

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 4/2019. I'm David Ingram from England.

Meredith Hoffmann-Thomson: And I'm Meredith Hoffmann-Thomson from the United States, standing in for Erin Perry. 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 ethics. We also look at the language of sales and get advice on how to be a better listener.

Meredith Hoffmann-Thomson: And for something completely different, we head to Silicon Valley, for the second part of our three-part short story about modern relationships: "Silicon Chip".

David Ingram: As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

NAMES & NEWS

Introduction (I) | Track 2

Meredith Hoffmann-Thomson: We'll begin with our Names & News section, with a story about the courts in America.

David Ingram: Excellent! I do like a good court story. I often watch the legal series on TV.

Meredith Hoffmann-Thomson: Well, this is a slightly different type of court story, David. And it's one with a language connection. A study in Philadelphia has found that court reporters often have difficulties understanding what African Americans have said and therefore transcribe their statements incorrectly. Let's listen now and find out more.

When courts are deaf to dialect | Track 3 MEDIUM

Court reporters regularly make mistakes when they transcribe the speech of African Americans, according to a new study by researchers at the University of Pennsylvania. In some cases, faulty transcription results in statements that are the opposite of what the speaker actually said.

The research was carried out in Philadelphia, where 27 court reporters listened to audio recordings of people speaking African-American English. The reporters made mistakes in two of every five sentences. Black court reporters made approximately as many mistakes as their white colleagues.

approximately

• etwa

court reporter

• Protokollführer(in)
bei Gericht

deaf: be ~ to sth.

• für etw. taub sein

faulty • fehlerhaft

researcher

• Forscher(in)

“People who speak African-American English are stigmatized for so doing,” said Taylor Jones, a doctoral student in linguistics and one of the authors of the study. “If you’re taught that these people speak incorrectly, then it’s very easy to say, ‘Well, they don’t make any sense; what they’re saying is wrong,’” Taylor told *The New York Times*.

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Introduction (II) | Track 4

David Ingram: For our next story, we’ll turn to Britain to hear about making online bookings for restaurants and the problems that they can cause.

Meredith Hoffmann-Thomson: You mean like not being able to get the table you want at the time you want?

David Ingram: That certainly can be a problem, Meredith. But what we’re talking about here are the so-called no-shows — people who book tables but then simply don’t turn up.

Meredith Hoffmann-Thomson: Ouch! I think I might have done that a couple of times myself.

David Ingram: Well, now some restaurant owners are taking action against these no-shows, as we’ll hear in our story. As you listen, try to answer this question: what percentage of his bookings does Bristol restaurateur Peter Sánchez-Iglesias say his tapas restaurant loses on Saturday nights? Ready? Listen now.

Restaurants fight back | Track 5 MEDIUM

It’s never been easier to book a table at a restaurant. Online booking services provide access to a wide variety of styles and cuisines — sometimes so many that customers have trouble making up their minds and so book more than one table for the same time.

Now, restaurant owners are taking action against “no-shows” — people who book tables but do not show up to claim them. Some restaurateurs are publishing the names of no-shows on social media, requiring deposits before accepting reservations, or selling tickets for tables.

Damian Wawrzyniak of the House of Feasts in Peterborough told *The Guardian* that no-shows had cost his business £3,000 in a single weekend. “Usually, they are big groups — of 8, 12 or 20 people — who book and then simply don’t turn up,” Wawrzyniak says. “We’re left with empty tables and have probably had to turn other bookings down in good faith that those with reservations would show.”

access: provide - to sth.

► Zugang zu etw. anbieten

cuisine ► Küche, Kochkunst

deposit ► Anzahlung

feast ► Festmahl

in good faith

► in gutem Glauben

restaurateur ► Restaurantbesitzer(in), -betreiber(in)

show up jfm! ► erscheinen

they don’t make any sense

► hier: was sie sagen, ergibt keinen Sinn

turn sth. down

► etw. ablehnen

No-shows at weekends or on traditionally busy dates such as Mother's Day are particularly problematic. Bristol restaurateur Peter Sánchez-Iglesias said his tapas restaurant loses up to ten per cent of bookings on Saturday nights. "It's massive. For us, it's crippling," he said.

Meanwhile, online booking services say they are responding to the problem. OpenTable, for example, says it prevents diners from booking two places for the same time.

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David Ingram: OK? Did you get the answer? What percentage of his bookings does Bristol restaurateur Peter Sánchez-Iglesias say his tapas restaurant loses on Saturday nights?

- ▶ The answer is "up to ten per cent". Listen again.
- "Bristol restaurateur Peter Sánchez-Iglesias said his tapas restaurant loses up to ten per cent of bookings on Saturday nights."

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

crippling

▶ lähmend; hier: ruinös

respond to sth.

▶ hier: auf etw. reagieren

BUSINESS SKILLS

Ken Taylor on leadership and ethics

Introduction | Track 6

David Ingram: You know what, Meredith? Sometimes, I just despair of those people who are supposed to be showing leadership in our society.

Meredith Hoffmann-Thomson: What exactly do you mean, David?

David Ingram: Well, you know, whether it's politicians or business people, I just get the impression that a lot of these people have no real moral compass, no sense of, well, what's right and what's wrong.

Meredith Hoffmann-Thomson: Well, I'm with you there!

David Ingram: Maybe they should read Bob Dignen's latest Business Skills article, part of our current series on leadership, which looks in detail at this topic of ethics. And here's our communication skills expert, Ken Taylor, with some tips and exercises on this subject.

Exercise: Agree or disagree? | Track 7 MEDIUM

Ken Taylor: Hello, this is Ken Taylor from London. Ethics is about defining what is right and what is wrong. It's about how we think, how we behave and how we cooperate with others. In his latest Business Skills article, Bob Dignen shows how ethical questions affect our work-

ing lives and asks us to think carefully about our own ethical standpoints. Let's practise some of the language you will need to discuss these ethical questions.

In this first exercise, I will make some statements. In the pause, decide whether you agree or disagree with the statement and why. Then you will hear Bob's opinion based on his article. OK? Here's the first statement.

- In the modern business world, employers face tough ethical questions.
- ▶ Bob agrees. Companies are forced to make ethical decisions every day about, for example, the environment, workers' health and safety, or equality and diversity.
- You should always act in a totally honest way.
- ▶ In general, Bob agrees. But he says there may be situations — for example, in a negotiation — in which you can't fully speak your mind.
- Deciding on the level of executive pay is simply a question of paying the market rates.
- ▶ Bob disagrees. He says it is an ethical question as to how much in excess of average company salaries executive pay should be.
- Companies should always treat everyone equally.

- ▶ Bob agrees. Corporate values usually promote the idea of equality of opportunity. But in practice, organizations often differentiate. For example, they pay different salaries on the basis of a range of objective and subjective criteria.
- Having a clear set of ethical values — and consistently acting on them — will make your life at work easier.
- ▶ Bob disagrees. He thinks it is important to act ethically but recognizes it could bring you into conflict with those who have different ethical standards.
- Capitalism and an ethical approach do not go together.
- ▶ Bob disagrees. For companies, profitability is key, but it can be combined with corporate social responsibility — for example, reducing the company's carbon footprint.

approach

- ▶ Vorgehensweise

carbon footprint

- ▶ CO₂-Fußabdruck

corporate social responsibility (CSR)

- ▶ soziale Unternehmensverantwortung

differentiate

- ▶ unterscheiden

diversity

- ▶ Vielfalt

executive pay

- ▶ Managergehalt/-gehälter

negotiation

- ▶ Verhandlung

speak one's mind

- ▶ sagen, was man denkt

Ken Taylor: How did you get on? Were your opinions similar to Bob's? Discussing ethical issues and leading in an ethical way are not easy. But good leaders think about ethical questions and try to deal with them in a responsible way.

Exercise: Vocabulary | Track 8 MEDIUM

Ken Taylor: Now, let's look at some of the language that Bob uses in his article.

I'll give you a term. Then you will hear two explanations, **a)** and **b)**. In the pause, choose the explanation that best matches the meaning of the term. Then I'll tell you the correct answer. Good. We'll start.

1. "Human rights". What are these?
 - a) The basic rights and freedoms to which all individuals are entitled.
 - b) The laws that protect an individual in society.
 - a) is correct. "Human rights" are the basic rights and freedoms to which all individuals are entitled. Next one.
2. "Regulatory standards". What are these?
 - a) Clearly defined laws.
 - b) Benchmarks created to make sure that laws are followed correctly.
 - b) is correct. "Regulatory standards" are benchmarks created to make sure that laws are followed correctly. Next.

3. "Ecological considerations". What are these?
 - a) Any factors that may affect the environment.
 - b) Any factors that may improve the environment.
 - a) is correct. "Ecological considerations" are factors that may affect the environment. Next one.
4. A "duty of care". What is this?
 - a) A moral responsibility to look after the less fortunate.
 - b) A legal responsibility to safeguard others.
 - b) is correct. A duty of care is a legal responsibility to safeguard others. Next.
5. A "code of conduct". What is this?
 - a) A set of rules about how to do business with other people.
 - b) A confidential report on someone's behaviour.
 - a) is correct. A "code of conduct" is a set of rules about how to do business with other people. Next one.

affect sth.

- sich auf etw. auswirken

benchmark

- Richt-, Orientierungswert

confidential

- vertraulich

entitled: be ~ to sth.

- Anspruch auf etw. haben

less fortunate: the ~

- die Bedürftigen

safeguard sb.

- jmd. schützen, absichern

6. Your “comfort zone”. What is this?

- a) Situations in which you do not have to do anything new or difficult.
- b) Situations in which you can find support and help.
- a) is correct. Your “comfort zone” refers to situations in which you do not have to do anything new or difficult. Next.

7. A “viable alternative”. What is this?

- a) Another choice that isn’t as good.
- b) Another choice that might work in a similar way.
- b) is correct. A “viable alternative” is another choice that might work in a similar way. OK, last one.

8. The “flip side”. What is this?

- a) The opposite or less good aspect of something.
- b) A sudden change in something.
- a) is correct. The “flip side” of something is the opposite or less good aspect of something.

Ken Taylor: How did you get on with that exercise? If there were some terms that you didn’t know, go back and try the exercise again.

Exercise: Free speaking | Track 9 **ADVANCED**

Ken Taylor: Now, let’s practise some free speaking. I’m going to ask you some questions. In the pause, answer the questions in complete sentences. Try to use the terms we’ve just learned. OK. Here’s the first question.

1. What do you think are the most important human rights? ➤
2. Does your organization have regulatory standards that you have to follow? If so, what are the main ones? ➤
3. Are you concerned about the ecological considerations of using fossil fuels? If so, what do you think are the best alternatives? ➤
4. To whom do you owe a duty of care at work? ➤
5. Does your organization have a clear code of conduct for its employees? If so, what are its key messages? ➤
6. Is there anything you have to do at work that is outside your comfort zone? ➤
7. How do you commute to work? Is there a viable alternative you could use? ➤
8. Do you think there is a flip side to our increasing reliance on artificial intelligence? ➤

code of conduct

➤ Verhaltenskodex, -regeln

commute ➤ pendeln

duty of care

➤ Fürsorgepflicht

flip side ifml. ➤ Kehrseite

fossil fuel

➤ fossiler Brennstoff

reliance ➤ Abhängigkeit

viable ➤ tragfähig

Ken Taylor: Great. To practise these terms, you could always go back and do this exercise several times, trying to vary the content of your answers. Ethical thinking has an important role in our professional lives. The better you understand your own ethical standpoints, the easier it will be for you to manage difficult, often ambiguous, ethical situations in your work.

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PERSONAL TRAINER

Working in international teams

Introduction | Track 10

David Ingram: We'll stay with Ken Taylor now and move on to the Personal Trainer section in *Business Spotlight*.

Meredith Hoffmann-Thomson: Yes, this is the section in which Ken has a discussion with somebody from the business world about the challenges they face in using English at work. Here's Ken to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

Hoffmann-Thomson: Welcome, Ken. Tell us, who was your guest this time?

Ken Taylor: Laszlo Zoltan. Laszlo worked as an IT programmer at Siemens for many years before

becoming a freelancer, where he worked in several international project teams.

Hoffmann-Thomson: And which topics did you discuss with Laszlo?

Taylor: The challenge of communicating clearly when teams include people with different linguistic and cultural backgrounds.

Hoffmann-Thomson: What were some of the key points that came out of your discussion?

Taylor: How to deal with misunderstandings. We talked about ways of improving your English-language skills, and how to manage remote communication like teleconferences.

Hoffmann-Thomson: 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

Hoffmann-Thomson: Thank you very much, Ken.

Taylor: Thank you.

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challenge

- schwierige Aufgabe

freelancer

- Freiberufler(in)

remote communication

- Fern-, Telekommunikation

topic

- Thema

SKILL UP!

The language of selling

Introduction | Track 12

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

Meredith Hoffmann-Thomson: To be successful, it is essential for a company to sell its products well. Even the best and most innovative products are of no use to a company if people don't buy them because they aren't marketed and sold well. And there are a number of idiomatic expressions relating to the area of selling. Let's practise some of them now. OK?

Exercise: Idioms for selling | Track 13 MEDIUM

Meredith Hoffmann-Thomson: 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 selling. Then you'll hear the correct answer. OK? Let's get started.

- If you fail to acknowledge someone's achievements sufficiently, you...
 - a) sell them low.
 - b) sell them short.
 - **b)** is correct. If you "sell someone short", you fail to acknowledge their achievements sufficiently. Next one.

- Something that is difficult to persuade people to accept is...
 - a) a tough sell.
 - b) a rough sell.
 - **a)** is correct. A "tough sell" is something that requires a lot of effort to persuade people to accept — or, in the context of selling, to buy. OK, next one.
- If you meet other people's expectations through your behaviour, you...
 - a) deliver the goods.
 - b) sell the goods.
 - **a)** is correct. If you "deliver the goods", you meet other people's expectations through your behaviour. And the last one.
- If you use aggressive methods to sell a product, you...
 - a) go for the tough sell.
 - b) go for the hard sell.
 - **b)** is correct. If you "go for the hard sell", you use aggressive methods to sell your products.

Meredith Hoffmann-Thomson: Did you get all of those idioms right? If not, go back and practise them again.

Skill Up!, no. 56, pp. 18–19

FALSE FRIENDS

Exercise: Translation | Track 14 MEDIUM

David Ingram: Let's continue "skilling up" on our vocabulary. Here, we'll look at some false friends relating to the area of sales. 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.

Meredith Hoffmann-Thomson: Our first word is used for the money that salespeople receive for closing a deal. Please translate this word.

German: Provision

English: commission

David Ingram: Don't say "provision", as this refers either to something that is made available or to a measure you take in case something happens. The German word *Provision* is "commission" in English. Translate this sentence, please.

German: Die Provision beträgt acht Prozent des Kaufpreises.

English: The commission is eight per cent of the purchase price.

Meredith Hoffmann-Thomson: Our next word refers to the place where you pay for something

that you have bought in a shop. Translate this word now.

German: Kasse

English: till, cash register

David Ingram: "Cash" is wrong here, as this means "coins and banknotes". The English translation of *Kasse* is "till" or "cash register". Translate this sentence, please.

German: Bitte zahlen Sie an der Kasse dort drüben.

English: Please pay at the till over there.

Please pay at the cash register over there.

Meredith Hoffmann-Thomson: Our next word is used when you are dissatisfied about something. Please translate this word.

German: reklamieren

English: complain, make a complaint

David Ingram: You can't say "reclaim" here, as this means "get something back" or "ask to have something back". The German word *reklamieren* is translated as "complain" or "make a complaint" in English. Translate this sentence, please.

German: Sie müssen die beschädigten Waren schriftlich reklamieren.

English: You have to complain in writing about the damaged goods.

You have to make a complaint in writing about the damaged goods.

close a deal

► ein Geschäft abschließen

Meredith Hoffmann-Thomson: OK, our last word means a “partial payment”. Translate this word, please.

German: Rate

English: instalment

David Ingram: Don’t say “rate” here. In a financial context, “rate” normally refers to the percentage amount of interest (the “interest rate”) or to the relationship between two currencies (the “exchange rate”). The German word Rate is “instalment” in English. Translate this sentence now.

German: Die Rückzahlung erfolgt gewöhnlich in 12 gleichen Raten.

English: Repayment is normally made in 12 equal instalments.

Meredith Hoffmann-Thomson: Well done. If you found these translation exercises difficult, go back and try them again.

Skill Upt, no. 56, pp. 14-15

CAREERS & MANAGEMENT

How to be a better listener

Introduction | Track 15

Meredith Hoffmann-Thomson: David, as this is my first time here on Business Spotlight Audio, can I just ask you some advice?

David Ingram: Sorry, what was that, Meredith?

Meredith Hoffmann-Thomson: Well, I’d just like some advice about how to deal...

David Ingram: Sorry, what?

Meredith Hoffmann-Thomson: David, are you even listening to me? Ah, OK, I get it. Erin warned me this might happen. You’re just pulling my leg, right?

David Ingram: Yes, sorry, Meredith. Very unfair of me, I know. It’s just that becoming a better listener is the topic of the latest How to... column by our Careers editor Margaret Davis. And Margaret’s here now to tell us more.

Meredith Hoffmann-Thomson: I should have seen that coming...

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

David Ingram: Margaret, your latest “How to...” article is about being a good listener. Why is that so difficult?

Margaret Davis: Well, in some ways, it’s just human nature. Most of us like to talk and our favourite topic to talk about is ourselves. So, there’s a natural instinct to get our own stories in there, even when someone else is talking. So, you’ve probably also experienced this: a colleague is talking about his weekend or about a conference he attended and it reminds you of

currency ➤ Währung

exchange rate

➤ Wechselkurs

interest rate ➤ Zinssatz

partial ➤ Teil-

topic ➤ Thema

something that happened to you on the weekend, or a similar experience at a conference. Almost before you realize it, you're thinking about that experience and not listening to your colleague any more. By the time you concentrate on him again, he's talking about something completely different and you realize you've totally lost the thread of the conversation.

Ingram: So, how do you prevent this happening?

Davis: It's not always easy, but basically, it means concentrating fully on what the other person is saying. Make eye contact — but don't stare, because that's just creepy! Try not to interrupt and try to be aware of the fact that people communicate in different ways. Some think and talk quickly, while others need more time to express themselves. And here's a tip for dealing with someone who is not a native speaker of your language. Don't jump in to help if the other person is struggling to find the right word. Give them time to come up with it on their own. Otherwise, you come across as arrogant. Of course, if your conversation partner asks you for help, by all means, give them support.

Ingram: Do you have any other tips for being a good listener?

Davis: According to career counsellor Dianne Schilling, most people aren't coming to you for

solutions to their problems — they just want to have a sounding board. If you can't resist offering good advice, she says you should at least ask the speaker's permission. So, she suggests you say something like, "Would you like to hear my ideas?" Another useful tip from Dianne Schilling has to do with listening to instructions, either from a manager or even at home with a spouse or partner. "Always restate instructions and messages to be sure you understand correctly," she says.

Ingram: Now, that's really good advice! And I can imagine it could improve life at home as well as life at work! Many thanks for coming in to talk to us, Margaret.

Davis: You're welcome. Thank you!

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by all means

• selbstverständlich

career counsellor

• Karriere-, Laufbahnberater(in)

come across as...

• als ... wirken

creepy ifml. • unheimlich

jump in

• hier: eingreifen

restate sth.

• etw. noch einmal sagen

sounding board

• Resonanzboden;

hier: Person, die ein offenes Ohr hat

spouse

• Ehepartner(in)

stare • starren

thread of (the) conversation

• Gesprächsfaden

you're welcome

• gern geschehen

LANGUAGE TEST

The language of politics

Introduction | Track 17

Meredith Hoffmann-Thomson: David, have you been following all these debates about Brexit that have been going on for, what is it, nearly three years now?

David Ingram: I've followed a lot of it, but to be honest, like most people, I got to the point where I just didn't want to hear any more about Brexit or politics.

Meredith Hoffmann-Thomson: I can second that!

David Ingram: Nevertheless, it's important to understand the vocabulary of politics so that you can follow the discussions and take part in them with colleagues and friends. And we have a special test on political language in the current issue of *Business Spotlight*. So how about doing an exercise on this topic now?

Meredith Hoffmann-Thomson: Sounds good. I'm ready.

Exercise: Political phrases | Track 18 MEDIUM

David Ingram: In this exercise, I'll give you two political terms. You'll then hear a sentence with a beep at the end. In the pause, choose the correct term to complete the sentence. Then, you'll hear the correct answer. OK? Let's get started. Here's the first one.

- foreign policy / financial policy
 - In the British parliament, the chancellor of the exchequer is in charge of the country's [beep]
 - “Financial policy” is the correct answer. In the UK, the finance minister is called the “chancellor of the exchequer”. In the US, by the way, the finance minister is called the “secretary of the treasury”. OK, next one.
- no consequence / no confidence
 - If the members of the British parliament don't trust the prime minister, they can initiate a vote of [beep]
 - “No confidence” is the correct answer. If the members of the British parliament no longer trust the prime minister, they can initiate a “vote of no confidence” to remove him or her. Next one.
- tax break / tax evasion
 - A special advantage in terms of the amount of taxes that a person or company has to pay is called a [beep]
 - “Tax break” is the correct answer. A “tax break” is a special advantage in terms of the amount of tax that a person or company

chancellor of the exchequer

UK ➔ Finanzminister(in)

initiate sth.

➔ etw. einleiten, initiieren

in terms of

➔ hinsichtlich

has to pay. “Tax evasion” is the use of illegal means to avoid paying taxes. OK, next one.

4. ex-right / alt-right

■ People who support populist right-wing ideologies are referred to as members of the [beep]

► “Alt-right” is the correct answer. People who support populist right-wing ideologies are often referred to as members of the “alt-right”. This is short for “alternative right”. Next one.

5. grassroots organizations / basic organizations

■ To understand the opinions of ordinary people in their political party, politicians often ask their [beep]

► “Grassroots organizations” is the correct answer. This refers to local party organizations. OK, last one.

6. opinion polls / opinion interviews

■ To find out what people think, particularly before elections, research institutes carry out [beep]

► “Opinion polls” is the correct answer. These are interviews that are carried out to find out what people think on a range of issues — and which way they intend to vote.

David Ingram: Well done. Did you get all the answers right? If not, go back and try this exercise again.

Business Spotlight 4/2019, pp. 30–34

EASY ENGLISH

Ken Taylor on dealing with objections

Introduction | Track 19

Meredith Hoffmann-Thomson: David, could you do me a favour?

David Ingram: Hang on, I seem to remember Erin asking me the same question last time.

Meredith Hoffmann-Thomson: Well, whatever. It's just that I need someone to pick up a package for me from the post office tomorrow morning.

David Ingram: Tomorrow morning? That could be a bit tricky. I'm very busy this week and...

Meredith Hoffmann-Thomson: Ah, yes, I appreciate it's short notice and that you might have something else on then, but it would really help me. If the afternoon's better for you, that would also work.

David Ingram: Well, that might work... but I suspect this isn't really about a package at all, but is just leading into our next exercise, right?

issue

► Thema, Frage

research ► Forschung

right-wing

► rechtsgerichtet

Meredith Hoffmann-Thomson: Spot on, David! In his latest Easy English article, Mike Hogan looks at how to overcome objections to your ideas. And one of his tips is being adaptable, as I was just then.

David Ingram: You were indeed. And, it worked!

Meredith Hoffmann-Thomson: Anyway, here's our communication skills expert, Ken Taylor, with some exercises and advice on dealing with objections.

Exercise: Dialogue | Track 20 EASY

Ken Taylor: In his latest Easy English article in *Business Spotlight*, Mike Hogan outlines an empathetic approach to dealing with objections.

Mike suggests the following:

- Explain your ideas simply and clearly so that they are easy to follow.
- Explain the benefits for the other person and for the team or company.
- Try to anticipate possible objections.
- Respect the other person's perspective. Listen in order to understand and not just to be able to respond.
- Be willing to adapt your ideas to get them accepted.

In this exercise, you will first hear a short conversation between Brian and Alison. Listen to how Brian deals with Alison's objection to his idea. He follows Mike Hogan's suggestions.

Brian: I've been thinking about this year's international sales conference. Couldn't we get some of our distributors to make presentations on how they have marketed our new product range?

Alison: Hmm. Are you sure that's a good idea?

Brian: It has two main benefits. It not only allows everyone to learn from each other's best practice, but it also takes some of the pressure off you and the rest of our staff.

Alison: Hmm, I'm not sure about this.

Brian: Can you tell me why?

Alison: We won't be able to control the content of what's said.

Brian: I take your point. We'd have to give our distributor presenters very clear guidelines on what we expect from them.

Alison: Still...

Brian: Look, I can understand your hesitation, but we want our distributors to be more proactive in their approach, don't we? So, we get two or three very successful distributors to show how it's done and how it was profitable. The other distributors are more likely to believe them than believe us.

approach

- Vorgehensweise

distributor

- Vertriebspartner(in)

guideline

- Richtlinie, Hinweis

hesitation

- Zögern

product range

- Produktpalette, -sortiment

take sb.'s point

- jmds. Standpunkt verstehen

Alison: As long as we still have the chance to put our ideas on the table, too.

Brian: You're right. We'd need to remind them of the various marketing tools we have available for them to use.

Alison: In that case, let's put this suggestion to the planning team.

Ken Taylor: Brian overcame Alison's objections by following Mike Hogan's approach. Let's go through the steps.

1. First, Brian presented his idea simply and clearly. Just listen.

Brian: Couldn't we get some of our distributors to make presentations on how they have marketed our new product range?

2. Next, Brian explained the benefit for the other person and for the team or company.

Brian: It has two main benefits. It not only allows everyone to learn from each other's best practice, but it also takes some of the pressure off you and the rest of our staff.

3. Next, Brian listened to Alison and respected her opinion.

Brian: I take your point. We'd have to give our distributor presenters very clear guidelines on what we expect from them.

4. Brian also tried to anticipate possible objections.

Brian: Look, I can understand your hesitation, but we want our distributors to be more proactive in their approach, don't we?

5. Finally, Brian was willing to adapt his ideas to get them accepted.

Brian: You're right. We'd need to remind them of the various marketing tools we have available for them to use.

Ken Taylor: OK, now it's your turn. Pause the track while you think about a proposal that you would like to make to your boss. [pause]

OK? Do you have a proposal in mind? Good. Let's now go through the presentation of your proposal step by step. We'll follow a simplified version of Mike's approach. I'll remind you of each step. You speak in the pause. OK? Let's begin.

1. First, present your proposal simply and clearly. ➤

2. Now, outline the benefits for your boss and for the team or company. ➤

anticipate sth.

➤ etw. vorhersehen

objection

➤ Einwand

put one's ideas on the table

➤ eigene Ideen einbringen

3. Say what you think your boss's main objection might be. ➤
4. OK, now adapt your proposal based on that objection in order to get it accepted. ➤

Ken Taylor: How was that? Do you think your boss will approve your proposal? You might want to go back and practise that exercise a few times. Whenever you have a proposal to make, follow Mike Hogan's approach. If you do, you are more likely to get your ideas accepted even when there are objections to them at first.

Exercise: Emphasizing the benefits | Track 21

EASY

Ken Taylor: You can give more emphasis to your proposal by listing more than one benefit. In the dialogue in the first exercise, Brian listed two benefits for his proposal. He could have said this:

- It has two main benefits. It allows everyone to learn from each other's best practice and it takes some of the pressure off you and the rest of our staff.

Ken Taylor: That would have been perfectly OK. But Brian wanted to give his arguments greater emphasis, so he used another structure. He said:

- It has two main benefits. It not only allows everyone to learn from each other's best practice, but it also takes some of the pressure off you and the rest of our staff.

Ken Taylor: By using the structure "not only ... but also" instead of simply saying "and", Brian was able to make his arguments sound more emphatic and convincing. Let's practise this now. In this next exercise, I'll list two benefits using "and". In the pause, you change the sentence using the structure "not only ... but also". Then you will hear a model version from Brian. We'll start now.

- It will be easier for you and more profitable for the company. ➤

Brian: It will not only be easier for you but also more profitable for the company.

- We will save time and staff resources. ➤

Brian: We will not only save time but also staff resources.

- Customers will have cheaper products and speedy deliveries. ➤

Brian: Customers will not only have cheaper products but also speedy deliveries.

- Production will have more resources and greater flexibility. ➤

Brian: Production will not only have more resources but also greater flexibility.

- Your time will be better spent and customer satisfaction will increase. ➤

Brian: Not only will your time be better spent but also customer satisfaction will increase.

Ken Taylor: Good. Well done. Now, you not only have the tools to defend your ideas from objections but also the means to make your arguments even more convincing.

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ENGLISH ON THE MOVE

Ken Taylor on trade fairs

Introduction | Track 22

David Ingram: Meredith, have you ever worked on a stand at a trade fair?

Meredith Hoffmann-Thomson: Not personally, but I know quite a few people who have, and they tell me that it can be very stressful and tiring, but also at times rather boring during the slack periods, when there are few visitors to your stand.

David Ingram: Yes, that's my experience, too. Well, trade fairs are the topic of our latest English on the Move column, and Ken Taylor is here once again with some exercises on this topic — and with some good advice on how to make your stand more attractive, and what to do during those slack periods.

Meredith Hoffmann-Thomson: OK, great.

Exercise: Dialogue | Track 23 MEDIUM

Ken Taylor: International trade fairs can be a very useful marketing tool. They bring together buyers and sellers from around the world. As a visitor, you can see a large range of products and services and are able to evaluate and compare them. Trade fairs also often provide you with an overview of an entire market and industry.

In this exercise, listen to the conversation between Lucy and Richard. Lucy has been given the task of setting up her company's stand at a trade fair for the first time. Richard has had experience of doing this before. Lucy asks him for some advice. As you listen, make a note of the advice that Richard gives. Then compare your notes with my summary at the end of the conversation.

Lucy: Hey, Richard. Can you give me some tips on what I should think about during the preparation?

Richard: Think carefully about your display. Everything there should be focused on what we specialize in and what we offer customers.

Lucy: So, it should look uncluttered and be eye-catching?

display

► Auslage; hier: Präsentation

eye-catching: be-

► ins Auge springen

uncluttered

► ordentlich, übersichtlich

Richard: Definitely. Make sure it's well-lit and well-labelled. You don't want visitors having to guess what our business is about.

Lucy: What about freebies?

Richard: They can act as memory hooks for your visitors. And having something to taste, feel, smell, watch or listen to is also good. You need to appeal to all your visitors' senses in as relevant a way as you can.

Lucy: We're planning on having a video loop showing our products and services and having some samples for people to play with.

Richard: Good. And have some fresh coffee and cookies or sweets available.

Lucy: How many people should man the stand?

Richard: Three as a minimum. But you don't want all three of you standing around looking bored in slack periods. That gives a terrible impression.

Lucy: Hmm, what do you suggest we do then?

Richard: When you have nothing to do, get one of the team to go around the other stands to pick up ideas and highlights. And have someone near the entrance with an engaging brochure directing people to your stand.

Ken Taylor: OK, Richard gave Lucy some good advice there. Did you get it all? Compare your notes with my summary. These were the key points that Richard mentioned:

- The display should focus on what the company offers.

- The display should be well-lit and well-labelled.
- You should appeal to all your visitors' senses in a relevant way.
- Have fresh coffee and cookies or sweets available.
- Have a minimum of three people to man the stand.
- Never look bored.
- In slack periods, encourage the team to pick up ideas from other stands or direct people to your stand.

Ken Taylor: How did you get on? Were your notes similar to my summary?

Manning a stand at a trade fair is hard work. You have to be bright, cheerful and alert for hours at a time. But with good preparation and advance planning, having a trade fair stand can be both profitable and rewarding.

appeal to sth.

• etw. ansprechen

engaging

• ansprechend

freebie

• Werbegeschenk

label sth.

• etw. beschriften

man the stand

• den Stand besetzen

memory hook

• Merkhilfe

sample

• Muster(exemplar)

slack period

• Flaute; hier: Zeit ohne großen Publikumsverkehr

Exercise: Vocabulary | Track 24 **MEDIUM**

Ken Taylor: Now, let's practise some vocabulary that you would find useful when planning for a trade fair. You will have heard the terms that we're going to practise in the previous exercise. In this exercise, you will hear Lucy or Richard speak. I'll then repeat a key word or phrase from what they said. Then you will hear two explanations, **a)** and **b)**. In the pause, choose the explanation that best matches the key word or phrase. Then you will hear the correct answer. OK? Let's start.

Richard: Think carefully about your display.

- A "display". What is this?
 - a) An arrangement of things so that people can see them easily.
 - b) A piece of equipment designed to give out the right quantity of something.

➤ **a)** is correct. A "display" is an arrangement of things so that people can see them easily. OK, next one.

Lucy: So, it should look uncluttered and be eye-catching?

- "Uncluttered". What does this mean?
 - a) Looking complete, with lots of details.
 - b) Looking tidy without too many things.

➤ **b)** is correct. "Uncluttered" means "looking tidy without too many things". Next one.

Lucy: What about freebies?

- "Freebies". What are these?
 - a) Something given away without any charge.
 - b) Someone who sells their services on short-term contracts.

➤ **a)** is correct. "Freebies" are something given away without charge or cost. Next one.

Lucy: We're planning on having a video loop showing our products and services and having some samples for people to play with.

- "Samples". What are these?
 - a) Something shown as evidence of quality.
 - b) Toys to interest would-be customers.

➤ **a)** is correct. "Samples" are something shown as evidence of quality. OK, next one.

Lucy: How many people should man the stand?

- To "man a place". What does this mean?
 - a) To design a place.
 - b) To work at a place.

➤ **b)** is correct. To "man a place" means to "work there". Next one.

Richard: But you don't want all three of you standing around looking bored in slack periods.

- "Slack periods". What are these?
 - a) Times when there is not much work or activity.

- b) Times when there are only routine tasks to do.
- a) is correct. “Slack periods” are times when there is not much work or activity. OK, next one.

Richard: And have someone near the entrance with an engaging brochure directing people to your stand.

- A “brochure”. What is this?
- a) A large poster showing products and services.
- b) A leaflet with information about products and services.
- b) is correct. A “brochure” is a leaflet with information about products and services.

Ken Taylor: Good. How did you get on? Did you get most of them right? If you didn't, go back and learn any you missed. What we have just practised will be useful whenever you need to discuss taking part in a trade fair.

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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.

Meredith Hoffmann-Thomson: Yes, welcome, Ian. And what are the topics that you've chosen for us this time?

Ian McMaster: First, we're going to look at whether we can trust online reviews of products and services. We'll also be looking at why interest rates aren't behaving the way many experts thought they would this year. And we'll be talking about the proposed merger between Deutsche Bank and Commerzbank.

Meredith Hoffmann-Thomson: OK, as always, we're intrigued.

Business news: Online reviews, interest rates and a bank merger | Track 26 **ADVANCED**

Meredith Hoffmann-Thomson: Ian, you said the first topic was about whether we can trust the reviews of products and services that we read online. That's something I've always wondered

leaflet ➤ Flyer, Broschüre

review ➤ Rezension, Beurteilung

about — whether these reviews are genuine or just fakes trying to persuade us to buy. What are the arguments on each side of this debate?

Ian McMaster: Those people who think we can trust online reviews argue that, although there are fake reviews, companies such as Amazon or TripAdvisor are investing heavily in making their review systems trustworthy and removing suspicious reviews. Why? Well, simply because their business models depend on customers trusting these reviews. It's not denied that *some* reviews are fake or biased, but the argument is that the vast majority of reviews are genuine. Those who are more sceptical believe that, as reviews become more influential, there is an increasing incentive for sellers to indulge in aggressive marketing techniques to, in effect, hijack these reviews. Indeed, some people argue that up to 30 per cent of online reviews are dubious. Anyway, you can read more about this debate in the Head-to-Head section in the latest issue of *Business Spotlight*.

Hoffmann-Thomson: You also said that you would be looking at the surprising way that interest rates have moved this year. So, what's been going on?

McMaster: If, at the end of 2018, you had asked economists and financial experts what was going to happen to interest rates during 2019, the vast majority would have said this will be

a year of rising interest rates worldwide. The US had already started raising interest rates — the last rise was in December 2018 — and had announced that more rate rises were planned for 2019. Instead, what we have seen is what the *Financial Times* has called a “global retreat from interest rate increases”. The Federal Reserve has now basically said that there will be no more rate increases this year. The Bank of England has also said that interest rate rises are on hold, while the European Central Bank has announced a new monetary stimulus programme. The Reserve Bank of Australia, worried about the cooling of the housing market, has indicated that the next interest rate movement would probably be downwards. Negative interest rates continue in Sweden, and the Indian central bank surprisingly even cut its interest rate. So what has gone on? Put

biased

► voreingenommen

deny sth.

► etw. abstreiten

genuine ► echt

hijack sth.

► etw. kapern; hier: die Kontrolle über etw. haben

housing market

► Wohnungsmarkt

incentive ► Anreiz

indicate sth.

► etw. andeuten

indulge in sth.

► etw. fröhnen; hier: sich einer Sache bedienen

issue ► Ausgabe

monetary stimulus

► monetärer Anreiz

on hold: be ~

► auf Eis liegen;
hier: unangetastet bleiben

retreat ► Rückzug

suspicious ► verdächtig

vast majority

► große Mehrheit

simply, central banks have taken fright. They have become worried by developments in the world economy — a slowdown in growth in China, the threat of a US-China trade war and, of course, the uncertainty caused by the discussions about Brexit. And so the central banks are reluctant to raise rates in case that chokes off a fragile economic recovery. And this means that savers are going to have to wait quite a bit longer before they can start earning significant interest on their savings.

Hoffmann-Thomson: And finally, staying on the topic of finance, you mentioned the proposed merger between Deutsche Bank and Commerzbank. Is this merger a good idea?

McMaster: Well, German finance minister Olaf Scholz clearly thinks it is because he has been pushing for the idea of creating a so-called national champion in the banking sector. The aim is to ensure that the German economy is not dependent for finance on major foreign banks. This can be seen more generally as part of a new, more aggressive strategy in Germany to protect its domestic industries. We mentioned this last time, when we talked about the “national industrial strategy 2030” announced by economy minister Peter Altmaier. But there is a lot of scepticism about whether such a “national banking champion” will really be effective. Deutsche Bank and Commerzbank, Germa-

ny’s two biggest lenders, have been spectacularly unsuccessful in recent years — which, of course, is why the merger has now been proposed. Indeed, the German government was forced to take a stake in Commerzbank in a bailout in 2009. A merger would inevitably mean job losses and therefore faces opposition from the trades unions. But there is also opposition from many financial experts who fear that the merger would create a financial monster so big that no government could possibly allow it to fail in the future. In other words, the German taxpayers’ money would be put at risk. As Isabel Schnabel, a professor of economy at Bonn University told the *Financial Times*, “you really have to ask yourself whether anything has been learnt from the financial crisis”.

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

McMaster: You’re welcome!

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bailout ➔ Rettungsaktion

choke sth. off

➔ etw. abwürgen

economic recovery

➔ Konjunkturerholung

inevitably ➔ zwangsläufig

merger ➔ Fusion

reluctant: be - ➔ zögern

slowdown

➔ Verlangsamung

stake

➔ Beteiligung

trade(s) union

➔ Gewerkschaft

you’re welcome

➔ gern geschehen

SHORT STORY

Introduction | Track 27

David Ingram: Meredith, I saw this really funny text on the cover of the magazine *Brand Eins* recently.

Meredith Hoffmann-Thomson: Is this another one of your pranks, David?

David Ingram: No, this is serious, although it's also really funny. The text said something like, "Alexa, please tell my fridge to tell my television to tell my lawn-mower to ask my smartwatch what time it is."

Meredith Hoffmann-Thomson: That is funny. And not all that far from the truth nowadays.

David Ingram: Quite, and that brings us on nicely to the second part of our three-part short story by James Schofield. It's called "Silicon Chip" — and the chatbots are starting to take control.

Meredith Hoffmann-Thomson: Oh, this should be fun.

Silicon Chip (2) | Track 28 MEDIUM

Tracey sat on Dr. Haverstein's sofa with both hands wrapped around a mug of herbal tea.

"Is this necessary?" she asked the doctor, who sat in a nearby chair with a pad and pencil. "I know Morris is in the hospital and that the two of us managed to crash the Amanuensis servers around the entire world in addition to burning down his apartment. But these were all

just accidents. I don't have anger management issues."

"What about the electro buggy that you drove into the campus lake?" said Dr. Haverstein. "You do realize the company has had to rehouse 45 carp and two families of ducks while it's being removed?"

Tracey looked guilty. "Okay, maybe that was a bit extreme, but you should try driving with my mom, I mean she..."

"Your mom?"

"I mean my chatbot. Her name... its name is 'Mom.'"

Dr. Haverstein made a little note on her pad. "I see. Well, the HR department has made it a condition of your and Morris's continued employment at Amazoogle that you both take some sessions with me. So, why don't you just tell me what brought you here, OK?"

Tracey was silent for a while, then sighed and sat back in the sofa. "It all started when I went around to Morris's apartment after work..."

anger management US

► Aggressionsbewältigung

carp ► Karpfen

guilty

► hier: schuldbewusst

herbal tea

► Kräutertee

I see

► aha, (ich) verstehe

mug ► Becher

pad

► Notizblock

rehouse sb./sth.

► jmdn./etw. umsiedeln, umquartieren

wrap sth. around sth.

► etw. um etw. wickeln;
hier: etw. umschlingen

“Wow, Tracey, you look wonderful,” Morris says to me as he opens the door. “Chip? This is Tracey. She’s a co-worker.”

“Howdy, Miss Tracey,” says Chip — Chip is Morris’s chatbot — “Morris has been talking about you and running around like a chicken with its head cut off ever since he got home. He tells me you’re planning to work on a project together this evening, right?”

“Um... sure!” I answer, as Morris makes faces that tell me not to contradict his story.

“But let’s eat first,” Morris adds quickly. “Chip? Is our food ready?”

“Sure is, buddy-boy! That French deli you told me to order it from is a lot pricier than Pizza Palace, but it looks wowie!”

We sit on the balcony to eat, sipping some California Chardonnay and admiring the view of the bay as the sun slowly sets. The food is as good as Chip has promised, and the mood is romantic.

Or at least it would be if Chip didn’t keep interrupting us with information about sports scores, the number of calories in the food we’re currently eating, a new organic bakery that’s opened in San Francisco, and so on.

“Morris?” I whisper after Chip tells us why vitamins are added to bread flour. “Can you make Chip shut up?”

“Give me a moment,” Morris whispers back. “I’ll deal with him.”

He goes into the living room and I hear an argument taking place that ends with the final course (a chocolate soufflé for two) being launched at high speed out of the food hatch and nearly going over the edge of the table. Chip is acting hurt, but at least now there’s no commentary about whether the eggs are organic or only free range. “Better?” asks Morris when we’ve finished. “Would you like some music? Or maybe...”

“...we carry on from where we left off last night?” I suggest.

We’ve gotten as far as the bedroom and things are getting pretty steamy when the doorbell rings. We lie in surprised silence for a minute, but then it rings again.

“Chip! Tell whoever it is I’m busy!” Morris hisses.

buddy-boy *ifml.*

► mein Freund

contradict sth.

► etw. widersprechen

course ► Gang

deli *ifml.*

► Feinkostladen

flour ► Mehl

food hatch

► Durchreiche; Ausgabefach

(**hatch** ► Luke)

free range

► Freiland

hiss ► zischen

howdy US

► hallo, wie geht’s?

launch sth.

► hier: etw. schleudern

leave off ► aufhören

mood ► Stimmung

organic ► Bio-

score ► (Spiel-)Zwischen-

stand, Ergebnis

sip sth. ► an etw. nippen

wowie *ifml.*

► toll, fantastisch

“So, now I’m supposed to talk?” asks Chip. “You said you didn’t want to hear anything else from me this evening.”

“Just do it or I’ll short-circuit you!”

Chip makes a sound that’s something like a sniff and then we hear soft voices by the front door.

“Miss Tracey,” says Chip after a while, “your mother is here and would like to see you. Right now!”

Morris’s hand disappears from inside my T-shirt like a spider’s just bitten it and I’m out of the bedroom and by the front door about a nanosecond after that. Outside is the electro buggy I used for driving over.

“Hey, Chip! Who…”

“Is that you, young lady?” says the loudspeaker mounted on the roof of the buggy. “Get your backside in here this minute. I’m taking you home.” It’s Mom, my home chatbot, who’s gone rogue and hijacked the on-board computer of my buggy.

“Her mother?” Morris says to Chip. “Are you being serious?”

“Well, excuse me,” answers Chip huffily. “That’s what the buggy said. I’m only trying to help!”

“You certainly did that,” says Mom. “I was worried half to death about Tracey. If you hadn’t contacted me, I’d have called the police!”

“Mom! I am 24 years old and you’re just a chatbot,” I scream at the buggy. “You order me pizzas when I tell you to, you do not control my life!”

“Do you hear the way she talks to me?” wails Mom tearfully. “She does that when we fight — just because I care about her!”

“You contacted Tracey’s chatbot?” Morris asks Chip. “Without asking her permission?”

“Gotta go,” says Chip quickly. “They’re running an update on me this evening. See you later, alligator!” There’s a ping and he’s gone, but so is any kind of romantic atmosphere.

“Wow!” said Dr. Haverstein. “That was some date! What happened then?”

“We agreed to meet up the next morning before work and talk it over. And we thought we’d come up with a really cool plan…”

Business Spotlight 4/2019, pp. 58–59

backside *ifml.*

► Hintern

go rogue *ifml.*

► hier: eigenmächtig handeln

gotta *ifml.* ► got to

hijack sth.

► etw. kapern

huffily ► beleidigt

ping

► kurzer hoher Ton

scream at sb./sth.

► jmdn./etw. anschreien

see you later, alligator *ifml.*

► etwa: tschüss (Anspielung auf ein Lied von Bill Haley)

short-circuit sth.

► etw. kurzschließen

sniff

► Naserümpfen

wail ► wimmern

CONCLUSION | Track 29

David Ingram: Well, we've come to the end of Business Spotlight Audio 4/2019. We hope you've enjoyed it and have found our exercises helpful.

Meredith Hoffmann-Thomson: 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...

Meredith Hoffmann-Thomson: And Meredith Hoffmann-Thomson...

David Ingram: Wishing you success with your business English.



You can listen to
**Eamonn Fitzgerald talking
about technology and
the environment:**
www.business-spotlight.de/interview0419

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