

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 8/2019. 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: This time, we have a special focus on leadership and trust. We'll also be looking at how to make sure your meetings are more efficient — and at the language of working internationally.

Erin Perry: And for something completely different, we're heading to London for the third part of our special short story, "The Impressions".

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 (1) | Track 2

David Ingram: We'll begin with our Names & News section and a story about how eating bugs could help reduce the environmental impact of a growing world population.

Erin Perry: Eating bugs, David. You're joking, right?

David Ingram: Well, not really, although we're not talking about humans eating bugs, but rather about the chicken, fish and other animals that humans eat doing so.

Erin Perry: OK, that doesn't sound quite so bad.

David Ingram: Quite. Anyway, as you listen to our story now, try to answer this question: how large is the world's population expected to be in 2050? Ready? Listen now.

Love bugs? | Track 3 EASY

The world's population is expected to increase from 7.7 billion in 2019 to 9.7 billion in 2050, according to the United Nations. Feeding all these people will cause environmental problems. Insects may solve some of these problems.

Most people don't like the idea of eating bugs. So, new businesses are trying to farm insects to feed the chicken, fish and other animals that humans do want to eat. These firms have built test farms and are developing ways to breed more and better insects.

Jason Drew, the head of AgriProtein, a company that breeds flies, told *The Economist* that he thinks the "scope for ... improvement is enormous".

Love bugs?

► Anspielung auf den Film von Robert Stevenson *The Love Bug* (dt. Ein toller Käfer)

billion ► Milliarde(n)

breed sth. ► etw. züchten

bug US ► Käfer, Insekt

farm insects

► hier: Insekten züchten

scope ► Umfang, Spielraum

Insect farming could help the environment in many ways. First, bugs don't need a lot of space or energy to grow. This means that thousands or even millions of them can be farmed in a small space. Second, some kinds of insects consume waste. This could benefit areas where the growing population creates problems with waste disposal. Third, fish are usually fed other fish, which puts stress on the oceans.

Insect farming is not only an expanding market, but could also reduce the environmental impact of a growing human population.

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David Ingram: OK? Did you get the answer to our question? How large is the world's population expected to be in 2050?

- The answer is 9.7 billion. Listen again.
- "The world's population is expected to increase from 7.7 billion in 2019 to 9.7 billion in 2050, according to the United Nations."

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

Introduction (II) | Track 4

Erin Perry: For our next story, we'll turn to the US to hear about someone who has spent nearly a whole year underwater.

David Ingram: A whole year? What, all in one go?

Erin Perry: No, no, altogether since she was 16. But sometimes for two weeks at a time — and she's now 84 and still diving.

David Ingram: Wow, I'm compressed — I mean, impressed.

Erin Perry: As you should be, David. The diver's name is Sylvia Earle and she's passionate about conservation, and specifically about conserving the oceans. Let's hear more.

Ocean going | Track 5 **ADVANCED**

"I'm still breathing, so of course I'm diving..." Sylvia Earle told *The Telegraph*. At 84, Earle is the most experienced oceanographer and marine biologist in the US. Since her first dive, at 16 years old, she has spent nearly an entire year underwater altogether — sometimes two weeks at a stretch.

Earle's passion for education and conservation sets her apart from other scientists. She has spent her career informing people that their ac-

at a stretch

- am Stück

conservation

- Naturschutz

dive

- tauchen; Tauchgang

environmental impact

- Auswirkung(en) auf die Umwelt

marine biologist

- Meeresbiologe/-biologin

Ocean going

- hier etwa: Ozean in Gefahr (**ocean-going**)
- hochseetüchtig

oceanographer

- Ozeanograf(in), Meereskundler(in)

set sb. apart from sb.

- jmdn. von jmdm. abheben

waste

- Abfall(produkte)

waste disposal

- Abfallentsorgung

tions are affecting the oceans' health. "The biggest problem is ignorance ... borne of people not knowing what is happening or why they should care," Earle said. She points to overfishing, plastics and the effects of burning fossil fuels as the main threats to the health of the oceans.

Earle has founded a non-profit organization called Mission Blue to raise awareness and to establish "Hope Spots", marine areas that are given special protection. Currently, only five per cent of the world's oceans is protected. Earle hopes to extend that to ten per cent by 2020.

"People have to realize that the most important thing we take from the ocean is ... our existence," Earle pointed out. "You like to breathe? Well take care of the ocean, because your life depends on it."

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BUSINESS SKILLS

Ken Taylor on leadership and trust

Introduction | Track 6

David Ingram: Erin, do you think I could borrow your car for the weekend while you're away?

Erin Perry: Well, David, I, er...

David Ingram: What is it, Erin? Don't you trust me to take care of your car?

Erin Perry: It's not that I don't trust you, David. It's just that...

David Ingram: ...you don't trust me. Which is exactly what I just wanted to test. I didn't really want your car at all.

Erin Perry: David, that's not fair!

David Ingram: Maybe not, but it was very revealing — and it leads us nicely into our next topic. The importance of trust at work is the subject of Bob Dignen's latest Business Skills article in our leadership series. And here's our communication skills expert, Ken Taylor, with some tips and exercises on this key aspect of business life.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. Relationships are fundamental to business life. And trust is one reflection of the way relationships are conducted between people in an organization. In his latest Business Skills article, Bob Dignen looks at how important trust is at work — both for leaders and organizations more generally. In this exercise, you will hear two leaders discussing the importance of building trust in their teams. First, you will hear a statement from Karen. In the pause, decide whether you agree or disagree with her statement. Then you will hear Allan's opinion — which also reflects the opinion of Bob Dignen in his article. OK? Ready? Let's start.

borne of: be - sth.

► durch etw. entstanden sein

fossil fuel

► fossiler Brennstoff

non-profit ► gemeinnützig

Karen: You can't trust team members who don't deliver what they promise. ➤

Allan: I don't fully agree with you there. High workloads and lack of resources sometimes means people just can't live up to their promises. I would agree, however, if that person consistently underdelivers on their performance.

Karen: It's usually more difficult to build trust between members in international teams. ➤

Allan: I would agree with that. Cultural and linguistic differences can create communication problems. And if the team works remotely, this can add to the difficulty.

Karen: It's impossible to create trust when some of the team members are less competent than others. ➤

Allan: I see what you mean, but I'm not sure I can completely agree with you. Differences in competence levels can create tensions, but, in fact, you can use these knowledge gaps as an opportunity for knowledge transfer and build trust that way.

Karen: We team leaders are often mistrusted because we can't always be totally open with our teams. ➤

Allan: I agree. But it's also up to us to explain to our team the restrictions we have on what we

can say, and to keep the team as informed as possible about what's going on.

Karen: I think the best way to run a team is to push people to perform by controlling exactly what they do. ➤

Allan: That may work for you. I prefer a freer ap-proach myself. So, I don't agree that one particular style of leadership is best. But what I would say is that you need to explain to your team members what your style of working is. Based on that, you can then create a clearly defined working relationship so that your leadership style is not misinterpreted.

Karen: Like many leaders, I'm highly self-driven. There's a danger my team might think I'm ego-centric. ➤

Allan: That's often true. We're often chosen as leaders because of that drive and because of our technical skills. That means we have to learn how to be empathetic and show clearly that we do care about others.

approach ➤ Vorgehensweise

consistently ➤ immer wieder

gap ➤ Lücke

live up to sth. ➤ etw. erfüllen

resources ➤ Mittel

self-driven: be -

➤ selbstständig arbeiten

technical ➤ fachlich

tension ➤ Spannung

up: be - to sb.

➤ an jmdm. liegen

work remotely

➤ von verschiedenen Stand-orten aus arbeiten

workload

➤ Arbeitspensum, -belastung

Ken Taylor: Well done. How did you get on? Did you agree with Allan and his ideas? It's not easy to build trust between people. As Bob Dignen says in his article, being able to generate trust is a leadership competence that needs to be practised if you are to do it well.

Exercise: Vocabulary | Track 8 **ADVANCED**

Ken Taylor: Now, let's look at some words that you will find useful when discussing the concept of trust. First, you will hear a sentence. I will then repeat a key word from that sentence. After that, you will hear two alternatives, **a)** and **b)**, for that word. In the pause, choose the correct alternative. Then you will hear the correct answer. Finally, you will hear the original sentence again, followed by a pause for you to repeat it. OK. Good. We'll begin.

1. It is hard to make an assessment of the importance of trust in a team.
 - **Assessment.** What does this mean?
 - a) definition
 - b) evaluation
 - ▶ **b)** is correct. An "assessment" is an evaluation. Listen again and repeat.
 - It is hard to make an assessment of the importance of trust in a team. ▶
OK, next one.

2. A team leader needs to have credibility.
 - **Credibility.** What does this mean?
 - a) believability
 - b) ability
 - ▶ **a)** is correct. "Credibility" is believability, so someone who is credible is believable. Listen again and repeat.
 - A team leader needs to have credibility. ▶
Next statement.
3. Reliability is a key determinant in building trust.
 - **A key determinant.** What does this mean?
 - a) a key skill
 - b) a key factor
 - ▶ **b)** is correct. A "key determinant" is a key factor. Listen again and repeat.
 - Reliability is a key determinant in building trust. ▶
OK, last one.
4. Good leaders enable trust to develop in their teams.
 - **Enable.** What does this mean?
 - a) expect
 - b) facilitate
 - ▶ **b)** is correct. If you "enable something", you facilitate it and allow it to happen. Listen again and repeat.

facilitate sth. ▶ etw. ermöglichen

- Good leaders enable trust to develop in their teams. ▶

Ken Taylor: Good. Well done. If you found that exercise difficult, go back and do it again — and learn any words you did not know.

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

Ken Taylor: Now, let's practise some free speaking relating to the topic of building trust in the workplace. I'll ask you some questions about your own experience. Answer in full sentences. Pause the track if necessary. Ready?

- Have you ever suffered from a high workload that affected your ability to deliver work as you had promised? If so, how did you manage it? ▶
- Have you ever worked with people from a different cultural and linguistic background? If so, how did this affect the trust in your working relationship? ▶
- Have you worked in a team where you were located in different offices? If so, describe any problems this caused with trust in the team. ▶
- Have you ever had to help and support colleagues who were less competent than you? If so, what did you do to support them and did this help to build trust? ▶

- As a leader, have you ever had to keep some information from your team? If so, how have you built trust with your team in such circumstances? ▶
- Finally, to what extent do you trust your present colleagues? Explain your answer. ▶

Ken Taylor: Well done! Trust is hard to win and easy to lose. There is no simple process for building trust. But if you read Bob Dignen's article in the latest *Business Spotlight* magazine, you will get a lot of useful tips that will help you.

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PERSONAL TRAINER

Working in several languages

Introduction | Track 10

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

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

effect sth.

▶ etw. beeinträchtigen

in such circumstances

▶ unter solchen Umständen

workload

▶ Arbeitspensum, -belastung

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

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

Ken Taylor: Miguel Pinto. Miguel is the honorary consul emeritus representing Cape Verde in Sweden. For years, he was also a trainer and administrator at SIDA, the Swedish International Development Cooperation Agency.

Perry: And which topics did you discuss with Miguel?

Taylor: We talked about the challenge of having to switch between different languages, about formality, informality and politeness, and about making mistakes in a language.

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

Taylor: How practice makes perfect, or at least competent. We also discussed the importance of small talk to help lower formality. And how mistakes are not important if the relationship is a positive one. Anyway, you can read the full interview in the latest issue of *Business Spotlight*.

Perry: What can listeners do if they would like to ask you questions related to their work?

Taylor: All they need do is to write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

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SKILL UP!

The language of working internationally

Introduction | Track 12

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

Erin Perry: That sounds interesting. A German friend of mine is thinking of moving to work at her company's headquarters in Seattle.

David Ingram: Seattle? Wow! I've always wanted to go there, though I hear the weather can be a bit, well, British.

Erin Perry: True, true, but it's a great city. Anyway, our next exercise will no doubt be helpful for my friend.

David Ingram: Let's hope so. Shall we make a start?

Cape Verde

► Kap Verde

emeritus

► emeritiert, im Ruhestand

issue ► Ausgabe

switch between different languages

► zwischen verschiedenen Sprachen hin und her wechseln

topic ► Thema

Exercise: Idioms | Track 13 **MEDIUM**

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

- If you “make a living with something”, you...
 - a) earn enough money from doing something to support yourself.
 - b) do something that makes your life enjoyable.

➤ **a)** is correct. To “make a living with something” means to “do a job and earn enough money to support yourself”. Next one.
- If you “are set in your ways”, you...
 - a) are prepared to change things.
 - b) do not like changes.

➤ **b)** is correct. If you “are set in your ways”, you stick to your habits. OK, next one.
- If something is “a tough nut to crack”, it is...
 - a) made of a robust material.
 - b) very difficult to deal with.

➤ **b)** is correct. A “tough nut to crack” is a problem that is very difficult to solve. OK, and the last one.

- If you “work on and off in a place”, you...
 - a) work there all the time.
 - b) work there from time to time.

➤ **b)** is correct. If you “work on and off in a place” you work there from time to time — now and again.

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

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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 working internationally. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause misunderstandings. Now, in this exercise, we'd like you to translate some German words and sentences into English, being careful to avoid the false friends. Let's begin.

Erin Perry: Our first word refers to a person who does the same work that you do, but in another part of your company or in a different company. Translate this word, please.

German: *Pendant*

English: counterpart, opposite number

David Ingram: Don't say "pendant", as this is used for the piece of jewellery that hangs from a necklace. Pendant is translated as "counterpart" or "opposite number". Please translate this sentence.

German: Kennst du dein Pendant in der Niederlassung in Paris?

English: Do you know your counterpart at the branch in Paris?
Do you know your opposite number at the branch in Paris?

Erin Perry: You use our next word for the passage between two rows of seats, for example on a train or plane — or between two rows of shelves in a shop. Translate this word now.

German: Gang

English: aisle

David Ingram: "Gang" is wrong here, as this means an "organized group of criminals" or a "group of friends". The German word Gang is "aisle" in English. Please translate this sentence.

German: Englische Zeitschriften finden Sie im dritten Gang rechts.

English: You'll find English magazines in the third aisle on the right.

Erin Perry: Our next word is a verb and means to "make yourself look stupid by behaving in an embarrassing way". Please translate this word.

German: sich blamieren

English: make a fool of oneself, disgrace or embarrass oneself

David Ingram: You can't say "blame" here, as you use this verb when you accuse somebody of doing something wrong. The English translation of the German verb sich blamieren is "make a fool of oneself", "disgrace oneself" or "embarrass oneself". Translate this sentence now.

German: Sie hat Angst, sich zu blamieren.

English: She's afraid of making a fool of herself. She's afraid of disgracing or embarrassing herself.

Erin Perry: OK, our last false friend is an adverb that is used to say that something is theoretically possible. Translate this word, please.

German: prinzipiell

English: in principle

David Ingram: Don't say "principally". This adverb means "mainly" or "primarily". The German word prinzipiell is "in principle" in English. Please translate this sentence.

German: Prinzipiell könnten wir das machen.

English: In principle, we could do that.

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

Skill Up!, no. 60, pp. 14-15

embarrassing

► peinlich

necklace ► Halskette

passage ► Durchgang

WORK & RELAX

In the Zone: Swearing at work Introduction | Track 15

Erin Perry: David, you know what really annoys me at work?

David Ingram: How the hell would I know, Erin? I've haven't got a bloody clue.

Erin Perry: Oh, don't be so coarse — that's exactly what annoys me: people swearing all the time. Totally unnecessary: not big, not clever.

David Ingram: Oh, sorry! Sensitive today, aren't we?

Erin Perry: Well, a lot of people don't like it when others swear at work, although it is certainly very common, as Julian Earwaker discusses in our latest In the Zone section. And here to tell us more about this is Business Spotlight's new staff member, Tenley van den Berg. So, David, why don't you ask her about it? Maybe she can encourage you to clean up your language.

David Ingram: Bloody cheek! But yes, I'll talk to her with pleasure.

Interview: Tenley van den Berg | Track 16 MEDIUM

David Ingram: Tenley, welcome to Business Spotlight Audio. First, tell us a little bit about your background.

Tenley van den Berg: I come from the state of Maryland on the east coast of the United States. My childhood was spent in or on the water, so it was a big change relocating here, to Munich. But

I love this city — especially in summer. Work-wise, I've taught in the English and American Studies departments at Ludwig Maximilian University. I've also taught English at several international schools in Germany and Tanzania. I'm on the committee of Munich English Language Teachers Association (MELTA) and I edit their newsletter. I also try to keep pen to paper, or rather, fingers to keyboard. Earlier this year, I wrote two articles as a freelancer for Business Spotlight — one on office noise and the other on starting a new business. And now I'm happy to be part of the in-house team.

A master's degree in English teaching from the University of Maryland prepared me for my career. My bachelor's degree in classical singing, on the other hand, prepared me for little outside of singing lullabies to my children.

Ingram: As we said earlier, the In the Zone section in the current issue of Business Spotlight looks at the topic of swearing in the workplace. Why do some people swear at work?

degree ▶ Abschluss

department ▶ Fakultät

edit sth.

▶ etw. redaktionell bearbeiten

in-house ▶ hier: verlagsintern

issue ▶ Ausgabe

keep pen to paper

▶ hier: sich mit Schreiben beschäftigen

keyboard ▶ Tastatur

lullaby ▶ Schlaflied

relocate ▶ umziehen

swearing ▶ Fluchen

topic ▶ Thema

workwise

▶ was die/meine Arbeit betrifft

van den Berg: Hmm... this can be a sensitive topic, especially in certain cultures. Many people swear at work for the same reasons they swear at home: for emphasis or out of frustration. But at work, there can be an added dimension. Sometimes, influencers and business leaders swear to emphasize a point or to command respect. Studies have shown that swearing can make arguments seem more persuasive. It can also make the speaker seem more credible.

Ingram: If swearing has the potential to boost your credibility, would you advise people to swear as often as possible at work?

van den Berg: No, I wouldn't. If you swear too often, you may appear out of control. And even though your workplace may feel casual and comfortable, you should still maintain a certain level of professionalism. The acceptability of swearing all depends on the context and the individual. Another thing to remember is that certain words and expressions are always taboo, inside or outside of the workplace — racial slurs and personal insults, for example. So, the best advice is just to be very careful about swearing at work.

Ingram: Excellent advice. I'll try to remember that in future, if only to keep Erin happy. And thank you very much for coming in to talk to us, Tenley.

van den Berg: You're very welcome. It's been a pleasure.

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GRAMMAR

Talking about the future

Introduction | Track 17

David Ingram: OK, time for some grammar! And this time, we're going to be looking into the future.

Erin Perry: Oh, you mean tarot cards, horoscopes and crystal balls. How exciting!

David Ingram: Sorry to disappoint you, Erin. No, I'm not a fortune teller. I mean, I did consider becoming one when I was younger, but I just couldn't see any future in it.

Erin Perry: Ha, ha, very amusing! And your serious point is?

David Ingram: Oh, yes, nearly forgot in all the excitement. We're going to do an exercise on all the different ways there are of talking about the future in English. Are you ready to start?

Erin Perry: Certainly am. Let's go back to the future!

boost sth. ▶ etw. erhöhen

casual ▶ zwanglos, locker

command sth. ▶ etw. fordern

credible ▶ glaubwürdig

emphasis ▶ Nachdruck

emphasize sth. ▶ etw. hervorheben, Nachdruck verleihen

insult ▶ Beleidigung

maintain sth. ▶ etw. wahren

point ▶ hier: Argument

sensitive ▶ heikel

slur ▶ Verunglimpfung

you're very welcome
▶ sehr gern (geschehen)

Exercise: Future forms | Track 18 **ADVANCED**

David Ingram: In this exercise, a German staff member is just leaving the office when a colleague asks her to tell him what was discussed at a staff meeting the day before. First, you'll hear a German version of what she wants to say. In the pause, translate her German sentence into English, using the right future form. Then you'll hear the correct English sentence and an explanation. Ready? Here's the first German sentence.

German: Ich will gerade gehen.

English: I'm about to leave.

David Ingram: We use "about to" plus the infinitive for something that is going to happen soon.

German: Aber ich werde dir alles schnell erzählen, bevor ich gehe.

English: But I'll tell you everything quickly before I go.

David Ingram: We use "will" plus the infinitive for spontaneous offers.

German: In fünf Jahren werden 30 Prozent unserer Mitarbeiter von zuhause aus arbeiten.

English: In five years, 30 per cent of our employees will be working from home.

David Ingram: We use "will be" plus "-ing" for something that will be progress at a point of time in the future.

German: Deshalb werden weniger Büros benötigt werden.

English: That's why fewer offices will be needed.

David Ingram: We use "will" plus the infinitive for predictions.

German: Sie denken daran, freien Mitarbeitern die Firmensoftware zur Verfügung zu stellen.

English: They are thinking of providing the company software to freelancers.

David Ingram: We use "be thinking of" plus "-ing" when we are considering doing something in the future.

German: Sie werden das Ergebnis dem Betriebsrat am nächsten Dienstag vorstellen.

English: They're presenting the outcome to the works council next Tuesday.

David Ingram: We use the present continuous for future arrangements.

German: Außerdem wollen sie mit jedem einzelnen von uns getrennt sprechen.

English: In addition, they are going to talk with each one of us separately.

David Ingram: We use "going to" plus the infinitive to talk about intentions.

German: Aber niemand wird entlassen werden.

English: But no one will be dismissed.

prediction

► Prognose, Vorhersage

David Ingram: We use “will” plus the infinitive to make promises.

David Ingram: Well done! If you found that exercise difficult, go back and try it again until you feel confident about using future forms in English. If you do, I’m confident you’ll improve.

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EASY ENGLISH

Ken Taylor on better meetings

Introduction | Track 19

Erin Perry: David, you’ll never guess what happened at a meeting I went to at work last week.

David Ingram: I’ll never guess? Well, let me have a go. People didn’t turn up on time, the meeting went on far too long, there were lots of discussions of irrelevant topics and the participants interrupted each other all the time. Am I close?

Erin Perry: Somebody told you, didn’t they, David?

David Ingram: No, just a good guess, because that’s what happens at so many meetings at work. But never fear. Our communication skills expert, Ken Taylor, is here again with some exercises and advice on how to make your meetings more efficient.

Erin Perry: This I must listen to!

Exercise: Strategies | Track 20 EASY

Ken Taylor: In his latest Easy English article, Mike Hogan provides tips on how to make your meetings more effective. In this exercise, you will hear a statement about meetings. In the pause, decide whether you agree or disagree with the statement — and why. Then you will hear my opinion, based on Mike’s ideas. OK? We’ll start.

- Start your meetings as soon as everyone is there.
- I disagree. Start the meeting on time, even if some people are late. Then they will learn to be on time in future.
- Never let your meetings overrun the finishing time, even when you have not dealt with everything.
- I agree. Gradually, participants will learn to be more efficient.
- Never invite individuals to contribute to the discussion. They may feel picked on.
- I disagree. By inviting individuals by name, you can ensure that even the quieter people have a chance to contribute.

ensure sth.

- etw. sicherstellen

invite sb.

- hier: jmdn. auffordern

on time ➤ pünktlich

overrun sth.

- etw. überschreiten

picked on: feel ~

- sich drangsaliert fühlen

- There is no point sending out documentation in advance as no one reads it.
- ▶ I disagree. Not everyone is good at contributing spontaneously. If the documents are sent out in advance, those people then have the chance to prepare their ideas.
- Summarize the discussions at frequent intervals during your meetings.
- ▶ I agree, especially when people are working in a second language. This keeps the meeting on track.
- Never interrupt participants during your meetings.
- ▶ This depends. It's good to interrupt people if they are trying to dominate the meeting or are speaking off the agenda. But it is not good to interrupt someone by finishing their sentences for them — or to dominate the meeting yourself.
- Writing the minutes is easier if each item is summarized clearly at the end of the discussion.
- ▶ I agree. A clear summary makes it very easy for the meeting's secretary to keep an accurate record of the meeting.

- The action points for meeting(s) should contain two main elements: the action that is required and who is responsible for it.
- ▶ I disagree. There are three main elements. An action point should not only state who should do what — but also by when. It's very important to state the deadline.

Ken Taylor: Well done! If you follow Mike Hogan's simple tips, you will be able to create a positive meeting culture — and your meetings will be more effective.

Exercise: Giving reasons | Track 21 EASY

Ken Taylor: During your meetings, there are different ways in which you can explain the reasons for doing things. One approach is to focus first on the problem or reason for the action, then state the action that was, or should be, taken. For this approach, you need the phrase “which is why”. Here's an example:

- “People are turning up late to our meetings, which is why we should always start on time.”

approach

▶ Vorgehensweise

in advance ▶ im Voraus

minutes ▶ Protokoll

on time ▶ pünktlich

on track ▶ auf Kurs

point ▶ hier: Sinn, Zweck

speaking off the agenda

▶ sich zu Punkten äußern, die nicht auf der Tagesordnung sind

summarize sth.

▶ etw. zusammenfassen

summary

▶ Zusammenfassung

turn up ▶ erscheinen

Ken Taylor: Another approach is to focus first on the action that was taken and then give the reason why this is helpful. For this approach, you need the word “because”. Here’s an example:

- “In future, we should always start our meetings on time because people have been turning up late.”

Ken Taylor: Let’s practise this now. You will hear a sentence using “which is why” or “because”. In the pause, change a “which is why” sentence into a “because” sentence — or a “because” sentence into a “which is why” sentence. You will then hear a correct version. Good. Let’s start.

- We need a bigger team because the project is expanding.
 - The project is expanding, which is why we need a bigger team.
- Everyone is away next week, which is why we need to meet this Friday.
 - We need to meet this Friday because everyone is away next week.
- This project requires someone with IT experience, which is why John should be involved.
 - John should be involved because this project requires someone with IT experience.

- We need to act quickly because time is running out.
 - Time is running out, which is why we need to act quickly.
- It’s rather complicated, which is why we need another meeting.
 - We need another meeting because it’s rather complicated.
- We can’t meet on that day because it’s a national holiday.
 - It’s a national holiday on that day, which is why we can’t meet then.
- There’s a rail strike, which is why John’s not here.
 - John’s not here because there’s a rail strike.

Ken Taylor: Good. Well done. In business meetings, it’s important that you explain the reason for things in a clear way. Using “which is why” or “because” can help you to do just that. If you found our exercise difficult, go back and do it again. And good luck with making your meetings more effective.

Business Spotlight 8/2019, pp. 54–55

rail strike

➤ Bahnstreik

time is running out

➤ die Zeit wird knapp

TECHNOLOGY

A tribute to Eamonn Fitzgerald

Introduction | Track 22

David Ingram: At this point on *Business Spotlight Audio*, we would normally talk about the world of science and technology and interview our Technology editor, Eamonn Fitzgerald, about his latest English 4.0 column.

Erin Perry: Yes, but sadly, Eamonn, who had been writing for *Business Spotlight* since the very first issue, back in 2001, died at the end of August this year.

David Ingram: To pay tribute to Eamonn, we have invited *Business Spotlight's* editor-in-chief Ian McMaster into the studio to tell us more about Eamonn and his contribution to *Business Spotlight*.

Interview: Ian McMaster on Eamonn Fitzgerald

| Track 23 **ADVANCED**

Erin Perry: Ian, first tell us a little bit about the kind of person Eamonn was.

Ian McMaster: Eamonn was a remarkable person in many ways. He came, as his name suggests, from Ireland, and grew up there in a rural community at a time when the country was very conservative in its values. And although Eamonn retained some elements of that conservatism, he was at the same time an extremely modern person, fascinated by technology and its applications.

After studying law and then journalism in Ireland, Eamonn found his way to Munich via New York. And he retained a lasting interest in the United States, its politics and its technological prowess. But Eamonn's interests went much further than that: he was also a lover of, and expert on, film, food, history, languages, literature, music, poetry, religion, sport, whisky, wine and much, much more. And those who knew him will attest to his charm, wit, kind-heartedness, generosity and willingness to take the time to discuss any topic under the sun with anyone, even those — or particularly those — who didn't share his views. He has been described as a “prickly contrarian”, but he was also a very likeable and inspiring contrarian, much loved by his colleagues and friends.

Perry: And how would you assess Eamonn's contribution to *Business Spotlight*?

McMaster: Again, it was an extraordinary contribution. He joined Spotlight Verlag in October 1998 to set up the first website for *Spotlight* mag-

any topic under the sun

• jede Menge Themen

assess sth. ▶ etw. beurteilen

attest to sth.

• etw. bestätigen, bezeugen

contrarian ▶ Querdenker(in)

prickly ▶ stachelig; hier: zu einem Streitgespräch bereit

prowess

• Kompetenz, Fähigkeiten

retain sth.

• etw. (bei) behalten, bewahren

rural ▶ ländlich

wit ▶ Verstand, Scharfsinn

azine and was its content manager until 2010, when he became an independent social media consultant. He was also involved, together with Deborah Capras, in setting up *Business Spotlight's* website and was a technology columnist and author for *Business Spotlight* from the very first issue, back in March 2001.

He wrote for us on a wide range of topics, from fitness to the future of jobs. In recent years, he was the author of our One Question, Facts & Figures and The Rivals sections, as well as his own English 4.0 column, which looked at the connection between technology and industry, including topics such as artificial intelligence and the internet of things (IoT). And Eamonn produced one of his finest pieces of work shortly before he died, our cover story in *Business Spotlight* 6/2019, about the trade war and battle for economic supremacy between the US and China. Eamonn was also a blogger, a twitterer, teacher, teacher-trainer, musician and, of course, a regular contributor to *Business Spotlight Audio*. And last, but not least, he was a great friend to many of us. His passing is a very great loss, both professionally and personally.

Erin Perry: A very great loss, as you say. Thank you very much indeed, Ian, for coming in for this tribute to Eamonn. We really appreciate that.

McMaster: You're welcome.

ENGLISH ON THE MOVE

Ken Taylor on flight announcements

Introduction | Track 24

David Ingram: Tell me, Erin, do you ever listen properly to the flight announcements on planes?

Erin Perry: Well, to be honest, I don't really pay much attention to them any more — I've heard them so often.

David Ingram: I'm the same. In fact, I guess most people don't listen to those announcements very closely. Unless, of course, they are presented in an original or funny way.

Erin Perry: Yes, I've experienced that a few times, too.

David Ingram: Anyway, flight announcements do contain some interesting and unusual vocabulary. And Ken Taylor is here now with some exercises about such announcements.

Erin Perry: Great. I promise to give him my full attention.

Exercise: Vocabulary | Track 25 MEDIUM

Ken Taylor: Flight announcements are made before take-off to help boarding and to deal with safety issues. They are also made during flights

appreciate sth.

▶ etw. zu schätzen wissen

issue ▶ Ausgabe

passing ▶ Ableben

supremacy

▶ Vorherrschaft

you're welcome

▶ gern geschehen

to keep passengers informed, and on landing to say thank you for flying with that particular airline. Some announcements use quite complex language. First, listen to this pre-flight safety announcement.

“When the seat belt sign illuminates, you must fasten your seat belt. Insert the metal fittings one into the other and tighten by pulling the strap. To release your seat belt, lift the upper portion of the buckle. We suggest you keep your seat belt fastened throughout the flight, as we may encounter some turbulence.

There are several emergency exits on this aircraft. Please take a few moments now to locate your nearest exit. In some cases, your nearest exit may be behind you. If we need to evacuate the aircraft, floor-level lighting will guide you towards the exit. Doors can be opened by moving the handle in the direction of the arrow. Each door is equipped with an inflatable slide. The slide may also be detached and used as a life raft.

In the event of decompression, an oxygen mask will automatically appear in front of you. To start the flow of oxygen, pull the mask towards you. Place it firmly over your nose and mouth, secure the elastic band behind your head and breathe normally. If you are travelling with a child or someone who requires assistance, secure your mask on first, and then assist the other person. Keep your mask on un-

til a uniformed crew member advises you to remove it.

A life vest is located in a pouch under your seat. When instructed to do so, open the plastic pouch and remove the vest. Slip it over your head. Pass the straps around your waist and adjust at the front. To inflate the vest, pull firmly on the red cord, only after leaving the aircraft. If you need to refill the vest, blow into the mouthpiece. Use the whistle and light to attract attention.”

Ken Taylor: OK. You will now hear some of those sentences again. After each sentence, I will repeat a key word or phrase. Then you will hear two possible synonyms, **a)** and **b)**. In the pause, choose the one which matches the repeated word or phrase. Then you will hear the correct answer and the sentence again with a pause for you to repeat it. Ready?

arrow ▶ Pfeil

buckle ▶ Schnalle

cord ▶ Schnur

detach sth.

▶ etw. lösen; hier: entfalten

fasten one's seat belt

▶ sich anschnallen

handle ▶ Griff

inflatable ▶ aufblasbar

insert sth. into sth.

▶ etw. in etw. (anderes) stecken

life raft ▶ Rettungsinsel

life vest ▶ Schwimmweste

metal fittings

▶ hier: Metallteile

pouch ▶ Tasche

slide ▶ (Not-)Rutsche

strap ▶ Gurt

tighten sth.

▶ etw. festziehen

waist ▶ Taille

whistle ▶ Pfeife

1. “When the seat belt sign illuminates, you must fasten your seat belt.”

■ **To illuminate.** What does this mean?

a) to flash

b) to light up

► b) is correct. To “illuminate” is to light up. Listen and repeat.

■ “When the seat belt sign illuminates, you must fasten your seat belt.” ►

OK, next one.

2. “We suggest you keep your seat belt fastened throughout the flight, as we may encounter some turbulence.”

■ **To encounter.** What does that mean?

a) to meet

b) to expect

► a) is correct. To “encounter something” is to meet it. Listen and repeat.

■ “We suggest you keep your seat belt fastened throughout the flight, as we may encounter some turbulence.” ►

Next one.

3. “A life vest is located in a pouch under your seat.”

■ **A pouch.** What is this?

a) a small bag

b) a small opening

► a) is correct. A “pouch” is a small bag. Listen and repeat.

■ “A life vest is located in a pouch under your seat.” ►

OK, last one.

4. “Pass the straps around your waist and adjust at the front.”

■ **To adjust something.** Is that?

a) to attach something

b) to modify something

► b) is correct. To “adjust” something is to modify it or make a small change to it. Listen and repeat.

■ “Pass the straps around your waist and adjust at the front.” ►

Ken Taylor: Well done! How did you get on? I’m sure you got most of those answers right. If not, go back and try the exercise again.

Exercise: Listening | Track 26 MEDIUM

Ken Taylor: Now, listen carefully to another announcement, this time made when the flight has landed. Afterwards, you will hear some statements based on the announcement. In the pause, decide whether the statement matches what was said in the announcement. If it does not, say why not.

Then you will hear the correct response followed by the relevant sentence from the announcement with a pause for you to repeat it. OK. First, listen carefully.

“Ladies and gentlemen, welcome to Charles de Gaulle Airport in Paris. The local time is a quarter to three. The temperature is 18 degrees.

For your safety and comfort, please remain seated with your seat belt fastened. When the captain turns off the fasten-seat-belt sign, this will indicate that we have parked at the gate and that it is safe for you to move about. At this time, you may use your cellular phones if you wish. Please check around your seat for any personal belongings you may have brought on board with you. And please use caution when opening the overhead lockers, as heavy articles may have shifted around during the flight. If you require assistance, please remain in your seat until all other passengers have deplaned. One of our crew members will then be pleased to assist you. On behalf of the captain and the entire crew, I'd like to thank you for joining us on this trip and we are looking forward to seeing you on board again in the near future. For those of you coming back to Paris, welcome home. For those of you travelling further, have a safe journey. Goodbye and have a nice day.”

Ken Taylor: OK, now you will hear some statements. Decide whether they accurately reflect what was said in the announcement. Here's the first statement.

- The flight landed at a quarter past three.

- ▶ That is incorrect. It landed at a quarter to three. Listen again and repeat.
- “The local time is a quarter to three.” ▶ OK, next statement.
- You shouldn't move about if the seat belt sign is on.
- ▶ That is correct. Listen and repeat.
- “For your safety and comfort, please remain seated with your seat belt fastened.” ▶ Next statement.
- You can use mobile phones after landing.
- ▶ That is correct. “Cellular phones” is another term for “mobile phones”.
- “At this time, you may use your cellular phones if you wish.” ▶ OK, next statement.
- You shouldn't take anything belonging to crew members with you by mistake.
- ▶ No. That's not what she said. Listen carefully and repeat.

by mistake

- ▶ aus Versehen

cellular phone US

- ▶ Handy

deplane

- ▶ das Flugzeug verlassen

fastened: with one's seat

- belt ▶ hier: angeschnallt

look forward to doing sth.

- ▶ sich freuen, etw. zu tun

overhead locker

- ▶ Gepäckfach über den Sitzen

personal belongings

- ▶ persönliche Gegenstände

shift around

- ▶ hin- und herrutschen

- “Please check around your seat for any personal belongings you may have brought on board with you.” ➤
Next statement.
- You should get help when opening the heavy overhead lockers.
 - No. The announcer said you should be careful when opening the lockers because heavy items may have moved. Listen and repeat.
- “And please use caution when opening the overhead lockers, as heavy articles may have shifted around during the flight.” ➤
OK, last statement.
- Passengers needing assistance should deplane last.
 - That is correct. Passengers needing assistance should wait while the other passengers get off. Listen and repeat.
- “If you require assistance, please remain in your seat until all other passengers have deplaned.” ➤

Ken Taylor: Good. Well done. Flight announcements can be difficult to understand. Sometimes, English is not the flight attendants’ first language. Sometimes, they are in a hurry to get on with their tasks and speak quickly. Don’t hesitate to ask for explanations.

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INSIGHT

Business news with Ian McMaster Introduction | Track 27

David Ingram: Welcome now to our Insight section, in which Business Spotlight editor-in-chief Ian McMaster gives his views on the recent business news.

Eric Perry: Yes, welcome back, Ian. Tell me, what are the topics that you’ve chosen for us this time?

Ian McMaster: First, we’re going to look at whether there should be a tax on meat to protect the environment. And we’ll also be examining whether the European Central Bank should drop money from helicopters to boost the economy.

Eric Perry: Money from helicopters? This time we’re even more intrigued than normal.

Business news: A tax on meat and helicopter money | Track 28 **ADVANCED**

Eric Perry: Ian, you said your first topic was about whether there should be a tax on meat. What are the arguments on either side of this debate?

Ian McMaster: This is partly a debate about how we should protect the environment. Those people who think there should be a meat tax argue that this is essential to avoid the worst effects of global warming because of the amount of

argue

➤ den Standpunkt vertreten

get off ➤ aussteigen

item ➤ Artikel;

hier: Gepäckstück

methane produced by livestock. Proponents of a tax on meat also argue that cutting the consumption of red meat would reduce the prevalence of heart disease, cancer and diabetes. Those who argue against a tax on meat, on the other hand, say red meat is full of essential nutrients, minerals, amino acids and protein. They also say that a tax on meat would hit poorer members of society disproportionately and that meat production in countries such as Britain is much more environmentally friendly than in many other parts of the world. Anyway, you can read more about this debate in the Head-to-Head section in the latest issue of *Business Spotlight*.

Perry: For your other topic, you said you would talk about money dropping from helicopters as a means of boosting the European economy. Is this a serious suggestion? It sounds far too good to be true.

McMaster: And as you know, Erin, when something sounds too good to be true, then it usually is. So, I'm afraid we're not talking literally about the ECB, the European Central Bank, dropping money from helicopters on to the people of the eurozone. Rather, this is an analogy based on an idea by the late US economist Milton Friedman. In the 1960s, Friedman did a thought experiment, asking what would happen if "one day a helicopter flies over this community and

drops an additional \$1,000 in bills from the sky". Friedman was analysing the possible ways that a central bank could boost an economy by giving money directly to individuals.

So, why are we talking about this idea again now? Well, at the September meeting of the European Central Bank, Mario Draghi's penultimate meeting as its president, the ECB announced a new stimulus package for the eurozone, including more "quantitative easing", which simply means an increase in the supply of money, created by purchasing bonds from financial institutions. The aim is to push down interest rates and hopefully stimulate consumption and investment. But given that interest rates are already more or less zero, many people have argued that a more effective way to boost the economy would be to give money to consumers directly — not, however, by liter-

amino acid

• Aminosäure

bond ▶ Anleihe

boost sth. ▶ etw. ankurbeln

disproportionately

• unverhältnismäßig (stark)

given ▶ angesichts der

Tatsache

issue ▶ Ausgabe

late ▶ verstorben

literally ▶ buchstäblich

livestock ▶ Nutztiere

nutrient ▶ Nährstoff

penultimate

• vorletzte(r/s)

prevalence ▶ Vorkommen,

Häufigkeit

proponent ▶ Befürworter(in),

Verfechter(in)

purchase sth. ▶ etw. kaufen

quantitative easing

• quantitative Lockerung

stimulus package

• Anreizpaket

supply of money

• Geldmenge

ally dropping money from helicopters but via more traditional methods, such as tax cuts or transferring money to people's bank accounts. Indeed, Mario Draghi actually suggested that governments such as Germany's should be doing more to boost their economies by cutting taxes and increasing their spending. So, we'll probably be hearing much more about such metaphorical forms of "helicopter money" in the coming months.

Perry: OK, thanks very much, Ian. I'm still kind of disappointed that money won't actually be raining down from helicopters. And I'm a little bit disappointed that you didn't mention Brexit this time. But, whatever, we look forward to hearing from you again next time.

McMaster: You're welcome. And I'm sure we'll be returning to Brexit in the near future.

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SHORT STORY

Introduction | Track 29

David Ingram: Now, it's time for us to return to London for the third part of our current short story. This time, Felicity wakes up and remembers having had a very strange dream in which a man with a posh voice had brought her home. **Erin Perry:** Oh, this sounds exciting, David.

David Ingram: Indeed. But was it actually a dream, or was it reality? Let's find out now in James Schofield's story, "The Impressions".

The Impressions (3) | Track 30 **ADVANCED**

Felicity sat up in bed with a start and looked around her room. It was reassuringly normal: her books on the bookshelf, pictures on the wall, mobile phone on the table — all very 21st century. What an extraordinary dream! She yawned, scratched her head and gave a little cry of pain as she discovered a large bump on her head. That must be the reason, she thought. She'd bumped her head, come home, gone straight to bed and dreamed about those strange people. All because of that bloody cupboard door.

She wandered into the kitchen of the flat she shared with two other young women, Julie and Paula, and put on the kettle for some tea. Julie was eating breakfast and texting.

bloody UK *ifml*.

► verflucht

bump ► Beule

bump one's head

► sich den Kopf stoßen

kettle ► (Wasser-)Kessel

look forward to doing sth.

► sich freuen, etw. zu tun

reassuringly ► beruhigend

scratch one's head

► sich am Kopf kratzen

text (sb.)

► (jmdm.) eine SMS schreiben

with a start

► erschrocken

yawn ► gähnen

you're welcome

► gern geschehen

“So,” she said to Felicity through a mouthful of toast, “who was that who brought you home late last night then? He sounded very posh.”

Felicity dropped her spoon.

“Brought me home? What time was that?”

“After midnight. I heard you come in and someone saying goodnight to you at the door. Lovely voice he had. Very respectful. Much nicer than that other boyfriend you used to bring back here — what was his name?”

“Aiden Duchenny,” said Paula as she sat down opposite Julie and poured the water Felicity had just boiled on to a teabag for herself. “Or Aiden the Douchebag, as I like to call him.”

At the beginning of her last year at university, Felicity had made the mistake of falling in love with Aiden, a guest lecturer on her course. Just before her final exams, she’d discovered he had a wife and two children that he’d forgotten to tell her about. Julie and Paula had had to spend the next four weeks making Felicity get up, study and go to her exams, when all she’d wanted to do was hide in bed.

“That’s it, Aiden! Nasty piece of work,” said Julie. “Always putting you down. Anyway, the bloke who brought you back last night sounded much nicer. Where’d you meet him?”

“Just somebody from the office,” answered Felicity, not knowing what she could possibly say. “Oh, is that the time? Got to go!” and she disappeared off to the bathroom to get ready for work.

On the bus ride, she thought hard as she looked out the window. So it hadn’t been a dream then. If Julie had heard Frederick Tumble after he’d insisted on making sure she got home safely, then it had all really happened. The meeting in the boardroom, the strange group of people (what had they called themselves? Impressions... that was it!), the promise to help...

“So, what’s the plan then?” said a voice in her ear. “We haven’t got long, you know. Are you doing what you need to do?”

Felicity turned and found Mrs Twizleton, one of the Impressions, sitting down next to her. The lady-detective was now wearing a hijab and had a large Marks & Spencer’s bag on her knees, which helped her blend in, although the tips of her Victorian-style boots could still be seen from under her long dress.

“I thought you could benefit from my assistance,” she continued. “I realized I may look a little unusual to most other passengers on this omnibus in my usual clothes, so I put on this

blend in

• sich (optisch) anpassen

bloke UK *ifml.* ▶ Typ

boardroom

• Sitzungszimmer des Vorstands/Aufsichtsrats

douchebag US *vulg.*

• Mistkerl, Idiot

guest lecturer

• Gastdozent(in)

hijab ▶ Hidschab

nasty piece of work

UK *ifml.* ▶ übler Kerl/Typ

posh UK *ifml.*

• vornehm

put sb. down *ifml.*

• jmdn. demütigen

think hard

• scharf nachdenken

disguise in case the ticket inspector can see me. But, as I said before, we must hurry. There is no time to waste."

"Well... um... I...", began Felicity.

"Tickets, please," said a ticket inspector coming up the stairs to the upper deck. He was a large Sikh with a turban, an impressive beard and a fierce eye. Felicity never travelled without a ticket but hated the feeling of panic the inspectors always caused in her. Mrs Twizleton showed something to the man, who barely looked at her, as Felicity looked frantically in her bag.

"I know it's here somewhere," she said, wondering for the millionth time why bags were made with black interiors, making it impossible to find anything.

"Please hurry, miss. I don't have all day," the inspector said impatiently. He pulled out a notebook and started tapping it with his pen.

"Look, I'm sorry, but I can't find it now. I definitely put it in here...", at which point she managed to drop her bottle of mineral water on to the floor. The top flew off, and it rolled around the top part of the bus, spraying water everywhere. Somebody behind her tut-tutted. Mrs Twizleton looked straight ahead and ignored everything.

The inspectors sighed, rescued the bottle and returned it to Felicity, who was by now red-faced with embarrassment. He opened his notebook. "Name?"

At St Paul's, the two women got off the bus together and headed towards the bank.

"Here you are," said Mrs Twizleton, handing Felicity back her missing travel card.

"You stole it from me? Why did you do that?"

"Well, I thought it best if he didn't notice me. If I hadn't shown him a ticket, he'd have paid too much attention to me."

"But now I have to pay a fine! And how did you get it out of my bag without me seeing you, anyway?"

"Learned that from 'Fingers' O'Neill," said Mrs Twizleton. "Finest pickpocket and cutpurse in 19th-century London. He could steal the socks off a man's feet while he was still wearing his shoes. Taught me everything I know. But that's enough about me. You still haven't told me about your plans."

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barely ➔ kaum

cutpurse arch.

➔ Beutelschneider(in);
auch: Taschendieb(in)

disguise

➔ Verkleidung

embarrassment

➔ Verlegenheit

fierce eye: with a ~

➔ mit grimmigem Blick

fine ➔ Geldbuße

frantically ➔ hektisch

pickpocket

➔ Taschendieb(in)

tap sth.

➔ (leicht) auf etw. klopfen

tut-tut

➔ seine Missbilligung
(mit Lauten) zum Ausdruck
bringen

upper deck ➔ Oberdeck

CONCLUSION | Track 31

David Ingram: Well, we've come to the end of *Business Spotlight Audio* 8/2019. 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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