

INTRODUCTION | Track 1

David Ingram: Welcome to Business Spotlight Audio 1/2020. 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 careers focus, with tips on how you can boost your career in 2020 — and exercises and advice on the key areas of job applications and job interviews.

Erin Perry: We'll also be discussing a new concept of leadership, known as “shared leadership”. And we're heading to London for the fourth 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 (I) | Track 2

Erin Perry: We'll begin with our Names & News section and a story from Los Angeles about, well, secrets.

David Ingram: Ooh, this sounds good, Erin. All those musicians and actors in Los Angeles. I'm sure there are lots of juicy secrets!

Erin Perry: I'm sure there are, David, but we're not talking about those kinds of celebrity secrets. Instead, we're talking about secret rooms in offices.

David Ingram: Hey, that sounds almost as interesting.

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

Now you see it, now you don't | Track 3 MEDIUM

Deutsch is an advertising agency in Los Angeles. In a bright conference room, a wall is covered with creative work team members have put up during their pitch. If the team wins the project, a hidden door in the wall opens to reveal a dimly lit, speakeasy-style bar. “We use it for big wins,” Kim Getty, president of the Los Angeles office, tells *The New York Times*. “It's fun to invite them in and raise a toast.”

Some secret rooms are intended for reward and celebration. Others are designed to im-

big win *ifml*.

► hier: besonders lukrativer Geschäftsabschluss

dimly ► schummrig

pitch

► Präsentation (von Geschäfts-ideen)

raise a toast

► einen Trinkspruch ausbringen

reveal sth.

► etw. enthüllen; hier: den Blick auf etw. freigeben

speakeasy *ifml*.

► Flüsterkneipe, versteckte Bar

prove employee well-being, allowing workers to “get away, out of the fray,” says David Ballard, director of the American Psychological Association’s office of applied psychology. He believes that hidden rooms can help companies to attract and keep employees.

Secret rooms may be a reaction to the trend of open workspaces. In the age of transparency, they tap into our natural attraction to hidden spaces. Samantha McCormack, a creative director at TPG Architecture, says, “They add a moment of discovery — a surprise for employees and visitors.”

Business Spotlight 1/2020, p. 8

Introduction (II) | Track 4

David Ingram: We’ll now turn to the UK for a story related to your favourite topic, Erin.

Erin Perry: Music, wine, food?

David Ingram: Sorry, no — politics.

Erin Perry: You *are* joking, David! Not this early in our recording, surely.

David Ingram: Well, it’s not about politics directly, but rather about Lady Hale, the president of Britain’s Supreme Court. She became famous when she announced that the Supreme Court had decided that Boris Johnson’s attempt to suspend parliament was illegal. And she also became famous for a spider that she was wearing.

Erin Perry: Oh, that does sound interesting — and a bit creepy.

David Ingram: Anyway, as you listen to our story, try to answer this question: what is the compulsory retirement age for judges in the UK? Ready? Listen now.

Spider woman | Track 5 **ADVANCED**

“Women are equal to everything,” states the coat of arms Brenda Hale chose when she joined the House of Lords in 2004. In September, wearing a huge spider brooch that nearly stole the show, she stopped Prime Minister Boris Johnson’s attempt to suspend parliament.

Lady Hale is the president of the UK’s Supreme Court and has been called “the legal profession’s Beyoncé”. Though she only recently became a household name, Lady Hale has long been a recognizable figure in the UK. She was a judge in a special edition of the television cooking show *MasterChef*, has appeared in *Vogue* magazine and is the subject of a new children’s book.

brooch

- Brosche

coat of arms

- Wappen

equal: be - to sth.

- etw. gewachsen sein

fray: get out of the ~

- hier etwa: der Last des

Alltags entkommen

(**fray** ► Kampfgetümmel)

household name

- allseits bekannter Name

Supreme Court UK

- Oberster Gerichtshof

suspend sth.

- etw. aussetzen; hier: in einen

Zwangsurlaub schicken

tap into sth.

- sich etw. zunutze machen

“What’s notable is that she infuses her approach to judging with a clear element of humanity,” Erika Rackley, a law professor at the University of Kent, told the *Financial Times*. Lady Hale has supported no-fault divorce and recognized domestic abuse as more than physical assault. Her widespread celebrity, however, has come only months before she reaches mandatory retirement age, in January 2020, when she turns 75.

Business Spotlight 1/2020, p. 9

David Ingram: OK? Did you get the answer to our question? “What is the compulsory retirement age for judges in the UK?”

- ▶ The answer is 75. Listen again.
- “Her widespread celebrity, however, has come only months before she reaches mandatory retirement age, in January 2020, when she turns 75.”

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

BUSINESS SKILLS

Ken Taylor on shared leadership

Introduction | Track 6

Erin Perry: David, who has been the best boss you’ve ever had?

David Ingram: Let me just think, Erin.

Erin Perry: You do that. But don’t think too hard. You know it’s not good for you at this time of day.

David Ingram: Very funny. Well, I don’t want to name any names, but there was one boss a few years ago who really was excellent. She encouraged all of us in her team to take collective responsibility for the projects that we worked on. And there were no hard and fast roles for each of us. We simply shared duties and responsibilities as they came up. And we were pretty successful, I must say.

Erin Perry: Wow, that was very progressive of her. And that fits in perfectly with our next topic — that of “shared leadership”. This 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.

David Ingram: Great. I can’t wait to find out what we were doing right!

abuse

- ▶ Misshandlung

infuse sth. with sth.

- ▶ hier: einer Sache etw. verleihen

no-fault divorce

- ▶ Ehescheidung ohne Schuldprinzip

notable

- ▶ auffallend

physical assault

- ▶ tätlicher Angriff, Körperverletzung

Exercise: Vocabulary | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. In his latest Business Skills article, Bob Dignen looks at six challenges facing leaders today and at how these challenges can be managed through collective responsibility, or what Bob calls “shared leadership”.

Let’s practise some of the language you will need when discussing these issues. I’ll give you the word or expression. You will then hear two explanations, **a)** and **b)**. In the pause, decide which explanation fits best to the word or expression. Then you will hear the correct answer and an example of how the word or expression is used in a sentence. This is followed by a pause for you to repeat the example sentence. OK? Ready.

■ **Customer-centric.** What does this mean?

- a) Deciding how best to sell a product or service.
- b) Creating a positive consumer experience.
- **b)** is correct. “Customer-centric” means “creating a positive consumer experience”. Listen and repeat.
- A customer-centric approach ensures customer loyalty. ►

■ OK, next one. **Modes of collaboration.** What are these?

- a) Ways in which people can cooperate.

b) Examples of good partnerships.

- **a)** is correct. “Modes of collaboration” are ways in which people can cooperate. Listen and repeat.
- Leaders need to create new modes of collaboration. ►
- OK, next one. **Multifunctional.** What does this mean?
- a) Many different people working together.
- b) Able to perform many different tasks.
- **b)** is correct. “Multifunctional” means “able to perform many different tasks”. Listen and repeat.
- Our multifunctional team has members from several different departments. ►

■ Next one. **Cheerleading.** What does this mean?

- a) Making people happy.
- b) Encouraging or supporting enthusiastically.
- **b)** is correct. “Cheerleading” is encouraging or supporting enthusiastically. Listen and repeat.
- Our boss is cheerleading for our work at board meetings. ►

approach

► hier: Vorgehensweise

board meeting

► Vorstandssitzung

department

► Abteilung

ensure sth.

► etw. sicherstellen

- OK, next one. **Dysfunctional**. What does this mean?
- a) A situation in which normal relationships have broken down.
- b) A situation in which you are unable to carry out a task.
- a) is correct. A “dysfunctional” situation is one in which normal relationships have broken down. Listen and repeat.
- After John left, the department became increasingly dysfunctional. ➤

- Next one. A **killer strategy**. What is this?
- a) A very effective strategy.
- b) A very ineffective strategy.
- a) is correct. A “killer strategy” is a very effective strategy. Listen and repeat.
- We have a killer strategy for managing diversity in the workplace. ➤

- OK, next one. An **incumbent**. What is this?
- a) The holder of a job.
- b) A very heavy workload.
- a) is correct. An “incumbent” is the holder of a job. Listen and repeat.
- The present incumbent has been in the job for ten years. ➤

- OK, last one. An **elephant in the room**. What is this?
- a) A difficult problem to deal with.

- b) A problem that people don't want to talk about.
- b) is correct. An “elephant in the room” is a problem people do not want to talk about. Listen and repeat.
- Mike's laziness became an elephant in the room at team meetings. ➤

Exercise: Strategies | Track 8 **ADVANCED**

Ken Taylor: In this exercise, you will hear some statements about the challenges facing leaders today. In the pause, decide whether you agree or disagree with each statement and why. Then you will hear my opinion based on Bob's article. Ready?

- Leaders need to have more than just business expertise.
- I agree. Leaders these days need a broader, more holistic approach to decision-making.
- Fixed roles and job titles are becoming increasingly unnecessary.
- I agree. Instead, people will cooperate in fluid teams to deliver results.
- A good leader needs to be physically present most of the time.

diversity ➤ Vielfalt

expertise

➤ Sachkompetenz

fluid ➤ fließend;

hier: flexibel agierend

holistic ➤ ganzheitlich

- I disagree. This is often impossible when working internationally. So, a leader needs to become an expert at virtual communication and be prepared to travel.
- Leaders should always have very clearly defined areas of responsibility.
- I disagree. This simply does not work in a cross-functional world.
- There is a general consensus across cultures as to what makes a good leader.
- I disagree. As a leader, you always need to manage the different concepts of leadership that people have around the world.
- Leaders should always prepare someone to replace them.
- I agree. Developing a person with the skills to replace you is a key activity for leaders.
- A younger generation is emerging who care less about working and earning.
- I agree. This will require leaders to think carefully about their business values.
- A more democratic approach to leadership might affect salaries.
- I agree. We may need to look at reducing the remuneration disparities that exist.

Ken Taylor: Well done. Did you agree with me and Bob on those issues? Leaders certainly face a challenging work environment these days.

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

Ken Taylor: Let's now go on to find out about your own experience of leaders and leadership. I'll ask you some questions. In the pauses, answer in full sentences based on your own work experience. OK? Let's start.

- In your opinion, what are the three most important attributes of a good leader? ➤
- Who has been the best leader you have worked with and why? ➤
- What do you think are the main problems when working remotely? ➤
- Have you ever worked in a cross-functional team? If so, describe the team's purpose. ➤
- Have you worked with people from a different cultural background? If you have, what

affect sth.

- sich auf etw. auswirken

cross-functional

- funktionsübergreifend

disparity

- Unterschied

emerge ➤ entstehen, in Erscheinung treten

remuneration

- Vergütung, Entlohnung

work remotely

- nicht vom Büro aus arbeiten

were the main differences you had to manage? ➤

- How is your personal development managed at work? How regularly is your work appraised? ➤
- Do you think salary differences between top managers and staff should be reduced? Give reasons for your response. ➤

Ken Taylor: Great. Well done. The business world is changing rapidly, and new definitions of leadership will be required for the future. If you want to learn more about the challenges facing leaders today, read Bob Dignen's article in the latest issue of *Business Spotlight*.

Business Spotlight 1/2020, pp. 38–45

PERSONAL TRAINER

The language of wine

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 Eng-

lish at work. Here's Ken to tell us more about his latest interview partner.

Interview: Ken Taylor | Track 11 EASY

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

Ken Taylor: Carolyn Bosworth-Davies. Carolyn is a wine educator based in London. She runs wine appreciation courses, writes about wine and helps train sommeliers. She's also a former chairman of the British Association of Wine Educators.

Perry: And which topics did you discuss with Carolyn?

Taylor: We discussed working with multicultural groups, about the language of wine appreciation, about how taste is subjective and about how English sparkling wines are winning international prizes.

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

Taylor: We talked about how it helps to have motivated and supportive students. And about

appraise sth.

➤ etw. beurteilen

sparkling wine

➤ Schaumwein, Sekt

topic

➤ Thema

wine appreciation course

➤ hier etwa: Kurs in Weinkunde
(appreciation ➤ Wertschätzung; hier: Beurteilung)

wine educator

➤ etwa: Weinexperte/-expertin, der/die auch Schulungen durchführt

adapting your language when teaching multicultural groups. We also discussed the difference between the technical language of viti- and viniculture, and the language of wine appreciation. 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 write to us, and the email address is: business.trainer@spotlight-verlag.de

Perry: Thank you very much, Ken.

Taylor: Thank you.

Business Spotlight 1/2020, pp. 46–47

SKILL UP!

The language of entertaining

Introduction | Track 12

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

Erin Perry: You mean wining and dining a client in an elegant restaurant just to get a contract?

David Ingram: Oh, don't be so cynical! It's only polite to entertain business visitors, even if it's just offering them something to drink or a small snack. And you might also want to entertain cli-

ents to show your appreciation for the excellent work they've done or, in the case of new business partners, simply to build rapport.

Erin Perry: OK, I'm convinced. And hungry now. So, let's move on quickly to our exercise so that we can go and get some food afterwards.

David Ingram: Patience, patience.

Exercise: Idioms for entertaining | 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 someone invites you for lunch and you tell them that you have to **take a rain check**, this means you have to...
 - a) postpone the invitation.
 - b) check the weather first before accepting the invitation.

issue

- Ausgabe

postpone sth.

- etw. auf-, verschieben

technical language

- Fachsprache

viniculture

- Weinkultur, -produktion

viticulture

- Weinkunde

➤ a) is correct. If you say you have to “take a rain check”, it means that you have to delay something to a later date. Next one.

■ If someone asks you in a restaurant, **What do you fancy?**, they want to know...

a) how you like the restaurant.

b) what you'd like to eat.

➤ b) is correct. In a restaurant, “What do you fancy?” means “What would you like to eat?” OK, next one.

■ If someone is **spoil for choice**, they...

a) are not good at making decisions.

b) have too many options to choose from.

➤ b) is correct. Someone who is “spoil for choice” finds it difficult to make a decision because they have too many options to choose from. OK, and the last one.

■ If you are **running on empty**, you...

a) have no money left.

b) are tired and exhausted.

➤ b) is correct. Someone who is “running on empty” feels tired and exhausted — maybe because they've been working too hard.

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

Skill Up!, no. 61, 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 entertaining your business partners. 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 an alcoholic drink with bubbles that is made from grapes. Please translate this word.

German: Sekt

English: sparkling wine

David Ingram: You can't say “sekt”, as this is what you call a group of people with specific religious beliefs. The English translation of the German word Sekt is “sparkling wine”. Translate this sentence, please.

German: Haben Sie auch Sekt mit Orangensaft?

English: Do you also have sparkling wine with orange juice?

bubble ➤ Bläschen

exhausted ➤ erschöpft

grape

➤ (Wein-)Traube

Erin Perry: Our next word is used for a garment that men sometimes wear at festive events. Translate this word now.

German: Smoking

English: dinner jacket, tuxedo

David Ingram: Don't say "smoking". "Smoking" refers to the smoking of cigarettes or cigars. The German word *Smoking* is translated as "dinner jacket" or "DJ" in British English and "tuxedo" or "tux" in American English. Please translate this sentence.

German: Henry sieht in seinem neuen Smoking gut aus.

English: Henry looks good in his new dinner jacket.

Henry looks good in his new tuxedo.

Erin Perry: You use our next word for the list of dishes you can order in a restaurant. Translate this word, please.

German: Karte

English: menu

David Ingram: "Card" is wrong here. A "card" is something you send to someone, for example for their birthday or from your holiday. In a restaurant, the German word *Karte*, that is *Speisekarte*, is "menu" in English. Translate this sentence now.

German: Alle Gerichte auf unserer Karte werden mit einem gemischten Salat serviert.

English: All the dishes on our menu are served with a mixed salad.

Erin Perry: Our last word is also useful when eating in a restaurant. It refers to a fixed meal including a starter, main dish and dessert. Translate this word now.

German: Menü, Tagesmenü

English: set menu

David Ingram: Don't say "menu". As we just learned, the "menu" is the list of dishes offered by a restaurant. The German word *Menü*, or *Tagesmenü*, is translated as "set menu" in English. Translate this sentence, please.

German: Ich denke, ich nehme das Tagesmenü.

English: I think I'll have the set menu.

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

Skill Up!, no. 61, pp. 14–15

EASY ENGLISH

Ken Taylor on setting expectations

Introduction | Track 15

Erin Perry: David, you know that information about hotels in San Francisco that you wanted me to get for you?

David Ingram: Yes... why? Is there a problem? I don't need the information until tomorrow, as I said.

garment • Kleidungsstück

Erin Perry: Yes, I know. But I'm, well, not going to be able to get it to you till next week. I've been too busy with other projects.

David Ingram: Next week? I need to book this weekend, Erin. You know that. And you promised that you'd get me the information by tomorrow.

Erin Perry: And I will, David. I'm just winding you up and illustrating the importance of setting realistic expectations about what you can and can't do. And also the importance of explaining clearly to others what the reasons are if you can't meet your original deadline.

David Ingram: Erin, you know I'm not going to forgive you for this.

Erin Perry: You will, David. You know you will. Anyway, here's our communication skills expert, Ken Taylor, again with some exercises and advice on setting expectations.

Exercise: Dialogue | Track 16 EASY

Ken Taylor: In his Easy English article in the latest issue of *Business Spotlight*, Mike Hogan makes some suggestions for setting expectations in such a way that you can maintain good, positive working relationships. In this exercise, you will first hear a short conversation between Hazel and James. Listen to how James tells Hazel that he will have to postpone sending her the sales figures that she needs. As you listen, think about how James could improve the way he presents the bad news to Hazel.

Hazel: Hi, James. How's it going with the sales figures you promised to have for me today?

James: Oh, I was meaning to get in touch with you about that. I haven't got them yet.

Hazel: Oh, dear. That's a bit of a problem as I have to have this report ready by the end of the week.

James: I might have them ready late Friday afternoon or on Monday.

Hazel: There's no chance I can have them before that?

James: I'm sorry, but no.

Hazel: Right. I'll just have to get in touch with people and try to change the deadline.

Ken Taylor: James was not very helpful, was he? What did he do wrong specifically? James makes four basic mistakes:

- He didn't apologize for not having the promised figures.
- He didn't show any empathy with Hazel's situation.
- He didn't explain why the figures were not ready.
- He didn't make any helpful suggestions for solving the problem.

deadline

► (Abgabe-)Termin

get in touch with sb.

► Kontakt zu jmdm. aufnehmen

mean sth.

► hier: etw. beabsichtigen

oh, dear

► oje

sales figures

► Absatz-, Umsatzzahlen

Ken Taylor: OK, let's see how this conversation could be improved. You take the part of James. First, you will hear Hazel. Then I'll tell you what to say to her. You speak in the pause. Then you will hear a model version which you can compare to yours. OK? We'll begin.

Hazel: Hi, James. How's it going with the sales figures you promised to have for me today?

■ Say that you were meaning to get in touch with her about that. ▶

James: Oh, I was meaning to get in touch with you about that.

■ Apologize and tell her that the figures are not ready yet. ▶

James: I'm sorry, but I'm afraid the figures are not ready yet.

■ Explain that some of the figures have not been sent to you as promised. ▶

James: Some of the figures have not been sent to me as promised.

■ Say that you realize that this will be a problem for her. ▶

James: I realize this will be a problem for you.

■ Tell Hazel that you will try to have the figures ready by Thursday afternoon at the latest. ▶

James: I'll try to have the figures ready by Thursday afternoon at the latest.

■ Ask if you can help or support her in any other way. ▶

James: Can I help or support you in any other way?

Ken Taylor: Great. That was much better. You apologized for the delay. You told her why the figures were not ready. You empathized with her situation. And you tried to be helpful and supportive. Hazel now knows that you are doing your best to help her and that you understand her situation. This means you can maintain a good working relationship with her.

Exercise: Saying what can be done | Track 17

EASY

Ken Taylor: In his article, Mike Hogan suggests using the verbs “will” and “can” to show that something is possible, and “won’t” and “can’t” to show that something is not possible. Let’s practise using these verbs in this next exercise. You will hear a sentence using one of the forms. In the pause, change the positive form of the verb to the negative form, or change the negative form to the positive. Ready?

■ I can send it to you by Friday.

▶ I can't send it to you by Friday.

- I'll be here on Monday.
- ▶ I won't be here on Monday.

- She can't meet you this week.
- ▶ She can meet you this week.

- He won't be able to meet the deadline.
- ▶ He'll be able to meet the deadline.

- John can get the information to you this afternoon.
- ▶ John can't get the information to you this afternoon.

- This means I won't get the data to you tomorrow.
- ▶ This means I'll get the data to you tomorrow.

- John can't make it to the meeting today.
- ▶ John can make it to the meeting today.

- She'll have the figures ready this afternoon.
- ▶ She won't have the figures ready this afternoon.

Ken Taylor: How was that? It's important to make sure that your business partners have the correct expectations when it comes to deadlines. Saying what you will or can do — or saying what you won't or can't do — ensures that those expectations are set effectively.

Business Spotlight 1/2020, pp. 54–55

CAREER SPECIAL

Tips for 2020

Introduction (I) | Track 18

David Ingram: OK, let's move on now to a visionary topic.

Erin Perry: Visionary, David? We do “visionary”?

David Ingram: Of course, Erin. The topic of our main focus is tips for boosting your career in 2020.

Erin Perry: And why exactly is that visionary?

David Ingram: 2020. Vision. You know, like, normal sight? Oh, forget it. It wasn't that funny anyway. So, um, let's just get on with the first item in this special section. Tenley van den Berg is here now to give us some careers advice.

Interview: Tenley van den Berg | Track 19

MEDIUM

David Ingram: Tenley, you've been at *Business Spotlight* for nearly six months now. And you are smiling, which must mean you're not planning on looking for a new job any time soon. What about people who aren't quite as happy? How do they know whether they should stay at their current job or start looking for another?

Tenley van den Berg: Well, I've written a short survey for the current issue of *Business Spotlight* to

figures ▶ hier: Zahlen
issue ▶ Ausgabe

make it ▶ hier: es schaffen
survey ▶ Umfrage

help people decide that. There are many factors that play a role in whether or not you should stick it out in a job — salary and benefits matter, of course, but so does the quality of your relationships with co-workers. It's also important to feel appreciated and challenged. Whether or not you choose to start searching for a new job, there are always things you can do to improve your situation at your current job.

Ingram: Indeed. And in the current issue of the magazine, there are 20 tips to boost your career in 2020. Which ones are you planning to put into practice? Maybe the one about sleeping on the job?

van den Berg: There are certainly good arguments for that, but maybe I'll wait until I've worked here just a little longer. There are some tips, however, that I *would* like to try out. Joining a professional association, for example. The move into editing was a career shift for me, so I would benefit from building up my network in this area. Professional organizations are a great way to do so. They also offer courses for free or at a reduced price. That may help me work on some areas of my job I'm a bit insecure about.

Ingram: I guess we all have areas of weakness in our professional lives.

van den Berg: Yes, we do. One of the tips suggests making a list of your weaknesses and then set-

ting goals on how to improve them. That way, the next time you sit down for an interview, you can confidently tell your interviewer how you've turned your weaknesses into strengths.

Ingram: That's a good strategy! Any other tips from the article in *Business Spotlight* that you are planning to give a go?

van den Berg: Here's one I've already tried out, and this one took some courage. And that is: date a stranger. But don't worry, it's just a joke. The tip is really encouraging you to ask a colleague whom you don't know very well on a lunch date. I asked out Claudine Weber-Hof, deputy editor at *Spotlight* magazine. We had a great time, and now, not only do I have a new friend at work, I have a colleague I feel comfortable going to if I have a problem or a question.

appreciate sb.

- jmdn. wertschätzen

benefits

- Zusatzleistungen

boost sth.

- hier: etw. voranbringen

career shift

- berufliche Veränderung

deputy editor

- stellvertretende(r) Chefredakteur(in)

editing

- Redaktionstätigkeit

give sth. a go ifml.

- etw. ausprobieren

goal

interview

- Vorstellung-, Bewerbungsgespräch

interviewer

- Person, die ein Bewerbungsgespräch führt

professional association

- Berufsverband

stick it out ifml.

- ausharren

Ingram: Well, that sounds like a happy ending. Thank you very much for coming in to talk to us, Tenley.

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

Business Spotlight 1/2020, pp. 14–25

Introduction (II) | Track 20

David Ingram: OK, time for some language work. In the current issue of *Business Spotlight*, we have a special test on the language of job applications and job interviews. Now, we're going to test you on some of the vocabulary you may need at an interview.

Erin Perry: Super! This will come in very handy the next time I apply for a job.

David Ingram: Erin, you're not going anywhere! This test is not for you, it's for our listeners. OK, let's get started.

Exercise: Job interviews | Track 21 **ADVANCED**

David Ingram: In this exercise, an applicant is asked to give some information about herself — and also to say what other people think of her. First, you'll hear a German sentence. In the pause, translate the sentence into English. Then you'll hear a correct English version. Don't worry if your translation is slightly different from ours. Ready?

German: Zunächst einmal bin ich leidenschaftlich an der Weiterentwicklung unserer Produkte interessiert. ▶

English: First of all, I'm passionate about the further development of our products.

German: Ich habe viele Jahre lang die Arbeit unserer Auszubildenden und Praktikanten überwacht. ▶

English: I oversaw the work of our trainees and interns for many years.

German: Mein früherer Arbeitgeber sagt, dass ich sehr gewissenhaft und vertrauenswürdig bin. ▶

English: My former employer says that I'm very conscientious and trustworthy.

German: Mein Team hält mich für entscheidungsfreudig und zuverlässig. ▶

English: My team thinks that I'm decisive and reliable.

German: In einer Umfrage haben unsere Kunden bestätigt, dass ich sehr kundenorientiert bin. ▶

English: In a survey, our customers confirmed that I'm very customer-focused.

job application

▶ Bewerbung

job interview

▶ Vorstellungsgespräch, Bewerbungsgespräch

you're welcome

▶ gern geschehen

German: Ich spreche fließend Englisch und Chinesisch. ▶

English: I'm fluent in English and Chinese.

German: Meine regelmäßigen Auslandseinsätze in China haben mir wichtige Einblicke in den Markt dort gegeben. ▶

English: My regular foreign placements in China have given me important insights into the market there.

German: Alles in allem glaube ich, dass mich meine Fähigkeiten und Erfahrung für diese Stelle perfekt geeignet machen. ▶

English: All in all, I believe that my skills and experience make me perfectly suited to this job.

David Ingram: How did you do? If you found this exercise difficult, try it again so that you're ready for your next job interview in English.

Business Spotlight 1/2020, pp. 32–36

Introduction (III) | Track 22

Erin Perry: OK, we're going to stay on the topic of job applications and interviews and get some advice on how to get the job you want.

David Ingram: Yes, this is a topic that Business Spotlight's editor-in-chief Ian McMaster has specialized in for many years, giving talks at careers conferences and other events, such as the annu-

al Expolingua Berlin trade fair each November. And Ian is here in the studio now to tell us more about how to be successful with your job application.

Interview: Ian McMaster | Track 23 MEDIUM

Erin Perry: Ian, surely everyone knows how to write good job applications and how to behave at job interviews. I mean there are lots of books and websites on the topic.

Ian McMaster: There are indeed, Erin. So you might think that applicants would be able to avoid some of the very basic mistakes that one can make. But from my experience of interviewing people over the past 35 years or so, this still isn't the case.

Perry: So, what would you say are the main mistakes that people make?

McMaster: One common mistake is simply not being well enough prepared. And there really is no excuse for this. We have even had people come for interviews at *Business Spotlight* who hadn't even looked at our magazine. Incredible, but true. As an applicant, you should know which language or languages the interview will take place in and, if possible, who will be inter-

applicant

▶ Bewerber(in)

incredible

▶ unglaublich

interview sb.

▶ ein Bewerbungsgespräch mit jmdm. führen

viewing you. Also, find out all you can about the organization you are applying to. Not just what they do but also their goals and challenges. Think about what you are likely to be asked and practise your answers. And plan some intelligent questions of your own. Another common mistake in job applications is to leave out your achievements. Applicants often simply list their previous job titles and responsibilities. But they don't say what they have actually achieved. To do this, you can use the past simple form of so-called power verbs, or action verbs. For example, "I created a new system for..."; "I increased sales by ten per cent"; "I launched our new product range" and so on.

Perry: Finally, if you had one tip above all else for job applications, what would it be?

McMaster: It would be this: be the solution! Another of the biggest mistakes that candidates make both in their written applications and during interviews is talking too much about why the job would be great for them. Instead, an organization wants to know why you would be great for the job. Your goal is to convince the interviewers that you can solve *their* problems, not that they can solve yours. So, use phrases such as "I'm sure I would be able to..."; "I believe I could..."; "I can help you with..." and so on. At the end of the interview, you want to be able to say the phrase that we practised earlier: "All in

all, I believe my skills and experience make me perfectly suited to this job."

Perry: Thank you very much indeed, Ian. Excellent advice, which — don't tell David — I will remember next time I apply for a job.

McMaster: You're welcome. And don't worry, I won't say a word.

Business Spotlight 1/2020, pp. 32–36

ENGLISH ON THE MOVE

Ken Taylor on leaving a hotel

Introduction | Track 24

David Ingram: Erin, what's the worst thing for you about staying in a hotel?

Erin Perry: The worse thing, David? Hmm, let me think, because actually I really like staying in hotels. So, I guess the worse thing is...

David Ingram: ...yes, I'm all ears...

Erin Perry: ...well, checking out. I love checking in, entering my room for the first time, finding out what's in the room and what's on offer in the

achievement

► Leistung, Erfolg

apply to sb./sth.

► sich bei jmdm./etw. bewerben

goal

► Ziel(setzung)

launch sth. ► etw. lancieren, auf den Markt bringen

previous ► frühere(r,s)

product range

► Sortiment

you're welcome

► gern geschehen

hotel. But I really don't like checking out because that means that, well, my stay is over.

David Ingram: I know what you mean. But help is at hand. Here's Ken Taylor again with some advice and exercises about checking out.

Erin Perry: Great! Although, somehow, I don't think this is going to make leaving hotels any easier for me.

Exercise: Vocabulary | Track 25 MEDIUM

Ken Taylor: When you leave a hotel at the end of your stay, you have to pay the bill. You might also want to leave your luggage there until later and get some advice about onward travel. Let's practise some verbs you might need during this process. In this first exercise, I'll describe a situation at the reception. Then, you'll hear two sentences, **a)** and **b)**. In the pause, decide which sentence has the correct verb. Then you will hear the correct sentence again with a pause for you to repeat it.

■ You want to tell the receptionist that you are leaving. What would you say?

- a) I'd like to check off, please.
- b) I'd like to check out, please.
- **b)** is correct. Listen and repeat.
- I'd like to check out, please. ➤

■ OK, next one. You want to pay the bill with a credit card. What would you say?

a) I'd like to meet the bill with a credit card.

b) I'd like to settle the bill with a credit card.

➤ **b)** is correct. Listen and repeat.

■ I'd like to settle the bill with a credit card. ➤

■ Next one. You need a paper copy of the invoice. What would you say?

a) Could you print out a copy of the invoice, please?

b) Could you print on a copy of the invoice, please?

➤ **a)** is correct. Listen and repeat.

■ Could you print out a copy of the invoice, please? ➤

■ OK, next one. You want the receptionist to pin the credit card receipt to the invoice. What would you say here?

a) Could you connect it to the invoice, please?

b) Could you attach it to the invoice, please?

➤ **b)** is correct. Listen and repeat.

■ Could you attach it to the invoice, please? ➤

■ Next one. You want to leave your luggage at the hotel. Now, what would you say?

a) I'd like to store my luggage with you until later.

invoice

➤ Rechnung

pin sth. to sth.

➤ etw. an etw. anheften

receipt

➤ Quittung, Beleg

- b) I'd like to stock my luggage with you until later.
- a) is correct. Listen and repeat.
- I'd like to store my luggage with you until later. ➤
- OK, next one. You want to know if you can get your luggage at any time. What would you say?
- a) Can I access the storeroom at any time?
b) Can I accept the storeroom at any time?
- a) is correct. Listen and repeat.
- Can I access the storeroom at any time? ➤
- Next one. You want to ask the receptionist to get a taxi for you at nine o'clock. What would you say?
- a) Could you bag a cab for nine o'clock, please?
b) Could you book a cab for nine o'clock, please?
- b) is correct. Listen and repeat.
- Could you book a cab for nine o'clock, please? ➤
- OK, last one. You want to know where you can get a taxi. What would you say?
- a) Where can I pick up a cab?
b) Where can I catch up a cab?
- a) is correct. Listen and repeat.
- Where can I pick up a cab? ➤

Ken Taylor: Well done! How did you get on? Go back and learn any of the verbs you got wrong.

Exercise: Dialogue | Track 26 MEDIUM

Ken Taylor: Sometimes, when you are checking out from the hotel, you are asked if you would like to give some feedback on your stay. First, listen to this conversation between Michael Grant, a guest, and Julie Green, one of the hotel's receptionists.

Julie: Mr Grant. While you are waiting for the hotel shuttle bus, would you mind answering a few questions about your stay with us? We always want to improve our service for the guests.

Michael: Not at all. As long as I don't miss the shuttle to the airport.

Julie: It will take just a few minutes. Have you stayed with us before?

Michael: Yes. A couple of times.

Julie: Are you here on business or for personal reasons?

Michael: On business.

Julie: Next time you are in town, would you stay with us again?

Michael: Probably. My company does all the booking.

Julie: What could we do to improve your stay?

Michael: Improve the strength of the Wi-Fi signal. In some areas, it didn't work.

Julie: Ah, right. We are working on that. How were the facilities in your room?

Michael: Good. The bed was comfortable, and the air-conditioning was efficient and silent.

Julie: Did you eat with us at all?

Michael: Just breakfast.

Julie: And how was that?

Michael: Excellent. I loved the pancakes and maple syrup.

Ken Taylor: Now, let's have this conversation again, only this time, you take the part of the receptionist. I'll remind you of what question to ask. In the pause, you ask the question. Then you will hear Julie's version and Michael's response. OK. We'll begin.

- Ask if he would mind answering a few questions about his stay. ▶

Julie: Would you mind answering a few questions about your stay with us?

Michael: Not at all.

- Ask if he has stayed with you before. ▶

Julie: Have you stayed with us before?

Michael: Yes. A couple of times.

- Ask if he is here on business or for personal reasons. ▶

Julie: Are you here on business or for personal reasons?

Michael: On business.

- Ask if he would stay with you again next time. ▶

Julie: Next time you are in town, would you stay with us again?

Michael: Probably. My company does all the booking.

- Ask what you could do to improve his stay. ▶

Julie: What could we do to improve your stay?

Michael: Improve the strength of the Wi-Fi signal. In some areas, it didn't work.

- Ask how the facilities were in his room. ▶

Julie: How were the facilities in your room?

Michael: Good. The bed was comfortable, and the air-conditioning was efficient and silent.

- Ask if he ate with you. ▶

Julie: Did you eat with us at all?

Michael: Just breakfast.

- Ask how that was. ▶

Julie: And how was that?

Michael: Excellent. I loved the pancakes and maple syrup.

facilities ▶ Einrichtungen

maple syrup ▶ Ahornsirup

pancake

▶ Pfannkuchen

Ken Taylor: Good. Well done. Checking out from a hotel should be a quick and easy business. You now have some words and expressions that should make the process even easier.

Business Spotlight 1/2020, p. 60

INSIGHT

Business news with Ian McMaster

Introduction | Track 27

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

Erin Perry: Yes, welcome again, Ian. What are the topics that you've chosen for us this time?

Ian McMaster: First, we're going to look at whether all corporations should be allowed to support the arts. We'll also discuss whether central banks should be fighting climate change. And we'll be looking at the funny side of finance.

Erin Perry: Finance has a funny side? Who knew? Well, as always, we're intrigued.

Business news: Supporting the arts, central banks and climate change, and funny money

| Track 28 **ADVANCED**

Erin Perry: Ian, you said your first topic was about whether all corporations should be allowed to support the arts. That sounds like a very in-

teresting debate. What are the arguments on either side?

Ian McMaster: Those who believe that all corporations should be able to sponsor the arts argue that it's not the job of the arts to promote or favour any particular political, economic or ethical standpoint. They fear that if certain corporations are excluded from sponsorship, this will reduce support for the arts and leave the arts dependent on the whims of a small number of financial backers. On the other side of the debate are those who feel that arts and cultural organizations should indeed exercise ethical judgements about who they accept money from — and should ensure that the ethical values of their financial supporters are consistent with their own. Such people see the arts as a potential source of positive change in society. Anyway, you can read more about this debate in the Head-to-Head section of the current issue of *Business Spotlight*.

Perry: For your next topic, you said you would talk about whether central banks should be fighting climate change. Is that really the job of

backer

► Geldgeber(in), Sponsor(in)

consistent: be - with sth.

► mit etw. übereinstimmen

corporation ► Unternehmen, (Kapital-)Gesellschaft

exercise (a judgement)

► (ein Urteil) fällen

issue

► Ausgabe

whim ► Laune

central banks? I thought their business was to control the supply of money and inflation.

McMaster: Well, you're right. That is the main job of central banks — along, in some countries, such as the US, with a responsibility for maintaining the maximum possible level of employment. But recently, there have been calls for central banks, such as the ECB in the eurozone, to follow policies that would be beneficial to the environment. What does this mean in practice?

In recent years, as we've discussed before, central banks have been pumping large amounts of money into their economies by buying up bonds from investors — both government bonds and bonds issued by corporations. This policy is known as “quantitative easing”, or “QE” for short. The ECB, for example, restarted a €20 billion a month bond-buying programme in November. And the demand from environmentalists now is for what's known as “green QE”. They argue that the ECB should favour the purchase of “green bonds”, those issued by companies in sectors such as solar panels or wind farms. By doing so, it is argued, the ECB would reduce the interest rates that such companies have to pay on their bonds and also encourage more companies to move into such businesses.

Opponents of the concept of green QE, on the other hand, argue that the proportion of

all bonds on the market that count as “green” is very small. They also say it is the job of politicians rather than unelected central bankers to decide on environmental policies. But this is a discussion that is unlikely to go away.

Perry: You also said you would look at the funny side of finance. What exactly did you mean by that?

McMaster: Finance is usually seen as being a very boring topic, of interest only to economic nerds, such as myself. But finance is very much a part of everyday life and so it's not surprising that there are lots of jokes and amusing sayings about it. Indeed, just pointing out that finance is a subject that very few people have interest in, is a wordplay in itself. Then there's the well-known saying that a banker is someone who gives you an umbrella when the sun is shining but wants it back when it starts raining. There's the joke about graffiti that someone had written on a wall, saying that “Jesus saves” — and below it someone else has scrawled: “Well, he couldn't on my salary.” Also, it's sometimes said

beneficial ▶ nutzbringend

bond ▶ Anleihe, Wertpapier

call ▶ hier: Forderung

interest ▶ Interesse; Zins(en)

issue sth. ▶ etw. ausgeben

nerd ifjml. ▶ Freak

purchase ▶ (An-)Kauf

quantitative easing

▶ quantitative Lockerung

salary: on my ~

▶ hier: mit meinem Gehalt

scrawl sth. ▶ etw. hinkritzeln

supply of money

▶ Geldmenge

that accountants never die, they just lose their balance — in the same way that investors never die, they simply yield to the inevitable. And, of course, those people who are always predicting a financial crisis are profits — I mean prophets — of doom. So, finance does indeed have a funny side.

Perry: OK, thanks very much, Ian. We look forward to hearing from you again in the new year.

McMaster: You're welcome. See you in 2020.

Business Spotlight 1/2020, pp. 57, 62–63

SHORT STORY

Introduction | Track 29

David Ingram: Now, it's time for us to return to London for our short story. This time, Felicity comes up with a clever solution to a problem, but then gets quite a surprise.

Erin Perry: Suspense, suspense, David. I wanna know more.

David Ingram: OK, so let's listen in and find out what happens in part four of James Schofield's story "The Impressions".

The Impressions (4) | Track 30 **ADVANCED**

That evening, the Impressions collected in the boardroom again, and everybody looked at Felicity. She didn't like speaking in front of groups,

and this was an extremely peculiar group. She cleared her throat a couple of times before beginning.

"Well, I managed to find out who wants to buy the building," she said. "It's a Russian company called Krysanova Krystals. They're diamond merchants who want to establish themselves in London and..."

"Goddamn commie bastards!" growled the American general from inside a cloud of cigar smoke. "We should've nuked them back in..."

"General Tippet!" said the lady from the Salvation Army with a strong Scottish accent. "Can I remind you to watch your language? The good Lord did not..."

Sir Lancelot raised his hand. "General Tippet! Miss Murray! You remember our agreement?"

accountant

► Buchhalter(in)

balance ► Saldo, Bilanz; Gleichgewicht

boardroom

► Sitzungszimmer des Vorstands/Aufsichtsrats

clear one's throat

► sich räuspern

commie ifml.

► Rote(r), Kommunist(in)

doom ► Untergang

goddamn US ifml.

► verdammt

growl ► knurren

inevitable: the ~

► das Unvermeidliche

look forward to doing sth.

► sich freuen, etw. zu tun

nuke sb. ifml. ► jmdn. mit Atomwaffen vernichten

peculiar

► seltsam, eigentümlich

predict sth.

► etw. prognostizieren

Salvation Army

► Heilsarmee

yield (to sth.) ► sich (etw.)

fügen; Rendite bringen

you're welcome

► gern geschehen

No interruptions!" He wiped his forehead with a handkerchief. "Miss Appleby, please continue."

"Right. Well, Krysanova Krystals has offered a lot of money to buy this building. They want to **knock it down** and build something more modern here. The bank's directors — Mr Ripov, Mr Twobit and Mr Grabber — want to move the bank's operations somewhere cheaper, outside London, so they're very **keen** to sell the building to Krysanova Krystals."

"Is there any way to change their minds?" asked Sir Lancelot. "I mean, this is such a beautiful building; it has so much history. What about that young man you used to know, Mrs Twizleton? Conrad Boyle or something. Didn't he become famous?"

"Conan Doyle. Turned into a writer. But **this lot** doesn't give a **fig** for history!" **snorted** Mrs Twizleton. "I even heard that idiot Grabber talking to Ripov about the wonderful business opportunities that would be created if St Paul's Cathedral could only be turned into a shopping arcade."

"But I get the feeling you have an idea, Miss Appleby," said Frederick smiling encouragingly and looking at Felicity with more confidence than she felt herself. "What is it?"

She **gulped**. "History is actually something you could use. I was thinking you could apply to the Historical Buildings Association to have the building **listed** as a historical monument. If

you could show that it has a connection to an important event or person, or if you could argue that it has particularly important architecture, it would be protected."

"Well, **there you are!**" said Sir Lancelot triumphantly. "This building is a superb example of late 19th-century architecture: after all, it has an elegant entrance hall with **columns**, a magnificent staircase and a ceiling with original **light fittings**."

The group nodded. "I like the idea," the Nigerian prince said to Felicity. "But when you say 'you could apply', I see a problem. We can't apply for this sort of thing."

"She'll have to do it for us," **squeaked** Smudge, "or we're dead as **dormice!**"

"**Doornails**, Smudge," said Frederick. "Not 'dormice'. But Prince Chinaza has a **point**, Miss

column ► Säule

doornail: dead as a -

► mausetot

dormouse: dead as a -

► mausetot; hier: erledigt

(**dormouse** (pl. **dormice**))

► Haselmaus)

fig: sb. does not give a - for sth. *ifml.*

► jmd. schert sich um etw. überhaupt nicht

(**fig** ► Feige; Feigenbaum)

gulp

► schlucken

keen UK

► begierig; hier: interessiert

knock sth. down

► etw. abreißen

light fittings

► Beleuchtungskörper

listed: have sth. - as a historical monument

► etw. als historisches Denkmal

eintragen lassen

point: have a -

► nicht ganz unrecht haben

snort ► schnauben

squeak ► quieken

there you are *ifml.*

► na also

this lot UK *ifml.*

► diese Typen

Appleby. We really have to make an effort to be noticed by ordinary people. What do you suggest we do?"

That was the difficult part, Felicity had to admit. If she applied to have the building listed and the directors found out, she would lose her job and couldn't help them any more. The group discussed their options until it was decided that Felicity should open an email account in the name of Frederick Tumble. She would send everything from there to the Historical Buildings Association. "I'll help fill in the papers," said Frederick. "I know something about architecture. Shall we start?"

They worked long into the night, until everything was prepared and sent. Again, Frederick insisted on escorting her home on the night bus. We must look like a strange couple, thought Felicity to herself. Me in my office clothes and him with the hat on top of his thick blonde hair, the sideburns going halfway down his cheeks and those dark blue eyes with such long lashes. Yet people hardly looked at them. Well, to be fair, this is London, she concluded. Most days, there are stranger things on the bus than a man in a top hat.

"Goodnight, Miss Appleby," he said when they reached her door. "We're so grateful for your help. We would be lost without you. Until tomorrow, let me bid you au revoir!" He bowed,

took her hand, kissed it and disappeared back into the night.

"Well," said Paula coming out of the bathroom in her nightdress and with a toothbrush in her hand. "Julie was right. He has got a lovely voice."

The next day, Felicity found it hard to concentrate at work. If Tricia or the directors found out what she had done, they would have her out the door before you could say "Historical Buildings Association". She continually checked the email account she had set up for Frederick, but apart from spam mail advertising Viagra and last-minute cruise holidays, nothing arrived. If the Association is slow and bureaucratic, she thought to herself, it might be too late to stop...

The phone rang, interrupting her thoughts. "Felicity?" It was Joshua, the security guard from the building entrance, on the phone. "There's a gentleman here from the Historical Buildings Association who says he has an appointment with Mr Ripov. Can you show him where to go, please?"

Felicity hurried to the lift, her heart pounding. It was going to work! The doors opened and...

bid sb. au revoir *archaic*
 ➤ sich von jmdm. verabschieden
conclude
 ➤ zu dem Schluss kommen
escort sb. ➤ jmdm. begleiten

lash ➤ Wimper
pound ➤ klopfen, hämmern
sideburns ➤ Koteletten
top hat ➤ Zylinder

“Why, Felicity, hello,” said a familiar voice.
 “How are you doing? You look a bit tired.”
 Aiden the Douchebag stepped out of the lift.

Business Spotlight 1/2020, pp. 58–59

CONCLUSION | Track 31

David Ingram: Well, we’ve come to the end of Business Spotlight Audio 1/2020. 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.

douchebag US uulg.

➤ Mistkerl, Idiot

IMPRESSUM

Chefredakteur:

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Geschäftsführende Redakteurin

(CvD): Maja Sirola

Audioredaktion:

Dr. Ian McMaster (verantw.),
 Hildegard Rudolph (frei), Ken
 Taylor

Gestaltung: Georg Lechner

Fachredaktion:

Hildegard Rudolph (frei),
 Michele Tilgner (frei)

Übersetzungen: Ina Sinning

Produktion: Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Anzeigenvermarktung

(Chief Sales Officer):

Áki Hardarson
 (DIE ZEIT, V.i.S.d.P.)

Druck und Vervielfältigung:

optimal media GmbH,
 D-17207 Röbel/Müritz

Verlag und Redaktion

Spotlight Verlag GmbH
 Kistlerhofstr. 172,
 81379 München
 Tel. (089) 8 56 81-0
www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

SPRECHER:

David Ingram (UK): Anmoderation

Erin Perry (US): Anmoderation

Doug Bolduc (US): Names &
 News, Business Skills, Skill Up!,
 Easy English, English on the Move

Tania Higgins (UK): Names &
 News, Business Skills, Skill Up!,
 Easy English, English on the Move

Ian McMaster (UK): False
 Friends, Career Special, Insight

Hildegard Rudolph (GER):
 False Friends, Career Special

Ken Taylor (UK): Business Skills,
 Personal Trainer, Easy English,
 English on the Move, Short Story

Tenley van den Berg (US): Work
 & Relax, Career Special

Produktion und Ton: Karl Braun

Tonstudio: Cebra Studio,
 82194 Gröbenzell

GEMA

Einzelverkaufspreis:

Deutschland € 19,50

Geschäftsführer:

Jan Henrik Groß
 Amtsgericht München
 HRB 179611
 USt-IdNr. DE 265 973 410
 Der Spotlight Verlag ist ein
 Tochterunternehmen der
 Zeitverlag Gerd Bucerius GmbH
 & Co. KG