

**EASY E**

CEF level A2

**MEDIUM M**

CEF levels B1–B2

**ADVANCED A**

CEF levels C1–C2

CEF: European Framework of Reference for Languages

**INTRODUCTION****[1] Let's get started! E**

**David Ingram:** Welcome to *Business Spotlight Audio 1/2021*. 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 — and we have lots of exercises to help you to improve your language and communication skills.

**Ingram:** We'll hear from Bob Dignen about how to influence other people at work. We'll practise the language of meetings. And we'll ask whether careers are more like cooking or love. As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

**TRENDS****NAMES AND NEWS****[2] Introduction (I) E**

**David Ingram:** We'll begin with our Names and News section and a story from Canada about a town with an unusual name — Asbestos.

**Erin Perry:** Asbestos, David? Blow me down!

**Ingram:** No, Erin, Blow Me Down is actually a different Canadian town with an unusual name. So, let's stick with Asbestos and discover why this town is changing its name.

**Perry:** Well, I think I can guess why. But OK, let's listen and find out.

**[3] Name-dropping M**

Blow Me Down, Happy Adventure, Eyebrow — Canada has many unusual place names. For the residents of Asbestos, however, it's time for a change of both name and image.

An asbestos mine once supported the small French-Canadian community of Asbestos, in south-eastern Quebec. Widely used as building

**asbestos**

- ▶ Asbest

**blow me down UK ifml.**

- ▶ das haut mich um

**name-dropping**

- ▶ Erwähnen der Namen

bekannter Personen;

hier: Aufgabe eines Namens

insulation, asbestos was banned in most developed countries after it was found to cause cancer and other illnesses. Since the mine closed in 2011, the town has found it hard to attract foreign investors.

Local administrators believe that dropping the traditional name will be good for the town's economic future. The new name is "Val-des-Sources", which means "valley of the springs". Mayor Hugues Grimard told the BBC that the new name is "inspiring for the future".

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#### [4] Introduction (II) **E**

**Erin Perry:** Our next story is about a young American politician who has been making quite a stir.

**David Ingram:** Indeed. In 2018, Alexandria Ocasio-Cortez — or "AOC" — became the youngest politician to be elected to US Congress. As you listen to our story, try to answer this question: how much does Alexandria Ocasio-Cortez now earn per year in dollars? Ready? Listen now.

#### [5] Icon or threat? **US A**

Known as "Sandy" to her friends, "Alex" to her colleagues, and "AOC" to most Americans, Alexandria Ocasio-Cortez is no ordinary politician. She has Puerto Rican parents and a working-class background. In 2018, at the age

of 29, she became the youngest woman to be elected to U.S. Congress, unseating a Democrat who had served ten terms — and kept her New York seat in the House of Representatives in November's election.

Ocasio-Cortez told *Vanity Fair* that it is hard to admit "that your mother was scrubbing toilets, that our family was struggling to do basic things." But she says these things have helped her to connect with voters. Although she now earns \$174,000 (€147,000) a year, the millennial still finds it hard to fit in with her colleagues, many of whom are millionaires. "It's legitimately hard being ... working class, trying to navigate a professional environment," she said.

Ocasio-Cortez's trademarks include the large gold hoops and red lipstick (her "war paint") she wears to work, in a nod to her Latina roots. Seen as a progressive icon by some and a threat by others, AOC supports universal healthcare and LGBTQ rights, and plans to push for anti-poverty and immigration reforms.

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#### hoop

► Fassreifen; hier: großer runder Ohrring

insulation ► Isolierung

#### mayor

► Bürgermeister(in)

nod: in a ~ to sth.

► als Verweis auf etw.

scrub sth. ► etw. scheuern

serve a term

► eine Amtszeit durchlaufen

spring ► Quelle

trademark

► Markenzeichen

unseat sb.

► hier: jmds. Sitz gewinnen

**Ingram:** OK? Did you get the answer to our question? How much does Alexandria Ocasio-Cortez now earn per year in dollars?

- ▶ The answer is “\$174,000”. Listen again.  
“Although she now earns \$174,000 (€147,000) a year, the millennial still finds it hard to fit in with her colleagues, many of whom are millionaires.”

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

## HEAD-TO-HEAD

### Will the UK be better off outside the EU?

#### [6] Introduction E

**David Ingram:** Welcome now to our debate section, in which *Business Spotlight* editor-in-chief Ian McMaster looks at two sides of a current controversy. The question in our Head-to-Head debate in the latest issue of *Business Spotlight* is one that has been with us for many years, but which is now very topical again: will the UK be better off outside the EU?

**Erin Perry:** Oh, no, the Brexit topic again? Well, I'm looking forward to hearing the two sides of this debate — I think.

#### [7] Interview: Ian McMaster A

**Ian McMaster:** The issue in question is both very simple and, at the same time, extremely complicated: will the UK be better off outside the EU?

But first, let's recap how we got to where we are today. On 23 June 2016, the British people voted in a referendum by a narrow margin of 52 per cent to 48 per cent to leave the EU, having joined the European Communities, or “EC”, on 1 January 1973.

Now, the 2016 referendum wasn't the first one that the UK had had on Europe. In 1975, just two years after joining the EC, the UK held a referendum — the very first in the country's history — on whether it should stay in. The result was very clear: 67 per cent to 33 per cent in favour of remaining a member of the “Common Market”, as it was known back then.

The 2016 result, as we know, was a lot closer and that sparked a massive political argument both in Britain and the rest of the EU about whether Britain really should leave and whether the referendum should be binding — legally, it wasn't, but morally it was.

**margin: by a narrow ~**

- ▶ hier: mit einem knappen

Vorsprung

(margin ▶ Marge, Spanne)

**recap sth.**

- ▶ etw. kurz zusammenfassen

**spark sth.**

- ▶ etw. entfachen

After more than three years of wrangling, and two general elections, Britain finally did leave the EU at the end of 2019 — so Brexit has, in fact, already taken place. But the UK remained bound by EU regulations and enjoyed all the benefits of EU membership for another 12 months. This transitional period runs out at the end of 2020.

Anyway, enough history and back to our original question: will the UK be better off in future outside the EU? And here the arguments continue, even though for much of 2020, they have been overshadowed by the coronavirus crisis and its economic impact.

Those who believe that the UK will be better off outside the EU point to the fact that the proportion of Britain's trade that it does with the EU has been falling for a number of years and also to the fact that the vast majority of British businesses — more than 90 per cent — do not trade with the EU but still had to follow EU rules. They argue further that, free to negotiate its own, more flexible, trade agreements with other countries, the UK will be able to prosper more in the future.

Those who believe the UK will be worse off outside the EU argue that the cost of trading with EU countries will increase, potentially dramatically in the case of cars and agricultural products. Britain will therefore lose the benefits of unrestricted access to a market of around

500 million people, and these losses won't be compensated for by gains from trade deals with non-EU countries. They also believe that foreign investment into the UK will fall, for example in banking and the motor industry.

As so often with economics, it won't be easy to measure the exact effects of Brexit on the UK economy, particularly in the current situation, in which the coronavirus is having such a severe economic impact. And this means that the debates about Brexit are likely to go on for quite some time.

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## **WOMEN AT WORK** The election of Kamala Harris

### **[8] Introduction E**

**Erin Perry:** OK, let's move on now to our Women at Work column. In the latest issue of *Business Spotlight*, our column looks at the impact of the election of Kamala Harris as the next vice president of the United States. She will be not only the first woman vice president but also the first African-American vice president. *Business Spotlight* editor Tenley van den Berg, herself from the US, is here now to tell us more.

**prosper**

• florieren, erfolgreich sein

**wrangle**

• sich herumstreiten

**[9] Interview: Tenley van den Berg US**

**David Ingram:** Hi, Tenley. Since we last spoke, the U.S. election has taken place. What a nail-biter!

**Tenley van den Berg:** It certainly was! From election day, on 3 November, until the announcement that Joe Biden had won several days later, I was in continual contact with my friends and family back home in the U.S. It was interesting for me to hear how they experienced the election and felt about the outcome.

**Ingram:** Were they pleased with the result?

**van den Berg:** Most of them. I am from a “blue” state, though, so that’s to be expected. A “blue” state is one that usually votes Democrat. My women friends were particularly pleased that Kamala Harris will be vice president.

**Ingram:** Yes, her election means a few “firsts” for the U.S., doesn’t it?

**van den Berg:** Yes, it does. She will be the first woman vice president, the first African-American vice president, and the first South-Asian vice president. In fact, in the history of the United States, there has only been one non-white vice president — Charles Curtis, who served from 1929 to 1933. For my friends and many others, Harris’s election to one of the top-two highest offices in the U.S. is celebrated as a breakthrough for women and minorities.

**Ingram:** What has been her path to the White House?

**van den Berg:** Harris was influenced by very well-educated parents. Her mother was a bio-medical scientist and her father was a professor of economics at Stanford University. They both went to the U.S. to study, her mother from India and her father from Jamaica. Harris got a law degree and began as an assistant district attorney in California. She rose through the ranks and became the attorney general of California. In 2017, she became a U.S. senator. Harris gained media attention for her pointed way of questioning Trump administration officials. She ran to become the Democratic presidential candidate, but ended her campaign in December 2019. Because of her record of public service, and her calm, confident manner, people seem to trust her.

**administration US**

- Regierung

**attorney general**

- Generalstaatsanwalt/-anwältin

**district attorney**

- Bezirksstaatsanwalt/-anwältin

**law degree**

- Abschluss in Rechtswissenschaft

**nail-biter**

- Nagelkauer(in); hier: Zitterpartie

**office**

- hier: Amt, Funktion

**outcome**

- Ergebnis

**pointed**

- hier: gezielt

**public service**

- Staatsdienst

**ranks: rise through the ~**

- alle Ränge durchlaufen

**Ingram:** Has she outlined what she hopes to accomplish in her new role?

**van den Berg:** Among other initiatives, Harris says she wants to tackle climate change, reform the U.S. healthcare system, and help immigrants find a way to U.S. citizenship.

**Ingram:** OK, many thanks, Tenley. I hope that bringing in new leadership will put the U.S. on the course for a positive and unified future.

**van den Berg:** Me, too, David. It's an inspiring moment for many people in the U.S.

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## COMMUNICATION

### BUSINESS SKILLS Meetings

#### [10] Introduction (I) E

**David Ingram:** OK, now it's time for our Business Skills section, in which we look at a topic that many people find extremely frustrating at work — meetings. This is the subject of Deborah Capras's article in the latest issue of *Business Spotlight*.

**Erin Perry:** Yes, many work meetings — whether face-to-face, virtual or hybrid — are both in-

efficient and ineffective. And people often feel that they don't really have the opportunity to get their points across.

**Ingram:** How true. So, let's get on and do some exercises now on the language of meetings.

#### [11] Exercise: Phrases for meetings M

**David Ingram:** Let's practise some phrases that are useful in meetings. I'll tell you what to say and give you some of the words you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Ready? Here's the first one.

1. You want to ask the facilitator of the meeting for details of the agenda.

- Use "provide", "background" and "agenda".
- ▶ Could you provide some background on the agenda?

Next one.

#### accomplish sth.

- ▶ etw. erreichen

#### agenda

- ▶ Tagesordnung

#### outline sth.

- ▶ etw. darlegen

#### facilitator

- ▶ Moderator(in)

#### tackle sth.

- ▶ etw. angehen

#### unified

- ▶ vereint

2. You want to say that you really appreciate the question that someone asked.

- Use “really”, “good” and “question”.
- ▶ That’s a really good question.

OK, next one.

3. You’re in a videoconference and want to tell the other participants that you are going to show them your presentation on your computer.

- Use “pull up”, “presentation” and “screen”.
- ▶ I’m going to pull up my presentation on the screen.

Next one.

4. You want to ask your colleague Sue for her input.

- Use “would like”, “add” and “something”.
- ▶ Would you like to add something, Sue?

OK, and the last one.

5. You want to say that you would like to finish speaking before someone else says something.

- Use “like”, “finish” and “my point”.
- ▶ I’d like to finish my point first.

**Ingram:** Excellent. Well done!

## [12] Dialogue: Meetings **M**

**David Ingram:** In this exercise, you’ll first hear a short dialogue between Jules and Sue. Then we’ll give you two words or phrases and you’ll hear a sentence from the dialogue again, this time, with a beep instead of one of the words or phrases. In the pause, choose the right word or phrase to complete the sentence. Then you’ll hear the correct sentence again. Repeat the sentence, trying to copy the pronunciation and intonation. OK, listen very carefully now to the dialogue.

**Jules:** Today, we want to hear what everyone can bring to the table. So, can we please keep the contributions concise?

**Sue:** Of course. I’ve prepared some interesting talking points.

**Jules:** Just an elevator pitch, I hope, Sue. And I hope everyone else has also read the agenda. As you will have seen, we don’t have much time for each item.

### agenda

- ▶ Tagesordnung

### appreciate sth.

- ▶ etw. zu schätzen wissen

### bring sth. to the table

- ▶ etw. beitragen, -steuern

### concise

- ▶ knapp, präzise

### elevator pitch US jfml.

- ▶ Kurzpräsentation

### input

- ▶ Beitrag

### item

- ▶ hier: Tagesordnungspunkt

### talking point

- ▶ Gesprächsthema

- OK, here's the first pair of phrases to choose from: "bring to the table" OR "bring to the round"

**Jules:** Today, we want to hear what everyone can [beep].

- Today, we want to hear what everyone can bring to the table.

- And here's a pair of words to choose from: "concealed" OR "concise"

**Jules:** So, can we keep the contributions [beep]?

- So, can we keep the contributions concise?

- And the next pair of phrases: "talking points" OR "speaking points"

**Sue:** I've prepared some interesting [beep].

- I've prepared some interesting talking points.

- And another pair of words: "version" OR "pitch"

**Jules:** Just the elevator [beep], I hope.

- Just the elevator pitch, I hope.

- OK, here's the next pair of words: "agenda" OR "diary"

**Jules:** I hope everyone else has also read the [beep].

- I hope everyone else has also read the agenda.

- And the last pair of words to choose from: "item" OR "entry"

**Jules:** We don't have much time for each [beep].

- We don't have much time for each item.

**Ingram:** Well done. Did you get all the sentences right? If not, go back and listen to the dialogue again.

### [13] Introduction (II) **E**

**David Ingram:** As well as giving lots of useful phrases for meetings in her article in *Business Spotlight*, Deborah Capras also provides seven key tips for making sure that your meeting runs smoothly and that you get yourself heard. Let's listen to these tips now.

### [14] Tips for effective meetings **M**

Whether you're in a face-to-face, virtual or hybrid meeting, often the same problems arise. The same few people will hog the limelight and the speaking time. If you come out of your meetings feeling that you missed an opportunity to speak up and stand out, you need to take action.

#### face to face

- persönlich

#### hog the limelight *ifml.*

- die Aufmerksamkeit auf sich ziehen

#### speak up

- sich äußern

#### stand out

- herausragen, hervorstechen



Hybrid meetings, in which some people meet face to face and the rest of the participants take part remotely, are often the most difficult to master. They usually combine the best and worst elements of both worlds. More people can easily attend, but the temptation to text under the table, multitask and switch off is probably still high. You may have to work harder to grab people's attention.

Whatever kind of meeting you are attending — and the reasons for holding it — these seven tips will help you stand out and make a good impression.

### Highlight your homework

Have some talking points prepared. Ask to see the agenda before the meeting, so that you can look at material and prepare your views in advance. Also, come up with fresh ideas that you could bring to the table. Think of the meeting as a place to showcase what you know and what you can contribute. When you do speak up, show that what you have to say relates to the general purpose of the meeting.

### Highlight your contribution

Don't minimize what you achieved. (Women often do this without realizing it, usually by saying "we", when they really mean "I".) Instead, consider playing up your contribution, but in a good way. Be honest. Ideally, you should

prepare an elevator-pitch version of what you want to say.

### Share the credit

When reporting on successes in your team, don't take all the credit. Instead, acknowledge people individually. By sharing the credit with others, you are showing that you respect the team. Team players stand out for a good reason.

### Engage with everyone

As you speak, show that your message relates to the other participants. Mention their names and you'll grab their attention. The more people

#### acknowledge sb.

- jmdn. würdigen

#### agenda

- Tagesordnung

#### bring sth. to the table

- etw. beitragen, -steuern

#### credit

- Anerkennung

#### elevator pitch US ifml.

- Kurzpräsentation

#### engage with sb.

- mit jmdm. in Dialog treten

#### grab sb.'s attention ifml.

- jmds. Aufmerksamkeit auf sich ziehen

#### highlight sth.

- etw. hervorheben

#### in advance

- im Voraus

#### master sth.

- etw. beherrschen, unter Kontrolle haben

#### play sth. up

- etw. hochspielen, betonen

#### remotely

- aus der Ferne (über Telekommunikation)

#### showcase sth.

- etw. demonstrieren

#### switch off

- sich (mental) ausklinken

#### talking point

- Gesprächsthema

#### temptation

- Versuchung

#### text

- eine Kurznachricht versenden

feel that your words are directed at them, the more likely it is that your words will stand out. The more people you include, the more interesting your message becomes for everyone. In virtual or hybrid meetings, it may feel easier to engage with people via the chat function, but your voice is always more powerful. Sit up and lean in — just not too close in video calls. Webcam close-ups can be brutal.

### Master your message and the tech

Be clear and concise, and stay on message. If you have to present something in the meeting, save it on your computer beforehand. That way, you'll be able to share the right screen immediately. You'll definitely stand out if you've mastered the technology, too.

### Make use of questions

Be open to answering questions. People appreciate it when you are transparent. Also, ask open questions. Such questions invite people to reflect on their opinions — and on the relevance of their input to the purpose of the meeting. People will appreciate your efforts to keep the meeting focused — and short!

### Be clear and assertive

If you are regularly talked over in meetings, try using more assertive language. Tentative language (“I was thinking that maybe we could...”) can result in people interrupting you. Also pay attention to the tone of your voice. Women sometimes raise their voice too much when making an important point. Sadly, people often react negatively to someone with a high-pitched voice. If you feel your voice is going up, take a deep breath before continuing and then try to speak more slowly. And don't let others interrupt you. Be firm. Be inspired by Kamala Harris, the future US vice president, who calmly shut down interruptions in her debate with VP Mike Pence simply by saying: “Mr Vice President, I'm speaking.” Stand your ground and you will stand out.

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#### appreciate sth.

- etw. zu schätzen wissen

#### assertive

- bestimmt, durchsetzungs-fähig

#### close-up

- Nahaufnahme

#### concise

- knapp, präzise

#### firm

- entschieden, standhaft

#### high-pitched

- hoch(frequent)

#### lean in

- sich vorneigen;
- hier auch:* sich reinhängen

#### screen

- Bildschirm; hier: Fenster

#### shut sth. down

- etw. abschalten; hier: im Keim ersticken

#### stand one's ground

- sich behaupten

#### talked over: be ~

- nicht zu Wort kommen

#### tentative

- zögernd; hier auch: vage, unbestimmt

## CAREERS

### LEADERSHIP Influencing other people

#### [15] Introduction **E**

**Erin Perry:** OK, let's move on now to our Careers section and, in particular, to the topic of leadership. In the current issue of *Business Spotlight*, Bob Dignen looks at how we can influence other people to do what we would like them to do. And Bob is here now to tell us more about this topic.

#### [16] Interview: Bob Dignen **A**

**Erin Perry:** Bob, why is the topic of influencing so important at work?

**Bob Dignen:** I think there are different ways to think about this question of importance. Maybe one less conventional way of thinking about it is to focus on the emotional side of influencing. Because one experience of influencing is frustration. I think everybody feels it. We want to influence other people. They don't follow. We get frustrated. And so there becomes a risk to collaboration and, ultimately, results. So, we need to really reflect on influencing and make sure that we're doing it in the right way, that we don't frustrate ourselves, that we don't frustrate other people. Because influencing, if

it leads to kind of negative emotions, then we create real risks to results.

**Perry:** Why is it often so difficult to influence others in the way that we want?

**Dignen:** OK, well, I think there are different reasons for this. I mean, at a very fundamental, psychological level, think about it: nobody really likes being told what to do. I mean, you don't like it, I don't like it. Which, I guess, is why so often influencing can be problematic, because that's what it is. I'm trying to get you to do something maybe you don't want to do. So, it's just kind of a human problem. I think communicatively, I mean, very often, when people are trying to influence, they don't do it very clearly.

Sometimes, the "what" they're trying to say, what they're trying to influence, is not clear. And, certainly, the "why" is often not very clear. And this becomes very typical and problematic internationally. You know, I send an email to my international colleague. I want them to deliver some data tomorrow. I'm trying to influence my colleague, but, you know, it's not clear to them why that data is important, why they need to do it so quickly. They've got a million other urgent things to do. And it just feels like a random kind of push from across the seas. So, I think the lack

random

► willkürlich

ultimately

► schließlich, letztendlich

of clarity communicatively, the psychological dimension, and then, you know, pragmatically, you know we live in a world where we have too many things to do. So, even if I understand you — I understand the “what” and the “why” — I may have too many things to do at my end. So, I simply put your influencing topic to the bottom of my to-do list. So, the pragmatics are as important sometimes as everything else.

**Perry:** So, what is the best way to influence key people, key stakeholders at work?

**Digen:** Yeah, well that’s a tough question because it’s, of course, a very general question. And influencing, like any act of communication, it really needs to be understood in very context-specific ways or you risk making pretty useless generalizations, the kind of thing I usually complain about on LinkedIn. But if I have to make one kind of recommendation about influencing, the type that matters most in workplaces, it’s perhaps even to question the term “influencing” and to stop thinking in terms of this, kind of, very often we see it as a one-way information flow.

Stop thinking about it as a one-way street and start thinking of it in, in two-way flows, more like collaboration than influence. Because, at the end of the day, if we want to work with other people sustainably, we need to come to a form of mutual understanding and agreement. You

know, I need to understand your role, you need to understand my role. We need to understand at which point it’s kind of likely we’re going to need to support each other, you know, where the interface is, at which points we’re going to need to be flexible in order to give you a priority over my priority. And we need to commit to a kind of communication process, so you don’t get my email dumped into your inbox when you’re too busy to respond to it.

So, I think this idea of kind of creating clarity on “mutual influencing”, let’s call it that — the what, the when and the why — and a commitment to communicate, really, in sufficient time, so that you can respond in a meaningful way. I think that’s one of the key takeaways I hope people take from this. It’s very seldom done, but it’s all about co-creating mutual influence.

**Perry:** And, on a personal level, when was the last time that somebody influenced you in a way that made you change your behaviour?

#### clarity

- Klarheit

#### commit to sth.

- sich zu etw. verpflichten

#### dump sth.

- etw. abladen, deponieren

#### interface

- Schnittstelle

#### mutual

- gegenseitig

#### stakeholder

- Beteiligte(r), Betroffene(r)

#### sustainably

- nachhaltig; hier: dauerhaft

#### takeaway

- hier: daraus resultierende Erkenntnis

**Dignen:** Yeah, it's an interesting question and I often reflect on that to see what works on me, how people communicate to me. And with respect to influencing, I think the most striking example I often quote is when I went skiing once. And I guess you're gonna picture this: the typical Englishman on skis, zero control, a danger to myself and everyone else on the mountain. And one day, I can really remember it, I was looking down at a blue slope for the first time, totally terrified. This looked like certain death. And my father-in-law was standing next to me and he could see the hesitation, he could see the terror and he simply said, "you'll never do that!". And it was curious: that reverse psychology totally worked. You know, no one was going to tell me what I couldn't do.

So, off I went, straight away. And, three minutes later, at the bottom, arms raised like I'd scored the penalty against Germany in the last minutes of the World Cup final. You know, I'd actually done it. And I guess there's an important moral of that story that, when you connect your messaging — whether it's soft, whether it's hard influencing — somehow, in some way, to the underlying values and identity of the person you're talking to, they will act.

Whether it's reverse psychology, normal psychology, positive psychology, I think influencing works not by just telling your data, your arguments, but by connecting to the spirit

of the other person. And at the end of the day, that needs sensitivity, it needs communication control and it needs a commitment to the relationship. Yeah, and all of that, most people fail to consider.

**Perry:** Thanks very much, Bob. We look forward to hearing from you again next time.

**Dignen:** Thank you. It was a pleasure.

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## CAREER COACH

### Careers, cooking and love

#### [17] Introduction **E**

**David Ingram:** For our second Careers item, we hear from our career coach, Bo Graesborg. In his latest column, Bo asks whether careers are more like cooking or love. The column is read by the author himself.

#### gonna

- going to

#### look forward to sth.

- sich auf etw. freuen

#### quote sth.

- etw. anführen

#### reverse

- umgekehrt

#### score a penalty

- einen Elfmeter verwandeln

#### sensitivity

- Feingefühl, Einfühlungsvermögen

#### slope

- Hang; hier: Abfahrt, Piste

#### striking

- bemerkenswert

#### underlying

- zugrunde liegend

## [18] Column: Bo Graesborg

The American novelist John Irving once contrasted cooking with love. He said that if you use good ingredients and don't take any shortcuts, you can usually cook something very good, whereas with love, you can have all the ingredients and give it time and care and still get nothing.

What about careers? Are they more like cooking or more like love? If you do everything right, will you succeed?

Without good ingredients, it is really hard to have a great career. Being good at what you do is one such ingredient. So is being able to connect well with others — and finding and committing to your ambition. To varying degrees, all those ingredients are home-grown, so to speak. They are within your control. So, work on them if a strong career really is what you want. They will take you far.

They are, however, no guarantee. The harsh truth is that, in the end, careers are more like love than cooking: it is possible to do everything right and still get nothing. We can all point to colleagues who are competent, well-connected and ambitious, but who still seem stuck. They do everything right and yet things are not happening for them.

If you have a friend in this situation, here is how you can help them. First, ask some tough-love questions about the initial diagnosis.

For example: Are you sure you are competent enough? What can you do to repair your relationship with the (admittedly psychotic) head of production? What do you really want? What are you willing to do to get it?

If this conversation really does leave only elements beyond your friend's control — such as chance, luck and timing — you tell them to keep calm and gently guide them away from the strategy of banging their head against a brick wall and towards acceptance of the things that just are.

Remind your friend that while doing everything right is no guarantee, it is still the best path to success. You could also suggest taking up cooking, which, according to Irving, can “keep a person who tries hard sane”.

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### bang one's head against a brick wall

➤ gegen eine Wand anrennen

### commit to sth.

➤ sich für etw. einsetzen

### harsh

➤ hart; hier auch: ernüchternd

### home-grown: be ~

➤ hier: der eigenen Beeinflussung unterliegen

### (home-grown

➤ hausgemacht)

### ingredient

➤ Zutat, Bestandteil

### novelist

➤ (Roman-)Schriftsteller(in)

sane ➤ (geistig) gesund

### shortcuts: not take any ~

➤ keine Abkürzungen nehmen; hier: alles nach Anweisung machen

### stuck: be ~

➤ feststecken; hier: beruflich nicht weiterkommen

### take sth. up

➤ mit etw. beginnen; hier auch: etw. zu seinem Hobby machen

### tough love

➤ liebevolle Strenge

## LANGUAGE

### SKILL UP! Work-life balance

#### [19] Exercise: Idioms (I) M

**David Ingram:** OK, let's "skill up" on our language now with some idioms. First, listen to a dialogue between Saoirse and James. The language they use is simple.

**Saoirse:** I felt I was being given low priority at the company just because I have two kids. So, I left and started a business as a designer.

**James:** And you're successful?

**Saoirse:** I am, but it was a really difficult experience in the beginning. Finding time for work and family means that I have to do lots of things at the same time, but it has got easier over the years.

**James:** Can you relax at all?

**Ingram:** Now, you'll hear the same dialogue again, but this time, Saoirse and James use more idiomatic language. Listen out for the idioms.

**Saoirse:** I felt I was being back-burnered at the company just because I have two kids. So, I left and set up shop as a designer.

**James:** And you're doing well for yourself?

**Saoirse:** I am, but it was a baptism of fire. Finding time for work and family is a balancing act, but it has got easier over the years.

**James:** Can you put your feet up at all?

**Ingram:** Now, it's your turn to form the idioms you've just heard. You'll hear a description of a situation and the beginning of an idiom with two suggestions, **a)** and **b)**, for how to complete it. In the pause, choose the correct option. OK? Here's the first one.

1. If someone is not given attention and their issues are not dealt with because they are not considered important, they are...

a) back-burnered.

b) back-fired.

► a) is right. Someone whose concerns and interests are disregarded is "back-burnered". Next one.

disregard sth.

► etw. nicht beachten

issue

► Problem

2. If you establish a business to work self-employed, you...

a) set up shop.

b) install business.

➤ a) is right. To “set up shop” means to “start your own business”. Next one.

3. If you're successful in your career, you...

a) get along on your own.

b) do well for yourself.

➤ b) is right. If you thrive and succeed in your job, you “do well for yourself”. OK, next one.

4. If you enjoy a break from work, you...

a) stretch out your arms and feet.

b) put your feet up.

➤ b) is right. If you “put your feet up”, you relax after having worked hard. Next one.

5. Difficulties and obstacles that you have to cope with when starting a new job can be a...

a) baptism of fire.

b) fire christening.

➤ a) is right. A “baptism of fire” is a difficult introduction to something new. OK, last one.

6. If you have to deal with two or more competing situations or people at the same time, you have to do a...

a) compensating act.

b) balancing act.

➤ b) is right. If you have to do a “balancing act”, you have to deal with a number of competing situations or people at the same time.

**Ingram:** Good. Did you get all those idioms right? If not, go back and try the exercise again.

### [20] Exercise: Idioms (II) M

**Erin Perry:** In this exercise, you can practise the idioms in the previous exercise again. You'll hear the sentences that Saoirse and James said using an idiom. In the pause, rephrase what they said in simpler words. Then, you'll hear the simpler version again for you to repeat. Don't worry if your simpler sentence is slightly different to ours. OK, here's the first one.

**Saoirse:** I felt I was being back-burnered at the company.

➤ I felt I was being given low priority at the company.

**Perry:** Next one.

**Saoirse:** So, I left and set up shop as a designer.

➤ So, I left and started a business as a designer.

**Perry:** OK, next one.

break ➤ Pause

competing

➤ konkurrierend

cope with sth.

➤ mit etw. fertigwerden

obstacle ➤ Hindernis

self-employed

➤ selbstständig

thrive

➤ Erfolg haben



**James:** And you're doing well for yourself?

► And you're successful?

**Perry:** OK, next one.

**Saoirse:** I am, but it was a baptism of fire.

► I am, but it was a really difficult experience in the beginning.

**Perry:** Next one.

**Saoirse:** Finding time for work and family is a balancing act.

► Finding time for work and family means that I have to do lots of things at the same time.

**Perry:** OK, and the last one.

**James:** Can you put your feet up at all?

► Can you relax at all?

**Perry:** Well done. If you found it difficult to convert those idioms into simpler language, listen to the dialogues in the previous track once more and do the exercise again.

### [21] Exercise: False friends **M**

**David Ingram:** Let's continue "skilling up" on our vocabulary. Here, we'll look at false friends. False friends are pairs of words that sound similar in German and English. But their meanings are very different, so they can cause confusion and misunderstanding. 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.

**Ingram:** You use this word when you want to say that you stop work because you have reached a particular age. Translate this word, please.

**German:** *Rente*

**English:** retirement

**Ingram:** You can't say "rent". Used as a noun, "rent" refers to the amount of money that you pay each month for the use of a flat or house. And used as a verb, "rent" means "pay money each month for the use of a flat or house". Please translate this sentence.

**German:** *Wann gehen Sie in Rente?*

**English:** When will you take retirement?

**Ingram:** To translate this sentence, you could also use the verb "retire" and say: "When will you retire?"

**Ingram:** Well done. If you found this translation exercise difficult, try it again.

### [22] Exercise: Don't confuse... **M**

**David Ingram:** In the previous track, we learned that the English translation of the German noun *Rente* is "retirement". However, *Rente* can also be translated as "pension" if it refers to the money that is paid to someone who has

stopped work because they've reached a particular age or because they are no longer able to work due to an illness. Let's practise these two meanings now. First, you'll hear a sentence describing a situation and then another sentence with a beep. In the pause, decide whether you need "retirement" or "pension" and say the sentence with the right word. Then you'll hear the right sentence again. Ready?

1. A lot of older people cannot live on their [beep].

- A lot of older people cannot live on their pension.

OK. Next sentence.

2. In some countries, the age of [beep] is lower than in the UK.

- In some countries, the age of retirement is lower than in the UK.

OK, now listen carefully because there are two beeps in our third and final sentence.

3. Of course, if you take early [beep], your [beep] will be lower.

- Of course, if you take early retirement, your pension will be lower.

**Ingram:** Did you choose the right words to complete the sentences? If not, go back and try this exercise again.

## [23] Dialogue and exercise: Collocations **M**

**Erin Perry:** For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to this short dialogue now, focusing on the collocations with the term "environment". We'll then do an exercise on them.

**Zoe:** We used to have such a toxic office environment. I never got used to it.

**Alex:** What do you mean, Zoe?

**Zoe:** Don't you think the new boss has created a much more supportive workplace environment?

**Alex:** I hadn't noticed. I'm used to working in a competitive environment.

**Perry:** OK, in this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using a collocation from the dialogue with the term "environment". OK, here's the first sentence:

### competitive

- wettbewerbsorientiert

### supportive

- unterstützend, förderlich

toxic ▶ vergiftet

1. The environment of the office where you work is your...
- **office environment.** The environment of the office where you work is your office environment.

Next one.

2. An environment in which companies compete fiercely is a...

- **competitive environment.** An environment where companies compete fiercely is a competitive environment.

OK, next one.

3. An environment that is marked by intrigue is a...

- **toxic environment.** An environment that is marked by intrigue is a toxic environment.

OK, last one.

4. An environment in which people offer their colleagues help is a...

- **supportive environment.** An environment in which people offer their colleagues help is a supportive environment.

**Perry:** Well done. If you didn't get those collocations right, listen to the dialogue again and then try the exercise once more.

Business Spotlight 1/2021, pp. 42–43

## TALKING FINANCE

### Paying for the pandemic

#### [24] Introduction **E**

**Erin Perry:** Welcome now to our Talking Finance section, in which *Business Spotlight* editor-in-chief Ian McMaster talks about a topical financial subject.

**David Ingram:** Yes, and this time, Ian's topic is paying for the coronavirus pandemic. Who is going to bear the burden of financing all the government support schemes that have been put in place?

#### [25] Interview: Ian McMaster **A**

When we talk about the burden of the coronavirus crisis, of course, lots of people have had to bear this burden already. They've lost their jobs, they've been put on short-time working schemes, their businesses have been closed, they've lost clients. So, a lot of people have already paid in that way.

But when we come to the government schemes that have been put in place, huge amounts of money have been spent on supporting companies, supporting employees, supporting small businesses. And this is what

burden ➤ Last, Belastung

compete ➤ konkurrieren

fiercely ➤ erbittert

short-time working scheme

➤ Kurzarbeitsprogramm

governments do at a time of crisis. The coronavirus crisis has hit both the demand in the economy and has also hit the supply — the ability to produce goods.

So, these huge amounts of money that governments have spent, how do they get paid for? Typically, there are two ways: governments borrow money in financial markets, or central banks finance the government's borrowing, the government's deficit, by printing money. And we've seen both of these. There's been a huge increase in many countries in the amount of borrowing — and the proportion of government borrowing and government debts in relation to the country's income, its GDP.

Now, in the short term, this really isn't a big problem in most countries. Why? Because interest rates at the moment are so low that countries can borrow at negative real interest rates — that is, after allowing for inflation. In some cases, countries can borrow at negative *nominal* interest rates. That means, they actually pay back less money than they borrow. So, this is quite a good deal. And it's fortunate, in a way, that this crisis has come at a time of very low interest rates and not a time of high interest rates.

But what happens as we move forward? Well, if the economy starts to grow again, then this in itself will help to finance the debts that have been incurred. That's why governments in all countries are now doing all they can to get

growth going again. And one has to think what would be the alternative if the governments hadn't spent this money to support their economies? Then we would have enormously high unemployment, we'd have much more spending on unemployment benefits, we'd have much less tax revenues coming in. So, when we're thinking about the costs and benefits of government spending for schemes to help people at the moment, we always have to compare that with the cost of not doing that.

Now, already, discussions are starting, though, about how will this all be financed in the future? Will there have to be tax rises? Will there have to be cuts in public expenditure? These discussions at the moment are totally premature, they're not necessary. The goal at the moment is to get through this crisis, not to start choking the economy off again by raising taxes. Now, further down the line, particularly if economic growth is not as fast as governments will hope, then there may need to be certain tax rises. And then the interesting question is go-

---

**allow for sth.**

• etw. einplanen

---

**choke sth.**

• etw. drosseln

---

**debts** • Schulden,  
Verschuldung

---

**expenditure**

• Ausgaben

---

**GDP (gross domestic product)**

• BIP (Bruttoinlandsprodukt)

---

**incur** • anfallen

---

**premature** • verfrüht

---

**tax revenues**

• Steuereinnahmen,  
-aufkommen

ing to be: who pays those taxes, which people in society? Is it more those on the higher incomes? Or, is it, as so often, those on middle or lower incomes, who also suffer if there are cuts in public expenditure? But, as I say, that debate is for another day.

*Business Spotlight 1/2021, p. 44*

## SHORT STORY

### [26] Introduction **E**

**David Ingram:** Now, it's time for our latest short story by James Schofield. It's called "Miss Gina Lamarre" and it takes us into a world in which things are not always what they seem at first sight.

**Erin Perry:** Sounds intriguing. Let's listen in.

### [27] Miss Gina Lamarre **A**

"You'll never guess what JJ wants me to do," said Nick Samuel to his wife, Clare, when he got home one evening.

"Oh, this sounds good," said Clare, making herself comfortable on the sofa. "Do tell."

Jerome Jones, known as JJ, was CEO of Topfoods plc, and a difficult person to manage. Mostly, the task fell to Nick, the company's HR director, who had learned how to deal with JJ and his eccentricities. But that morning's request had surprised even Nick.

"Nick," said JJ, looking in all directions except at his subordinate, "we have a bit of a problem."

"Is it about finding you a new personal assistant?" asked Nick. Tiffany, JJ's previous assistant, had recently left. "These days, you can't insist on somebody wearing a tight skirt and high heels in the office! It's sexist, and I won't help you."

JJ waved his hand. "No, no, it's something personal." To Nick's surprise, he could see his boss was embarrassed. "You see, it's like this..."

To the horror of the Topfoods communications department, JJ had recently joined Instagram. Together with Nick and the legal department, the communications manager had insisted that JJ post only in a personal capacity, not as CEO. So far, nothing had gone wrong, but then...

"...a couple of months ago, a young lady called Gina Lamarre contacted me by direct message. We chatted for a while, and she seemed very nice. Anyway, one day, she suggested we Skype."

"Oh, no," said Nick. "You didn't..."

---

#### **eccentricity**

► Exzentrizität, Spleen

**embarrassed** ► verlegen

**HR (human resources)**

**director** ► Personalchef(in)

**personal capacity: in a ~**

► hier: persönlich,  
als Privatperson

---

#### **plc** UK

► etwa: AG

**previous**

► vorherig

**subordinate**

► Untergebene(r), unterstellte(r) Mitarbeiter(in)

JJ nodded. “She told me she was an entertainer and asked whether I would like some pictures of her in her costumes.”

“Pictures?”

“Of an artistic nature. They were very aesthetic.”

“Then I suppose she asked you for money. Well, pay her!”

JJ looked as if he was going to die of embarrassment. “Yes, well, I did. But..., but I also shared some pictures of me.”

“Were your pictures also... aesthetic?” Nick asked.

“They may have been of a more intimate nature.”

Nick thought about this. It wasn't a pretty thought.

“And now she's blackmailing you?” he asked. “Well, we'll call the police.”

“Nick, it's not like that. It's a bit more difficult.” “More difficult?”

JJ nodded unhappily. “Yes, you see, I found out today that Gina Lamarre is her stage name. Her real name is...” JJ swallowed, “John Lamb. And my pictures seem to have upset him. He's the one talking of going to the police!”

At this point in Nick's narration, Clare was wiping tears from her eyes. “Miss Gina Lamarre! It's a great name for a drag queen. But, anyway, what have you got to do now?” she asked her husband.

“JJ doesn't want a scandal, so I've arranged to see Miss Lamarre on stage this evening and have a chat with her afterwards,” said Nick. “Er, I was wondering... would you like to join me?”

\*\*\*

There were several acts on at the club that night, but Gina Lamarre was top of the bill and very popular. She wore a large wig, high heels and a transparent dress with very few sequins. She told some jokes, sang a song from Cabaret, danced a little and was wildly applauded.

“Well,” said Clare, “I can see why JJ thought she was a woman. She's very good on stage.”

“Yes, well, let's find out what Miss Lamarre wants. I wonder if we should go backstage...”

“Nick Samuel?” interrupted a small, bald man of about 40, who appeared next to their table. Nick and Clare looked at him in surprise. “I'm John Lamb — also known as Miss Gina Lamarre.”

He sat down, Nick ordered some drinks and they tried to explain JJ's mistake.

#### **bald**

► kahl-, glatzköpfig

#### **blackmail sb.**

► jmdn. erpressen

#### **drag queen ifml.**

► Dragqueen, Transvestit(in)

**er** ► äh

#### **sequin**

► Paillette

#### **stage name**

► Künstlername (Bühnen-darsteller(in))

**swallow** ► schlucken

#### **top of the bill: be ~**

► die Hauptattraktion sein

#### **upset sb.**

► jmdn. verärgern

**wig** ► Perücke

“You see, Mr Lamb,” said Clare, “you were so convincing that he didn’t realize you were a man.”

“And he’s very sorry about the pictures he sent you,” added Nick.

“Well, whatever made him think I wanted something like that?!” said Mr Lamb. “I never asked for them. He seemed to be a very respectable sort of person.”

“Of course,” said Nick.

The point was that JJ had learned his lesson and would like to draw a line under the whole episode. Was there anything that could persuade Mr Lamb to sign a non-disclosure agreement and forget about the pictures?

Mr Lamb sat back and thought for a while, and then an idea seemed to come to him.

“A job,” he said. “I need a proper job again.”

He was getting too old to carry on as a drag queen, he explained. Originally, it had been only a hobby, but somebody in the bank where he’d worked had seen him on stage and he’d been fired. So, he’d had to turn his hobby into his livelihood.

“But now, with all these reality drag-show competitions on TV, the market is filling up with younger drag queens. I can’t go on doing this and looking for sad old men on Instagram to buy photos of me.”

Clare snorted into her Campari, and Nick kicked her under the table.

“So, if you could have a job at Topfoods, we could forget about all this?” asked Nick.

“A job I could never be fired from,” added Mr Lamb. “A nice office job.”

Nick leaned forward. “Mr Lamb,” he said, “I can’t promise anything right now. But come to my office with your CV and I think I may be able to do something for you.”

\*\*\*

“How’s Mr Lamb doing?” asked Clare a few weeks later. “Has he settled into Topfoods?”

“He’s brilliant,” said Nick. “He manages JJ’s timetable fantastically well and always warns me if JJ is planning some crazy new initiative. He’s the perfect PA.”

“And JJ?”

“He wasn’t too pleased at first. But it’s all fine now. Apparently, Mr Lamb has promised to perform his drag queen act at our next office Christmas party.”

#### apparently

- allem Anschein nach

#### carry on

- weitermachen

#### CV (curriculum vitae)

- Lebenslauf

#### draw a line under sth.

- einen Schlußstrich unter etw. ziehen

#### livelihood

- Lebensunterhalt;
- hier: Haupterwerbsquelle

#### non-disclosure agreement

- Verschwiegenheitserklärung

#### PA (personal assistant)

- persönliche(r) Assistent(in)

#### settle into sth.

- sich in/bei etw. eingewöhnen

#### sit back

- sich zurücklehnen

#### snort

- schnauben; hier: prusten

#### timetable

- Zeitplan

“Hmm,” said Clare. “Clever old JJ! He finally persuaded you to get him a PA with a tight skirt and high heels!”

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## AND FINALLY

### ONE QUESTION

#### [28] Introduction **E**

**David Ingram:** And finally, we come to our One Question section in which we ask you to identify our mystery person. Listen now to our clues.

#### [29] Who am I? **M**

- I was born on 7 January 1985 in Stevenage, Hertfordshire, England.
- For my fifth birthday, my father gave me a radio-controlled car.
- He told me to “drive like I stole it”.
- I won second place in the British Radio Car Association radio-controlled car-racing competition when I was six.
- At ten, I won the British Kart Championship. At 15, I was the youngest-ever driver to be ranked number one in the sport.
- I can ride a unicycle.
- The compass tattooed on my chest symbolizes the church, because the church is my compass.

- I have a designer clothing line with Tommy Hilfiger.
- I am a vegan.
- I have been a vocal supporter of the Black Lives Matter movement.
- Queen Elizabeth II made me a Member of the Most Excellent Order of the British Empire (MBE).
- In 2007, I was barred from driving in France for a month after driving 196 km/h on a French motorway.
- In 2008, I won my first Formula One (F1) championship — the first black racer to do so.
- I moved to Monaco in 2012. Some say I did this to avoid paying UK tax.
- I had a long on-off relationship with Pussycat Dolls singer Nicole Scherzinger (2007–15).
- I sang Christina Aguilera’s 2018 song “Pipe” using the name XNDA.

#### barred: be ~

- gesperrt werden

#### car-racing competition

- Auto(mobil)rennen

#### clothing line

- Bekleidungskollektion

#### compass

- hier: (moralischer / spiritueller) Anker

- like ifml. ▶ als ob

#### Member of the Most Excellent Order of the British Empire (MBE)

- Britischer Ritterorden

#### motorway UK

- Autobahn

#### on-off relationship

- Hin- und Her-Beziehung

#### radio-controlled

- ferngesteuert

#### unicycle ▶ Einrad

- vocal ▶ lautstark, ausdrücklich



- I spoke a part in the animated films Cars 2 and Cars 3.
- I started a commission in June 2020 to get more young black people involved in the sciences.
- Time magazine listed me as one of its 100 Most Influential People of 2020.
- I have now won seven F1 championships — the same number as Germany's Michael Schumacher.
- There is a much bigger win we all need to work together towards. That's pushing for equality, so we can create a better future.
- So, who am I?

**David Ingram:** Do you know who our mystery person is? If you want to find out, go to our website at [www.business-spotlight.de/who0121](http://www.business-spotlight.de/who0121), where you'll find the answer.

*Business Spotlight 1/2021, p. 50*

## CONCLUSION

### [30] For more information **E**

**David Ingram:** Well, we've come to the end of *Business Spotlight Audio* 1/2021. We hope you've enjoyed it and have found our exercises helpful.

**Erin Perry:** We offer *Business Spotlight Audio* both as a CD and a subscription download. For more information, and to find out about our range of products, visit our website at [www.business-spotlight.de](http://www.business-spotlight.de).

**Ingram:** So, until next time, this is David Ingram...

**Perry:** And Erin Perry...

**Ingram:** Wishing you success with your business English.

**animated film**

► Zeichentrickfilm

**commission**

► hier: Auftragsprojekt

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