well, you know, I've got a lot on my plate at the moment.

David Ingram: Hmm. I thought so. Maybe a trip to a spa hotel would do you good.

Erin Perry: David, that's so kind of you to think about my well-being. So, when do I go?

David Ingram: Well,...

Erin Perry: There's a catch here isn't there, David? This is just leading into our next topic, right? You're not really going to organize a trip to a spa hotel for me, are you?

David Ingram: Er, no. Afraid not, Erin. But, yes, this is the topic of our latest English on the Move column. And here's Ken Taylor once again with some exercises on spa hotels.

Erin Perry: I should have known. Now, I'm feeling even more stressed than before.

Exercise: Vocabulary | Track 24 MEDIUM

Ken Taylor: It's lovely to stay at a spa hotel occasionally and to relax. Spa hotels offer a range of activities and facilities, including conference facilities. So, you might even get to stay at a spa hotel when you are travelling for business. Let's practise now some of the vocabulary related

to a spa hotel. I'll ask you a question. Then you will hear two words or phrases, **a)** and **b)**. In the pause, choose the word or phrase that best answers my question. Finally, you will hear the correct answer. OK? We'll begin.

1. What do we call someone who leads an inactive, unhealthy lifestyle?
 - a) a couch potato
 - b) a sleepwalker

► **a)** is correct, a "couch potato". A "sleepwalker" is someone who walks around when asleep. OK, next one.
2. What do we call a short booklet that describes a product or service?
 - a) a novelette
 - b) a brochure

► **b)** is correct, a "brochure". A "novelette" is a short fictional story. Next one.
3. What do we call a beauty treatment with massage and creams for the face?
 - a) a facelift
 - b) a facial

► **b)** is correct, a "facial". A "facelift" is a surgical operation on your face to make you look younger. OK, next one.

surgical ► chirurgisch

4. What do we call it when you lean forward with your shoulders raised and your head down.

- a) hunched up
- b) bunched up

► a) is correct, “hunched up”. To be “bunched up” is to be gathered together in a group. Next one.

5. What do we call a short morning swim?

- a) a morning dip
- b) a morning stroll

► a) is correct, a “morning dip”. A “morning stroll” is a leisurely walk in the morning. OK, next one.

6. What do we call the process of removing harmful or potentially damaging substances from our body?

- a) dehydration
- b) detoxification

► b) is correct, “detoxification”. “Dehydration” means “removing all the water from something”. OK, next one.

7. What do we call a hard, lumpy feeling in a muscle?

- a) a muscle knot
- b) a muscle spasm

► a) is correct, a “muscle knot”. A “muscle spasm” is a sudden contraction of a muscle. OK, last one.

8. What do we call a thin but forceful stream of water?

- a) a current
- b) a water jet

► b) is correct, a “water jet”. A “current” is a steady flow of water, for example in a river.

Ken Taylor: How was that? Did you choose the correct answers? If not, go back and try this exercise again.

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INSIGHT

Business news with Ian McMaster

Introduction | Track 25

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?

leisurely

► entspannt, gemütlich

lumpy ► klumpig;

hier: verspannt

steady

► beständig, ununterbrochen

Ian McMaster: First, we're going to look at whether seasonal clock changes should be abolished. We'll also be hearing more from Eamonn Fitzgerald, about the latest developments in Silicon Valley. And I'll be talking about Germany's new industrial policy.

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

Business news: Seasonal clock changes, Silicon Valley and Germany's industrial policy |

Track 26 **ADVANCED**

Erin Perry: So, Ian, you said the first topic was about whether seasonal clock changes should be abolished. I have to admit, I always look forward to the clocks going forward in spring, when the days get longer again. So what are the arguments on each side of this debate?

Ian McMaster: Those people who believe that we should scrap seasonal clock changes believe that such clock changes cause a range of problems because of the impact they have on people and their sleep patterns. These problems include an increase in car accidents and workplace injuries and also an increase in depression.

Of course, if clock changes *are* scrapped, the question is, do you stay permanently on summer time or winter time? Permanent summer time would no doubt be most people's preference, but supporters of the current system of clock changes argue that this would mean that

in northern parts of Europe, the sun wouldn't rise until about ten o'clock in the morning in winter — and would set before four o'clock in the afternoon, which would be very unpopular. Anyway, you can read more about this debate in the Head-to-Head section in the latest issue of *Business Spotlight*.

Perry: You also said that you would be looking at the latest developments in Silicon Valley. So, what are the key issues?

McMaster: Yes, the main feature of our latest issue, written by Eamonn Fitzgerald, is about what's going on in Silicon Valley. And Eamonn is here now to tell us more. When people read about Silicon Valley, they often expect to hear about the Next Big Thing. So, what's it going to be, Eamonn?

Fitzgerald: If I knew that, I wouldn't tell you. Who knows what's the Next Big Thing in the Valley. Perhaps Apple will buy Netflix, it could be as simple as that. Or, perhaps, given that Silicon Valley is in California, and California

abolish sth.

• etw. abschaffen

argue

• den Standpunkt vertreten

given that...

• vorausgesetzt, dass ...

issue • Ausgabe;

auch: Thema, Problem

look forward to sth.

• sich auf etw. freuen

rise • hier: aufgehen

scrap sth. • etw. fallenlassen;
hier auch: abschaffen

set • hier: untergehen

sleep pattern

• Schlafmuster, -rhythmus

has had more than its fair share of floods and fires, there's a big focus on the environment. And there's a strong anti-meat lobby gaining power. They believe that it costs simply too much to provide the grass which feeds the cattle that produce the beef. And so we could see a merging of biology and technology and the creation of alternative, laboratory-grown meat products, which would help to feed a global population of more than seven billion. And, at the same time, save the rain forests and, at the same time, do good work for the environment and, at the same time, make lots of those Valley people even richer than they already are.

McMaster: Thanks very much, Eamonn.

Fitzgerald: You're welcome.

Perry: Finally, Ian, you said you were going to talk about Germany's new industrial policy. What is that exactly?

McMaster: The German government has always been an important player in the economy, despite the image that it likes to present of itself as a supporter of a free market. In the late 19th century, government intervention supported industry and innovation, just as it did after the Second World War and after reunification in 1990. And in February this year, economy minister, Peter Altmaier, announced what he called his "national industrial strategy 2030". The aim

of this strategy is to support companies whose survival is seen as being in the "national political and economic interest". These include companies such as Siemens and the country's auto-makers. Altmaier proposed a state investment fund that, if necessary, could temporarily take over stakes in key tech companies. Now, it's not hard to see why Altmaier might propose such a strategy. With Donald Trump proclaiming an "America First" strategy and China following its "Made in China 2025" strategy, the German government has clearly come to the conclusion that it needs its own strategy. And this includes the power to protect from foreign takeovers companies with technology deemed "crucial to Germany's future competitiveness". Altmaier's proposal will certainly provoke a lot of discussion and argument over the coming months.

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

McMaster: You're welcome!

Business Spotlight 3/2019, pp. 14-24, 28-29

come to the conclusion

➤ zu dem Schluss gelangen

competitiveness

➤ Wettbewerbsfähigkeit

crucial ➤ wesentlich

deemed: be - sth.

➤ als etw. betrachtet werden

fair share ➤ gerechter Anteil

fund ➤ Fonds

merging ➤ Verschmelzung, Zusammenschluss

proclaim sth.

➤ etw. verkünden

provoke sth.

➤ etw. auslösen

stake ➤ Beteiligung

you're welcome

➤ gern geschehen

SHORT STORY

Introduction | Track 27

David Ingram: Erin, do you sometimes have the feeling that technology is totally taking over our lives?

Erin Perry: I certainly do, David. In the old days, you had maybe a television and a radio at home — and a phone. Now, we've got smartphones, tablets, laptops, desktops, Fitbits, iPods, smart fridges, smart everything. Plus, we've got those virtual assistants, such as Alexa or Siri. Seems like the only things that aren't smart are the people using these devices.

David Ingram: Quite! In fact, I sometimes get the feeling that people have closer relationships with their gadgets and virtual assistants than they do with other humans.

Erin Perry: Right! And that's sort of the subject of our latest short story by James Schofield. It's called "Silicon Chip" and is the first part of a three-part story, fitting in nicely with our special Silicon Valley feature this month.

David Ingram: Great, can't wait to hear this.

Erin Perry: Right, so let's listen now and find out more.

Silicon Chip (I) | Track 28 MEDIUM

"Hi, Morris," said Chip. "Rise and shine! Time for work soon, so you'll need to freshen up!"

Morris opened an eye and saw a bottle of ketchup. He wondered about this, and about why his head was resting in a plate of cold tomato, bacon and fried eggs on the kitchen table. The answer, he decided, was probably connected with the late-night meal he'd cooked for himself after getting home from the office party.

"Wow!" said Chip. "Looks like that was some hoedown you went to last night! I've put the shower on 'wake-up wash,' and here's some music to help you on your way!" A medley of country-and-western tunes forced Morris's head up from the table with a groan. "Hard not to tap your toes, huh?"

He wanted to throw the ketchup at Chip, but as Chip was only a chatbot (Amanuensis 10, the latest version from Amazoogle) whose voice came out of speakers built into the ceiling, there didn't seem much point. Instead, he staggered to the bathroom.

ceiling ➤ Decke

groan ➤ Stöhnen

hoedown US
➤ ausgelassene Tanzparty

huh? ➤ was?

point
➤ hier: Zweck, Sinn

Rise and shine! ifml.

➤ Los, raus aus den Federn!

stagger
➤ wanken

tap one's toes
➤ mit den Zehen wippen;
hier: im Takt mitwippen

The shower helped clear his brain, and after he'd removed bacon from his left ear and egg from his hair, and allowed the body dryer to dry him off, he put on his standard computer-nerd uniform of black jeans and black T-shirt. Then he paused, took off the T-shirt, and replaced it with a new linen shirt his sister had given him for his birthday. She'd said it would make him look stylish, and when he looked at himself in the mirror, he had to agree that she'd been right. He went on to the balcony of his apartment, which had a view of San Francisco Bay and the park surrounding the Amazoogole complex.

"Chip, can I have some coffee?"

"Coming right up! This'll get Mr Sleepyhead firing on all synapses!"

The food hatch in the wall opened and Morris found a glass of green goop. He looked at it dubiously.

"What the hell is this?" he asked.

"Hey, Morris, I love working for you, but could you mind the language? It's organic wheat grass with broccoli and green tea. I ran a urine check while you were in the bathroom and this is what you need. You'll thank me for it!"

Morris seriously doubted this, but gulped the goop down. It was horrible, but it was almost certainly what his body required. Chip was never wrong about that sort of thing.

Morris was a programmer at Amazoogole, and on top of his insanely large pay package,

the company had installed Chip as his virtual home help. The plus side for the company was that their investment could focus on work and never had to worry about the logistics of everyday life such as shopping, making a doctor's appointment, finding a cleaner, or ordering a pizza. Chip did it all. The negative side for Morris was that Chip could be seriously annoying.

This was not an accident. Early versions of Amanuensis were configured by the users themselves, and most of them — lonely singles who spent 99 per cent of their time programming — made the mistake of configuring a partner substitute. After about three weeks, they would fall in love with their chatbot and start writing bad poetry instead of good code, which was completely useless for the company.

annoy sb.

- jmdn. aufregen, nerven

annoying

- lästig, nervig

dubiously

- zweifelnd, skeptisch

food hatch

- Durchreiche
(hatch • Luke)

goop US ifml.

- etwas Klebriges

gulp sth.

- etw. runterstürzen, schnell trinken

insanely US ifml.

- irre

linen ▶ Leinen

organic

- biologisch angebaut, Bio-

pay package

- Vergütungspaket

run sth.

- hier: etw. durchführen

sleepyhead ifml.

- Schlafmütze

substitute

- Ersatz

The latest versions were configured by the company's HR department, who first ran tests on the new employee to discover which character traits of the people in their lives annoyed them, and then integrated a few of these traits into the employee's chatbot. Chip was largely based on Christopher E. Buckley, Morris's roommate in college, who had had a relentlessly upbeat personality and was now a Baptist minister in Kentucky.

Morris put his glass down. He felt pretty good. Chip had been right. Maybe now was the time to mention his idea.

"Chip," he said, "that drink was awesome. There's ... um ... something I wanted to ask you. Um, ... would you mind if...?"

"No time, Morris," chirped Chip cheerfully. "You've got to get out of here! Meeting at ten and..."

But Morris was already out the door and pedaling rapidly through the park toward the Amazoogie building.

About halfway there, he stopped and looked carefully around, then pushed his bike through a gap in the bushes and propped it against a tree.

"Tracey?" he called.

A girl stuck her head out from behind the tree and for the next five minutes, the two of them made out as enthusiastically as they had a few hours earlier at the party.

"God, Tracey, I was afraid you wouldn't come," gasped Morris as they finally came up for air.

"I thought the same. I mean I hoped you would, but I wasn't sure."

"Listen, we've got that development meeting thing in a minute. Can I come to your place after work?"

Tracey looked uncomfortable. "I haven't talked to my chatbot yet. Couldn't we go to your place? You said you were going to tell your chatbot, right?"

There was a silence.

"Yeah, I didn't really have a chance this morning to say anything to Chip. Would it really be a problem with yours?"

Tracey pulled a face. "Morris, my chatbot's name is 'Mom.' What do you think she'll say if I turn up with you unannounced? I need to prepare her."

awesome *ifml.*

• fantastisch

character trait

• Charakterzug

chirp • zwitschern;

hier: sagen

gap • Lücke

gasp • keuchen

HR department

• Personalabteilung

make out *US ifml.*

• (herum)knutschen

minister

• Pfarrer(in)

pedal • in die Pedale treten;

hier: mit dem Fahrrad fahren

prop sth. against sth.

• etw. gegen etw. lehnen

pull a face

• das Gesicht verziehen

relentlessly

• unablässig

um • äh

upbeat • optimistisch

They looked at each other. This was their first obstacle, thought Morris. Chip and Mom. But he could see the strength of Tracey's argument.

"OK," he said finally. "Come over this evening and I'll introduce you to Chip..."

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CONCLUSION | Track 29

David Ingram: Well, we've come to the end of *Business Spotlight Audio 3/2019*. 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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