

INTRODUCTION | Track 1

David Ingram: Welcome to *Business Spotlight Audio* 2/2020. 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 focus on leadership with a test on all the topics in Bob Digney's recent series.

Erin Perry: We'll also be discussing whether it's a good idea for parents to bring their children to work. And we're heading to London for the fifth 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 Japan about the work breaks taken by non-smokers.

David Ingram: You mean the work breaks taken by smokers, surely, Erin?

Erin Perry: No, in this case, it really is about non-smokers because one marketing company has decided that non-smokers should get extra days off each year to compensate for the fact that they don't take smoke breaks.

David Ingram: That sounds good. Maybe as a non-smoker, I should move to Japan.

Erin Perry: Well, you can consider that. Let's listen now and find out more.

Giving non-smokers a break | Track 3 EASY

Do the maths. A typical cigarette break lasts 15 minutes. A smoker takes four smoke breaks a day and works 223 nine-hour days a year. How many days does the person spend smoking at work every year? Need help? The answer is nearly 25 days.

Many non-smoking workers think it is unfair that smokers get extra break time. At a Japanese marketing firm called Piala Inc., one of the non-smoking employees put a message in the company's suggestion box, complaining about the problem. "Our CEO saw the comment and agreed, so we are giving non-smokers some extra time off to compensate," Hirotaka Matsuo

CEO (chief executive officer)

► Geschäftsführer(in)

cigarette break

► Zigarettenpause

Do the maths. UK

► hier: Rechne es dir / Rechnen Sie es sich selbst aus!

Inc. (Incorporated) US

► etwa: AG

time off ► hier: freie Zeit

shima, a spokesman for the company, told *The Telegraph*.

Non-smoking employees can now take an extra six days of paid leave every year. Matsu-shima, a non-smoker, has taken advantage of the new policy. He used the extra days to visit a spa with his family.

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Introduction (II) | Track 4

David Ingram: We'll now turn to the UK for a story about one of the country's most successful musicians.

Erin Perry: Oh, let me guess — Paul McCartney, Sting, Adele...

David Ingram: No, none of those, although this musician does have something in common with Paul McCartney because he was a headline act at the Glastonbury Festival in 2019 and Paul McCartney will be headlining the festival this year.

Erin Perry: Ah, I know, the young rapper.

David Ingram: Yes, that's the one — Stormzy, the first black person to headline Glastonbury. But Stormzy's interests and achievements aren't limited simply to the world of music. Anyway, as you listen to our story, try to answer this question: "Out of all the books published in the UK every year, how many are written by people of colour?" Ready? Listen now.

A Stormzy is brewing | Track 5 MEDIUM

Stormzy, a 26-year-old rapper from London, is now one of the UK's most successful musicians. In June 2019, he became the first black headliner at the Glastonbury Festival, an important cultural event in Britain. And in October, he was on the cover of *TIME* magazine, chosen as a "next generation leader".

With his own money, he started the Stormzy Scholarship at Cambridge University in the UK. Every year, the scholarship pays the costs of two black or mixed-heritage students as they study. This scholarship has caused the so-called Stormzy effect — an increased enrolment of black students at Cambridge.

Stormzy is also supporting black people in the arts. He started #Merky Books as part of Penguin Random House UK. #Merky Books awards a New Writers' Prize that gives black writers a chance to publish their books. Out of thousands of books published in the UK every year, about 100 are written by people of colour. "There's always been a kind of lack of spotlight

A Stormzy is brewing

► Wortspiel mit „a storm is brewing“ = ein Sturm braut sich zusammen

enrolment ► Einschreibung

headliner ► Hauptact

mixed-heritage ► hier: mit verschiedenen Wurzeln

paid leave

► bezahlter Urlaub

scholarship

► Stipendium

spokesman

► Sprecher

spotlight ► Rampenlicht; hier: Aufmerksamkeit

and shine on the black British side of British culture,” he says. “[But] there’s a whole world of it. ... It’s a beautiful thing, and it’s coming of age right now.”

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David Ingram: OK? Did you get the answer to our question? “Out of all the books published in the UK every year, how many are written by people of colour?”

► The answer is about 100. Listen again.

■ “Out of thousands of books published in the UK every year, about 100 are written by people of colour.”

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 leadership skills

Introduction | Track 6

Erin Perry: David, can you remember the topics that Bob Dignen has covered in his recent series on leadership?

David Ingram: Let me just think, Erin. Yes, there was his article on the challenges of dealing with change. He’s also looked at the question of ethical leadership, at how to motivate people, at the importance of trust, at how to produce

better performances by team members and, you know, last time, I remember he looked at the idea of sharing leadership responsibilities within teams. How am I doing?

Erin Perry: Not bad, David. Not bad. I’m very impressed. Those are six of the nine topics Bob has covered so far. The others were defining exactly what leadership is, creating a healthy working culture and taking decisions effectively.

David Ingram: Oh, yes, of course.

Erin Perry: Well, now in his latest and final article in the series, Bob has produced a test on all these topics, so that our readers can assess their knowledge of leadership issues. And here’s our communication skills expert, Ken Taylor, with some tips and exercises relating to Bob’s test.

Exercise: Strategies | Track 7 MEDIUM

Ken Taylor: Hello. This is Ken Taylor from London. In his latest Business Skills article, Bob Dignen looks back over his series on leadership in the previous nine issues of *Business Spotlight*. He asks us to reflect on what leadership means and on how we can become better leaders.

In this first exercise, we’ll look at the nine aspects of leadership covered by Bob in his series. I’ll tell you the topic of the article. Then you will hear a statement connected to that article. In

come of age ► volljährig
werden; hier: sich voll entfalten

shine ► Glanz; hier: Bedeutung, Ansehen

the pause, decide whether you agree or disagree with the statement. I'll then tell you what Bob suggests. OK?

1. The first article was about defining leadership. Do you agree with this statement?

■ The best way to lead a multicultural team is to focus on listening.

► Bob disagrees. He says that listening is important but that co-creating rules for how the team collaborates is vital.

2. The second article was about the challenges of change. Do you agree with this statement?

■ Having empathy is a key leadership attribute when faced with resistance to change.

► Bob agrees. Rather than trying to convince others, you must first allow them to express their feelings.

3. The third article was about creating a healthy culture. Do you agree with this statement?

■ The first step to building a healthy culture in a diverse international team is to concentrate on building relationships.

► Bob agrees. Positive relationships lie at the heart of any healthy culture.

4. Bob's fourth article was about leading ethically. Do you agree with this statement?

■ Leaders are not always able to share all information and often have to manage the truth.
► Bob agrees. Confidentiality is part of leadership.

5. The fifth article was about motivating people. Do you agree with this statement?

■ Companies with highly motivated employees slightly outperform similar companies with average levels of motivation.

► Bob disagrees. A 2012 Gallup Poll shows that companies with highly motivated employees significantly outperform similar companies with average levels of motivation.

6. Taking decisions was the topic of article number six. Do you agree with this statement?

■ The most important factor when taking decisions is for the leader to be bold and courageous.

► Bob disagrees. Although courage is sometimes required, effective decisions usually require a broad commitment and alignment among the people involved.

alignment ► (gegenseitige)
Abstimmung, Koordinierung

commitment
► Engagement, Einsatz-
bereitschaft

confidentiality
► Verschwiegenheit

faced: be - with sth.
► mit etw. konfrontiert werden

outperform sb.
► jmdn. an Leistung übertreffen

poll ► Umfrage

topic ► Thema

vital ► unerlässlich

7. Article seven in the series was about promoting performance. Do you agree with this statement?
- You should coach others to perform by asking questions rather than by telling them what to do.
 - ▶ Bob agrees. Coaching is based on asking questions and not on telling and advising.
8. Bob's eighth article was about building trust. Do you agree with this statement?
- Conflict may be a signal of trust.
 - ▶ Bob agrees. When you feel comfortable with others and have trust in them, it's easier to be open, honest and even confrontational.
9. The ninth article in the series was about the concept of shared leadership. Do you agree with this statement?
- The best form of shared leadership in a team is when everyone has the same mindset.
 - ▶ Bob disagrees. Research shows that diverse teams can often outperform homogeneous teams because different mindsets generate creative thinking and more positive outcomes.

Ken Taylor: How did you find this review of Bob's articles? Did you agree with his ideas? Where you disagreed, think about your reasons for disagreeing and why you feel they are valid.

Exercise: Vocabulary | Track 8 **ADVANCED**

Ken Taylor: Now, let's look at some key adjectives that Bob uses in his article when discussing leadership. First, you will hear a sentence containing an adjective. Then you will hear two definitions, **a)** and **b)**. In the pause, choose the correct definition. You'll then hear the sentence again with a pause for you to repeat it. Good. We'll begin.

1. Maria's key attribute is that she is perceived as honest and authentic.
 - **Authentic.** What does this mean?
 - a) Genuine and trustworthy.
 - b) Powerful and likely to be obeyed.
 - ▶ a) is correct. "Authentic" means "genuine and trustworthy". Listen and repeat.
 - Marie's key attribute is that she is perceived as honest and authentic. ▶

2. John gave a credible explanation for the delay.
 - **Credible.** What does this mean?
 - a) Responsible.
 - b) Believable.

confrontational: be -

- ▶ auf Konfrontation ausgerichtet sein

genuine ▶ echt, aufrichtig

mindset ▶ Denkweise, Einstellung

perceived: be - as sth.

- ▶ als etw. wahrgenommen werden

research

- ▶ Forschung

- **b)** is correct. “Credible” means “believable”. Listen and repeat.
 - John gave a credible explanation for the delay. ➤
3. Jack gave us vital information about the new deadlines.
- **Vital.** What does this mean?
 - a) Essential and important.
 - b) Lively and interesting.
 - **a)** is correct. “Vital” means “essential and important”. Listen and repeat.
 - Jack gave us vital information about the new deadlines. ➤
4. We want to be adaptable in the way we work.
- **Adaptable.** What does this mean?
 - a) Flexible.
 - b) Focused.
 - **a)** is correct. “Adaptable” means “flexible”. Listen and repeat.
 - We want to be adaptable in the way we work. ➤
5. We need to be fully compliant with the health and safety regulations.
- **Compliant.** What does this mean?
 - a) Similar to the rules.
 - b) In accordance with the rules.
 - **b)** is correct. “Compliant” means “in accordance with the rules”. Listen and repeat.
- We need to be fully compliant with the health and safety regulations. ➤
6. Many people’s motivation at work is intrinsic.
- **Intrinsic.** What does this mean?
 - a) Coming from outside.
 - b) Coming from inside.
 - **b)** is correct. “Intrinsic” means “coming from inside”. Listen and repeat.
 - Many people’s motivation at work is intrinsic. ➤
7. Diane gave a blunt assessment of our lack of progress.
- **Blunt.** What does this mean?
 - a) Direct and without trying to be polite.
 - b) Careful and correct.
 - **a)** is correct. “Blunt” means “direct and without trying to be polite”. Listen and repeat.
 - Diane gave a blunt assessment of our lack of progress. ➤
- Ken Taylor:** Well done. Try this exercise again until you know any adjectives that you were not familiar with. They are all useful when talking about leadership in business.

assessment

➤ Einschätzung

in accordance with

➤ in Übereinstimmung mit

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

Ken Taylor: Let's now go on to do a free-speaking exercise. Again, we'll use Bob's nine articles as a basis. I'll ask you a question. In the pause, answer in full sentences based on your own leadership experience. OK? Let's start.

- How important to you is it to know that your leaders work in an ethical way? Give your reasons. ▶
- Have you ever worked as a leader with external consultants? If so, what was your experience? ▶
- Have you ever taken part in intercultural training? If so, what was your main take-away? If not, do you think such training would be of help to you? ▶
- Have you ever worked with a negative, highly critical boss? How can you best manage such a situation? ▶
- What motivates you at work? What is the best way for others to increase your motivation? ▶
- How involved is your boss in your day-to-day activities? Do you think they should be more or less involved? Give your reasons. ▶

- Have you ever worked in a team with underperforming colleagues? What can you do in such a situation? ▶
- How do you define trust? And how important is trust to you in your work situation? Give your reasons. ▶
- What do you understand by "shared leadership"? Do you think it would be useful to discuss the concept in your workplace? Give your reasons. ▶

Ken Taylor: Great! Well done. Leadership means different things to different people, and it's important to reflect on your preferred leadership style and also that of your team and colleagues. And if you want to continue to analyse your leadership skills, take Bob Dignen's special test in the latest issue of *Business Spotlight* and read and reflect on his feedback. Good luck with your leadership challenges!

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PERSONAL TRAINER

Dealing with different kinds of people

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.

Interview: Ken Taylor | Track 11 EASY

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

Ken Taylor: Thanin Seeson. Thanin is an airline steward who works mainly on long-haul flights between Europe and North America. He's been a steward for five years now.

Perry: And which topics did you discuss with Thanin?

Taylor: We discussed dealing with different and difficult customers. We also talked about how to help nervous people.

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

Taylor: How staying calm and collected is important. We also exchanged tips on dealing

with aggression. And agreed that showing empathy is critical. 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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LANGUAGE TEST

Confusing words

Introduction | Track 12

David Ingram: OK, let's move on now to do some language work, based on our latest test in *Business Spotlight*.

Erin Perry: Yes, this looks at the topic of “confusing words” — for example, words that look the same or sound the same or have similar but different meanings.

collected: stay ~

• sich nicht aus der Ruhe bringen lassen

critical

• wesentlich

issue ▶ Ausgabe

long-haul flight

• Langstreckenflug

topic

• Thema

David Ingram: Yes, these can all be very difficult for language learners. I remember when I was learning German being confused by all these verbs that sound more or less the same: *aufhalten, aushalten, anhalten, abhalten...*

Erik Perry: I know exactly what you mean, David. I had the same problem. Anyway, let's return to English, which has enough confusing words of its own.

Exercise: Confusing words (I) | Track 13 MEDIUM

Erik Perry: Our first exercise focuses on words with the same spelling but with different meanings depending on their pronunciation. First, you'll hear the spelling of the words and then the two different pronunciations. Then you'll hear a sentence with a beep for the missing word. In the pause, choose the right word to form a sentence that makes sense. Then you'll hear the correct sentence again and an explanation of the meaning of the two words. OK? Let's get started.

1. Our first word is spelled m-i-n-u-t-e and is pronounced either ['mɪnɪt] or [mɑː'njuːt]. Here's our sentence with the beep for the missing word. Repeat the sentence with the correct word.
 - Please, just wait a [beep] and I'll be with you.
 - ▶ Please, just wait a minute and I'll be with you.

David Ingram: A “minute” ['mɪnɪt] is equal to 60 seconds, whereas “minute” [mɑː'njuːt] is an adjective that means “very small”.

2. OK, the next word is spelled o-b-j-e-c-t and pronounced either ['ɒbdʒekt] or [əb'dʒekt]. Listen to our sentence now and replace the beep with the correct option.

- Does anyone [beep] to my proposal?
- ▶ Does anyone object to my proposal?

David Ingram: “Object” [əb'dʒekt] is a verb and to “object to sth.” means to “oppose sth.” or “disagree with sth.”. An “object” ['ɒbdʒekt], on the other hand, is a noun meaning “thing”.

3. Good. The spelling of our next word is p-r-o-d-u-c-e and its pronunciation is either ['prɒdjuːs] or [prə'djuːs]. Here's our sentence. Repeat it with the correct word.

- On the label, it says “[beep] of Spain”.
- ▶ On the label, it says “produce of Spain”.

David Ingram: “Produce” ['prɒdjuːs] is a noun that refers to products that have been made or grown, in particular, agricultural products. “Produce” [prə'djuːs], on the other hand, is a verb meaning “manufacture”.

4. And here's our last word. It is spelled r-e-s-i-g-n and pronounced ['riːsɪn] or ['riːzɪn]. And here's the sentence with the beep.

- In July, he's going to [beep] as manager.
 - In July, he's going to resign as manager.
- David Ingram:** “Resign” [ri'zain] means “leave one's job”, whereas “re-sign” ['ri:sain] means “sign something again”, for example a document.

Exercise: Confusing words (II) | Track 14 MEDIUM

David Ingram: For our second exercise on confusing words, you'll first hear a definition of a term and then two suggestions, **a)** and **b)**, for what this term could be. In the pause, choose the correct term. Then you'll hear the answer and a short explanation of the meaning of the two terms. Ready? Here's the first one.

- You want to make sure that something happens or is definite. Which verb is correct?
 - a) insure
 - b) ensure
 - **b)** is right. To “ensure” something is to make sure it happens or is definite. It is translated as *etw. sicherstellen* in German. To “insure” something means to “cover a risk” and is translated as *ein Risiko versichern*.

- You go to the bank and ask them to give you money for a limited period. Which verb describes what you do?
 - a) borrow
 - b) lend

- **a)** is right. Both words can be translated as *leihen* in German. In English, it's a matter of perspective. You “borrow sth. from sb.” (*etw. von jmdm. leihen*), but you “lend sth. to sb.” (*jmdm. etw. leihen*).

- The value of your investments goes down. You...
 - a) loose money
 - b) lose money
 - **b)** is right. “Lose” [lu:z], pronounced with a hard (voiced) “s” at the end, is a verb meaning “have less of sth.” or “not keep sth.”. On the other hand, “loose” [lu:s], with a soft (voiceless) “s” at the end, is an adjective that normally refers to something that is not fastened properly. The expression “loose change”, however, means “small change”.

- If two things or people are different from each other, they...
 - a) differ
 - b) differentiate
 - **a)** is right. If things or people are different, we say that they “differ” (*sie unterscheiden sich*). On the other hand, if you show that two things are different from each other, you “differentiate between them” (*zwischen ihnen unterscheiden*).

Erin Perry: Well done. If you were confused about which words to use, go back and do these two exercises again and so avoid confusion in the future.

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FALSE FRIENDS

Exercise: Translation | Track 15 MEDIUM

David Ingram: Let's continue working on our vocabulary now and look at some other confusing words — false friends. These are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause confusion and 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 is calm and not anxious. Translate this word, please.

German: locker

English: laid-back, relaxed

David Ingram: Don't say "locker" here. A "locker" is a cupboard where you can lock your clothes, bags or other things, for example while doing sport. The German word locker is translated as "laid-back" or "relaxed" here. Please translate this sentence.

German: Sie wirkt immer sehr locker.

English: She always appears very laid-back.
She always appears very relaxed.

Erin Perry: You use the next word for something that is extremely clever and impressive. Translate this word now.

German: genial

English: brilliant, ingenious

David Ingram: "Genial" is wrong, as this means "friendly", "cheerful" and "warm-hearted". The English translation of the German word genial is "brilliant" or "ingenious". Translate this sentence, please.

German: Was für eine geniale Lösung!

English: What a brilliant solution!
What an ingenious solution!

Erin Perry: Our next word is used to describe something that is definitely needed. Translate this word, please.

German: erforderlich

English: necessary

David Ingram: You can't say "affordable" here. That word is used for something that you are able to buy because it's not too expensive for you. The German word erforderlich is translated as "necessary" in English. Translate this sentence now.

anxious

► ängstlich, beunruhigt

German: Sind diese Maßnahmen wirklich erforderlich?

English: Are these measures really necessary?

Erin Perry: Our last word refers to something that brings money and success. Please translate this word now.

German: rentabel

English: profitable

David Ingram: “Rentable” is wrong, as this refers to houses, flats or office spaces that can be rented. The English translation of *rentabel* is “profitable”. Translate this sentence, please.

German: Projekte, die nicht rentabel sind, sollten sofort gestoppt werden.

English: Projects that are not profitable should be stopped immediately.

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

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WORK & RELAX

In the Zone: Children at work

Introduction | Track 16

David Ingram: OK, let’s move on now to a topic that is of great importance to all working parents.

Erin Perry: How to earn enough money to cover the costs of their offspring?

David Ingram: Well, that is indeed an important topic, Erin, but it’s not the one we’re looking at today. We’re focusing on what to do with your children if there are no childcare facilities available — for example, because their school or kindergarten is closed — and no relatives or friends are available to help either.

Erin Perry: Well, bring the kids to work with you, I guess.

David Ingram: That is indeed one possibility and it’s the one discussed in this issue’s In the Zone section. *Business Spotlight* editor Tenley van den Berg, a mother of two children herself, is here now to discuss this option further with us.

Erin Perry: OK! Well, I look forward to hearing what she has to say.

Interview: Tenley van den Berg | Track 17 MEDIUM

David Ingram: My first question, Tenley, is ... Tenley? Tenley? Erin, where’s Tenley? Have you seen her?

Tenley van den Berg: Ah, David, I’m so sorry I’m late.

Ingram: Is everything OK?

van den Berg: Yes. Well, almost. My son’s kindergarten is closed today, and my parents are out of town, so I had no choice but to bring him to work with me. I had a little trouble getting him settled at my desk just now.

settled ➔ ruhig; hier: ruhig
sitzen bleiben

Ingram: I thought I heard a little voice as I came in this morning. Has he spent the day here before?

van den Berg: This is his first time. I usually have to take a day off in situations like these, but we are coming up on the deadline for next month's issue of *Business Spotlight*. I just had to be here today. And as our In the Zone article explains, there are some people who bring their babies to work with them every day. I can imagine that, for many parents, this is a more attractive option than putting a newborn in day care at only a few weeks old. You'd have to have the right job, though. It wouldn't work for a welder or bus driver, for example.

Ingram: I should think not. So, what can working people do if, for one reason or another, they can't bring their child to work when there's a breakdown in childcare?

van den Berg: Some companies, such as Patagonia, an outdoor gear company based in the US, are trying to minimize the chances of this happening by offering on-site childcare. They say it reduces absenteeism, improves productivity and raises the employee retention rate. And it works apparently: the turnover rate for parents who have children in their on-site childcare is 25 per cent less than the rest of the staff. I don't expect Spotlight to go for this option any time soon, though.

Ingram: But is it nice to have your son here with you today?

van den Berg: I'm not going to lie: it's distracting. But he's been well behaved, for the most part. And my colleagues haven't complained — well, to my face, at least. I think it's important for him to see what mommy does all day while he's at kindergarten. Come by my office later, and I'll introduce you.

Ingram: I'd like that. But I think we'd better get on with the recording... Tenley?

van den Berg: Oh, David, I've gotta go. I can see my son over there with his head in the fridge. I'm really sorry.

absenteeism

► Fehlzeiten

apparently

► allem Anschein nach

based in...

► mit Sitz in ...

breakdown

► hier: Ausfall

day care

► Tagesbetreuung

deadline

► Endtermin;

hier: Redaktionsschluss

distracting

► ablenkend, störend

employee retention

► Mitarbeiterbindung

gear

► Ausrüstung

get on with sth.

► mit etw. weitermachen

go for sth.

► sich für etw. entscheiden

issue

► Ausgabe

mommy

► Mama

on-site

► vor Ort;

hier: in der Firma

take a day off

► einen Tag frei nehmen

to my face

► mir persönlich gegenüber

turnover

► Fluktuation

welder

► Schweißer(in)

Ingram: Maybe next time, then. Thanks anyway, Tenley.

van den Berg: You're welcome. Any time. Bye!

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EASY ENGLISH

Ken Taylor on mediating conflict

Introduction | Track 18

Erin Perry: David, do you want my honest opinion on that interview you just did with Tenley?

David Ingram: Er, sure, why?

Erin Perry: Well, I thought you sounded a bit disorganized and also a bit disinterested. And you didn't even look up to see if Tenley was actually there in the studio before asking your first question. In summary: rather unprofessional.

David Ingram: You what? You're calling me unprofessional?

Erin Perry: Yes, I think I would have done a much better job interviewing her myself.

David Ingram: Erin! I can't believe this! After all the time we've worked together. What has got into you suddenly?

Erin Perry: Calm down, David. I'm just having you on again — and illustrating the fact that, as Mike Hogan says in his latest Easy English article, people don't always agree with each other at work. So, there is often a need for mediation by a third party.

David Ingram: And who exactly do you suggest we bring in to resolve our little conflict? The Nobel Peace Prize committee?

Erin Perry: Oh, don't be so sensitive, David. I thought you Brits had more of a sense of humour. Anyway, here's our communication skills expert Ken Taylor again with some exercises and advice on mediating a conflict. So, listen carefully, David. You might learn something.

David Ingram: I don't believe this...

Exercise: Strategies | Track 19 EASY

Ken Taylor: We can't always agree with everyone all of the time. Both in our personal and in our work relationships, people sometimes disagree quite strongly with us. When that happens, it's good if the disagreement can be resolved in a way that does not damage the relationship. In his Easy English article in the latest issue of *Business Spotlight*, Mike Hogan makes a number of suggestions on how to do this if you are mediating a conflict.

In this first exercise, we'll go through Mike's suggestions. First, I'll tell you one of his suggestions. Then you will hear two sentences, **a)** and **b)**. In the pause, decide which sentence would be the more appropriate one to use in the situation. Then you will hear my opinion. After this, you will hear the more appropriate sentence

you're welcome

— gern geschehen

again with a pause for you to repeat it. Good. Let's start.

■ First, get people to agree that a conflict actually exists. What would you say?

- a) It's clear you both have different opinions.
 b) You can't both be right.
 ➤ a) is the more appropriate sentence. Sentence b) sounds as though you are blaming the others. Listen and repeat.

■ It's clear you both have different opinions. ➤

■ OK, next, summarize the situation. What would you say?

- a) So, let me describe the situation as I see it.
 b) I'll tell you what the situation is.
 ➤ a) is more appropriate, as you are simply giving your understanding of the situation. Sentence b) sounds as though you are imposing your ideas on them. Listen and repeat.

■ So, let me describe the situation as I see it. ➤

■ Next, talk about the goals of the people involved. What would you say?

- a) Let's see who has the best ideas.
 b) Let's look at your different priorities.
 ➤ b) is better, as it is a neutral approach. Sentence a) sounds as though you are judging the importance of their ideas. Listen and repeat.

■ Let's look at your different priorities. ➤

■ OK, next you want to find some common ground. What would you say?

- a) Let's define the things that you both want.
 b) Let's see where you disagree.
 ➤ a) is better, as it sounds as though you want to build bridges. Sentence b), on the other hand, emphasizes the differences. Listen and repeat.

■ Let's define the things that you both want. ➤

■ Now, get agreement that some compromise is necessary. What would you say?

- a) Why can't you be flexible?
 b) We need to find a way forward.
 ➤ b) is more appropriate, as it shows the need for a solution. Sentence a) again sounds as though you are blaming them. Listen and repeat.

■ We need to find a way forward. ➤

■ OK, now ask a question to get each side thinking about a solution. What would you say?

approach

- Vorgehensweise

appropriate

- passend, angebracht

common ground

- gemeinsamer Nenner

emphasize sth.

- etw. betonen

goal ➤ Ziel(setzung)

impose sth. on sb.

- jmdm. etw. aufzwingen

summarize sth.

- etw. zusammenfassen

- a) What would you be willing to give to the other person?
- b) Can't you think of anything you could give to the other person?
- a) sounds better, as it asks both people to think what compromise they could offer. Sentence b) sounds as though you don't think compromise is possible. Listen and repeat.
 - What would you be willing to give to the other person? ➤
 - Next, look for some level of agreement from both sides. What would you say?
- a) Can we come to some agreement at least?
- b) Does that work for both of you?
- b) is more appropriate, as it is an open question. Sentence a) sounds as though you have almost given up on getting a compromise. Listen and repeat.
 - Does that work for both of you? ➤
 - Finally, finish with a summary and reconfirm the agreement. What would you say?
- a) So, let's see if we can agree on...
- b) So, what we've agreed is...
- b) is the better sentence, as it emphasizes what has been agreed. Sentence a) sounds as though you are still searching for a compromise. Listen and repeat.
 - So, what we've agreed is... ➤

Ken Taylor: OK, well done. Did you agree with me as to which sentences are more appropriate? In his article, Mike Hogan also suggests that when you know there is a conflict, you could meet each side individually first to find out where compromise might be possible. This might make the actual meeting easier to manage.

Exercise: Using positive words negatively |

Track 20 EASY

Ken Taylor: In his article, Mike Hogan suggests that you should use positive words negatively when you want to have a greater effect on your listeners. For example, instead of saying, "that's bad", you could say, "that's not very good". Or instead of saying, "I'm unhappy with this", you could say, "I'm not very happy with this". OK, let's practise this now. You will hear a sentence using a negative word. In the pause, change the negative word to "not very" plus a positive word. Ready?

- That's unsuitable.
- That's not very suitable.

reconfirm sth.

- etw. erneut bestätigen

summary

- Zusammenfassung

unsuitable

- unpassend

work

- hier: akzeptabel sein

- Your idea is impractical.
- ▶ Your idea is not very practical.

- This equipment is useless.
- ▶ This equipment is not very useful.

- Your proposal is insensitive to local cus-
toms.
- ▶ Your proposal is not very sensitive to local
customs.

- That remark was unhelpful.
- ▶ That remark was not very helpful.

- That would be inconvenient.
- ▶ That wouldn't be very convenient.

- That's a destructive approach.
- ▶ That's not a very constructive approach.

- That's a negative way of thinking.
- ▶ That's not a very positive way of thinking.

Ken Taylor: Great. How was that? Using “not very” with a positive word instead of using a negative word can be a more effective way of getting a negative message across. It also has the added advantage of not sounding too direct or impolite.

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INSIGHT

Business news with Ian McMaster Introduction | Track 21

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

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

Ian McMaster: First, we're going to look at whether university education should be free. We'll also be discussing the colour of money.

Erin Perry: The colour of money? OK, as always, we're intrigued.

Business news: University education and the colour of money | Track 22 **ADVANCED**

Erin Perry: Ian, you said your first topic was about whether university education should be free. It certainly isn't in the US, where I come from. So, what are the arguments on either side of this debate?

Ian McMaster: As you said, Erin, university education is typically very expensive in the United States. There are also now significant tuition fees in the UK, where I come from — around €10,000 a year. Nowhere near as high as in the

approach

- ▶ Vorgehensweise

custom ▶ Gepflogenheit

insensitive

- ▶ unsensibel, taktlos

tuition fee ▶ Studiengebühr

US, I know, but still a point of great controversy. On the other hand, there are countries such as Germany where there are no tuition fees — indeed, there was great resistance a number of years ago to fees of even €500 per semester. So, what are the arguments in this debate?

There are basically three key issues. One is how to ensure that university education is properly funded. Those who favour tuition fees argue that without them, governments will be reluctant to raise enough tax revenues to fund higher education properly. A second issue is about who benefits most from higher education — the individuals who study, because they will get higher salaries in future, or society in general. Opponents of tuition fees argue society is the main beneficiary and therefore the cost should be borne through general taxation.

The third issue is access to university education. Here, opponents of tuition fees argue that they put off people from lower income families from studying because they will be reluctant to borrow money to cover the fees. Those who favour tuition fees, on the other hand, say that the system can be organized in such a way that this is not the case. 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'd be discussing the colour of money. I mean, I know the

dollar is called the “greenback” and that I’m often in the red, but what other colours are there?

McMaster: Well, green and red are certainly two of the colours of money, Erin. We’ll be looking at green finance, green investments and even green central banking in more detail in the next issue of *Business Spotlight*. As for being “in the red”, this is a typical expression for having debts or a negative balance on your bank account. The opposite is being “in the black”.

We don’t, however, talk in English about “writing red numbers” or “writing black numbers” as German does: *rote oder schwarze Zahlen schreiben*. And German has another concept that doesn’t exist in English, that of the *schwarze Null*. This means that the government’s budget is balanced or slightly positive. In other words, the government is not borrowing new money each year. Although the term “black zero” doesn’t really exist in English, you will sometimes see it used — often in quotation marks — in financial reporting on Germany. But finance isn’t just black and red and certainly isn’t always black

beneficiary

► Nutznießer(in)

debts ► Schulden

fund sth.

► etw. finanzieren

issue ► Ausgabe

put sb. off from doing sth.

► jmdn. abhalten, etw. zu tun

quotation marks

► Anführungszeichen

raise sth.

► etw. aufbringen

reluctant: be ~ to do sth.

► zögern, etw. zu tun

revenues

► Einnahmen

and white. There are often grey areas, too, for example in the world of taxation and accountancy. And if you ask to “see the colour of someone’s money”, you are asking them to prove that they have the money to pay for something. And I discuss this topic of money and colours in more detail in my Talking Finance column in the latest issue of *Business Spotlight*.

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

McMaster: You’re welcome.

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ENGLISH ON THE MOVE

Ken Taylor on a helicopter flight

Introduction | Track 23

Erin Perry: David, have you ever been on a helicopter flight?

David Ingram: No, I haven’t actually. I’ve always quite liked the idea, but then again, I’d be a bit worried about the safety factor. And helicopter rides aren’t exactly cheap, are they? Why do you ask?

Erin Perry: Well, helicopters are increasingly being used for business trips as they can often be the most efficient way of getting between two places.

David Ingram: OK, so maybe I should give it try when I come to our next audio recording. What do you think?

Erin Perry: I think you’re not taking this topic seriously. That’s what I think. Anyway, here’s Ken Taylor again with some advice and exercises about helicopter flights.

Exercise: Vocabulary | Track 24

Ken Taylor: Have you ever flown by helicopter? Sometimes, a helicopter is the most efficient way of getting to a remote location or travelling around efficiently on a business trip. Let’s practise some of the language you might need when arranging a helicopter flight. In this first exercise, you’ll hear a sentence. Then I’ll repeat a word or phrase from that sentence. After that, you’ll hear two explanations, **a)** and **b)**. In the pause, decide which explanation best matches the word or phrase. Then you will hear the correct sentence again with a pause for you to repeat it.

1. The logistics of this trip are quite complicated.

■ **Logistics.** What is this?

a) A way of thinking, step by step.

accountancy

► Rechnungswesen

look forward to doing sth.

► sich freuen, etw. zu tun

you’re welcome

► gern geschehen

b) The planning and organization of something.

➤ **b)** is correct. “Logistics” is the planning and organization of something. Listen and repeat.

■ The logistics of this trip are quite complicated. ➤

OK, next one.

2. Helicopter flights can be quite cost effective.

■ **Cost effective.** What is this?

a) Getting good value for the money paid.

b) Knowing clearly what something costs.

➤ **a)** is correct. If something is “cost effective”, you get good value for the money paid. Listen and repeat.

■ Helicopter flights can be quite cost effective. ➤

Next one.

3. Flying by helicopter allows you to avoid traffic jams.

■ **Traffic jams.** What are these?

a) A large number of vehicles on the road, unable to move.

b) Road accidents.

➤ **a)** is correct. “Traffic jams” are a large number of vehicles on the road unable to move. Listen and repeat.

■ Flying by helicopter allows you to avoid traffic jams. ➤

Next one.

4. Business helicopters are flown by seasoned pilots.

■ **Seasoned pilots.** What are these?

a) Very experienced pilots.

b) Very careful pilots.

➤ **a)** is correct. “Seasoned pilots” are very experienced pilots. Listen and repeat.

■ Business helicopters are flown by seasoned pilots. ➤

OK, last one.

5. In a helicopter, you can travel in comfort and in privacy.

■ **Privacy.** What does this mean?

a) Luxury.

b) Alone and undisturbed.

➤ **b)** is correct. “Privacy” is being alone and undisturbed. Listen and repeat.

■ In a helicopter, you can travel in comfort and in privacy. ➤

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

Exercise: Dialogue | Track 25 **MEDIUM**

Ken Taylor: Now, listen to this conversation between two colleagues, Jack and Eve. Eve is telling Jack about a helicopter flight she made to visit one of their company's wind farms on an island off the coast.

Eve: It was the first time I've ever flown in a helicopter. It was really quite exciting.

Jack: How long was the flight?

Eve: The flight duration was just under an hour.

Jack: Where did you fly from?

Eve: We were picked up and dropped at the local heliport.

Jack: Who organized the trip?

Eve: Our CEO chartered the helicopter.

Jack: It probably cost quite a lot.

Eve: It wasn't prohibitively expensive.

Jack: Did you get a good view when you were up there?

Eve: There was a panoramic view of the coast.

Jack: Was it noisy?

Eve: You could certainly hear the rotors spinning.

Jack: It must have saved a lot of time.

Eve: Yes. And we had a strong tailwind on the way home.

Jack: I think I would have been a bit nervous.

Eve: The pilot was very experienced.

Ken Taylor: Now, let's have this conversation again, only this time, you take the part of Eve. First, you will hear Jack. Then I'll remind you of what to say by giving you some key words. You speak in the pause. After that, you will hear Eve's version again. Don't worry if your answers aren't exactly the same as Eve's. OK. We'll begin.

Jack: How long was the flight?

■ flight duration, under an hour ▶

Eve: The flight duration was just under an hour.

Jack: Where did you fly from?

■ picked up, dropped, local heliport ▶

Eve: We were picked up and dropped at the local heliport.

Jack: Who organized the trip?

■ CEO, chartered, helicopter ▶

Eve: Our CEO chartered the helicopter.

Jack: It probably cost quite a lot.

■ not prohibitively expensive ▶

Eve: It wasn't prohibitively expensive.

CEO (chief executive officer)

▶ Firmenchef(in)

drop sb. ▶ jmdn. absetzen,

aussteigen lassen

flight duration

▶ Flugdauer

pick sb. up ▶ jmdn. abholen

prohibitively expensive

▶ unerschwinglich

spin ▶ rotieren, sich drehen

tailwind

▶ Rückenwind

Jack: Did you get a good view when you were up there?

■ panoramic view, coast ▶

Eve: There was a panoramic view of the coast.

Jack: Was it noisy?

■ rotors spinning ▶

Eve: You could certainly hear the rotors spinning.

Jack: It must have saved a lot of time.

■ yes, strong tailwind, home ▶

Eve: Yes. And we had a strong tailwind on the way home.

Jack: I think I would have been a bit nervous.

■ pilot, experienced ▶

Eve: The pilot was very experienced.

Ken Taylor: Good. Well done. Helicopter flights for business are now quite popular as they have become more cost effective. And the flights also decrease travel time and allow for a flexible timetable.

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SHORT STORY

Introduction | Track 26

David Ingram: Now, it's time for us to return to London for our short story. In this episode, Felicity receives an offer of help, but it comes with a rather unwelcome condition.

Erin Perry: I can't wait to find out what that might be.

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

The Impressions (5) | Track 27 **ADVANCED**

"That's the first thing he said?" asked Julie that evening as the friends sat around the kitchen table drinking some wine. "You look 'tired'? Charming! Just what you want to hear from an ex-boyfriend, I'm sure!"

"That's why he's Aiden the Douchebag, isn't it?" said Paula.

"Yes, but I think he meant it nicely," said Felicity, pouring herself a third glass of wine. She was a little bit drunk. "He sounded genuinely worried about me. Anyway, we're having a coffee tomorrow morning before work. I think he feels bad about what happened between us before."

charming ▶ charmant

douchebag US vulg.

▶ Mistkerl, Idiot

genuinely

▶ wirklich, echt

Julie and Paula looked at each other. It had not been an easy job dealing with Felicity's breakdown over Aiden the year before. They did not want to have to go through that again.

"When I hear the word 'genuinely' before a verb," said Julie, "I know the person using it doesn't believe it themselves. He isn't worried about you. He's just putting you down again. How can you be so...?"

"Why don't you tell us about that man who brought you home the other night?" interrupted Paula, anxious to change the topic. "Here, have some more wine."

"Cheers," said Felicity, who was more than a little bit drunk by now. "You'll never believe this..."

The next morning on the bus to work, Felicity wore dark glasses to hide the circles under her eyes. The tablets had got her headache under control, but her stomach was still complaining bitterly about the remains of the wine. Unexpectedly, Julie and Paula had believed her about Frederick Tumble and the rest of the Impressions.

"Why not? Makes sense to me. There are all sorts of things going on that we don't understand," said Paula. "I know this because my granny was a spirit medium. Our family parties were always a bit, well, special."

"I'll say," said Julie, who had known Paula since primary school. "You had eight generations there singing songs around the Christmas tree. And the arguments!"

Felicity shook her head. Those two girls were full of surprises. But if they believed her, maybe others would, too.

When Felicity arrived at the cafe in Garlick Hill, Aiden was already waiting for her with a coffee and croissant in front of him. She ordered herself a large cappuccino and told Aiden about her job at the bank while she sipped at it.

"...so, I do hope they don't sell that lovely old building and move outside London to somewhere awful like Milton Keynes," she said. "But what about you? How long have you been working for the Historical Buildings Association?" she asked.

"About six months. It's very interesting inspecting all these buildings instead of just teaching students about architecture, as I was when we first met. And you wouldn't believe what the owners will sometimes offer you in order to get a favourable report!"

"What do you mean?"

anxious: be ~ to do sth.

- darauf bedacht sein, etw. zu tun

argument

- Auseinandersetzung, Diskussion

granny *ifml.*

- Oma

I'll say *ifml.*

- etw.: und obl, das kannst du laut sagen!

primary school UK

- Grundschule

put sb. down

- jmdn. demütigen

sip at sth.

- an etw. nippen

topic • Thema

“The last thing most people want is to have their building listed. It limits what they’re able to do with it. So, sometimes, they try and influence the person who writes the report.” He leaned forward. “Between you and me, Felicity, your bank directors were very unhappy when I told them why I was visiting yesterday. But as I explained to them, it’s a very nice piece of architecture.”

“Oh, that’s wonderful! So, you’ll recommend it be listed?”

“Well, I don’t know yet. I really need to speak to Frederick Tumble, the person who sent in the application.”

Felicity swallowed hard. “That might be a little difficult,” she began...

After she’d finished her explanation, Aiden sat back in his chair with a strange look on his face.

“Interesting,” he said finally. “Well, I can see this building is very important to you. So much so that you invent this extraordinary story to try to influence my report.”

“But honestly, I haven’t invented...” interrupted Felicity. Aiden held up a hand.

“No, don’t worry, Felicity. You were always very imaginative. That’s what I found — find — so attractive about you,” he leaned forward and touched the back of her hand with his finger. “You know, I’ve missed seeing you. But perhaps this report gives us an opportunity to come to a little arrangement... a fun arrangement.”

Felicity felt a little sick.

“Are you suggesting...?”

“I think you know what I’m suggesting.”

“I... I...”

Crash! A waiter going past their table tripped and dropped his tray of coffee and cakes on to Aiden’s lap. Aiden howled, and chaos broke out as he began shouting and swearing while the waiter tried to wipe the cakes off his jacket.

“Come on,” said a voice in Felicity’s ear. It was Smudge, who had been secretly listening to their conversation from the neighbouring table. “Let’s get out of here before the waiter realizes I tripped him.”

Once outside, they ran down Watling Street until they got to the entrance to the bank. Despite everything, Felicity found herself laughing.

“I know what he wanted, Miss Appleby,” said Smudge. “Mr Tumble would never allow it.”

application ▶ Antrag

between you and me

▶ unter uns gesagt

howl

▶ aufheulen, schreien

lap ▶ Schoß

listed: have (a building) ~

▶ hier: (ein Gebäude) als

historisches Denkmal

eintragen lassen

sick: sb. feels ~

▶ jmdm. ist schlecht

swallow hard

▶ tief Luft holen

(swallow ▶ schlucken)

swear ▶ fluchen

tray ▶ Tablett

trip (sb.)

▶ stolpern; jmdm. ein Bein stellen

wipe sth. off

▶ etw. ab-, wegwischen

“Thanks, Smudge! Oh, his face when...”

“Felicity, who are you talking to?” demanded Tricia, who was standing next to the security guard and telling him off for something. “Coming in late for work, talking to yourself and laughing like a crazy person? You’d better get up to your desk. There’s a lot going on this morning.”

When Aiden appeared in front of her desk an hour later — his suit still covered in coffee and cake smears — Felicity put on her most poised expression.

“You just had to say no!” he hissed at her. “You didn’t have to trip that waiter. But hear this: there will be consequences!”

And with that, he turned around and marched into the boardroom.

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CONCLUSION | [Track 28](#)

David Ingram: Well, we’ve come to the end of *Business Spotlight Audio 2/2020*. 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 *Business Spotlight express*, our 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.

boardroom

• Sitzungszimmer des
Vorstands/Aufsichtsrats

hiss

• zischen, fauchen

poised

• gelassen, selbstsicher

smear ▶ Fleck

tell sb. off ifml.

• jmdn. zurechtweisen

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