

**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 2/2021*. 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 challenge your boss's ideas. We'll practise the language of video job interviews and provide you with tips on how to do them effectively. And we'll find out why your career achievements may not be getting the recognition that you think they deserve. 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 India about a classic British motorcycle.

**Erin Perry:** Did you say from India, David?

**Ingram:** Indeed. The Royal Enfield motorbike hasn't been produced in Britain since the 1970s but it's recently become a huge success in India. Let's listen in and find out more.

**[3] Revving up E**

The Royal Enfield is making a comeback. The no-frills motorcycle was first made in England in 1901 and was very popular by the 1950s. But then sales fell, and British production stopped in the 1970s. Sales were also falling in India — at the time, the only place where the Enfield was made. In 2006, only 31,000 of the motorbikes were sold.

But parent company Eicher Motors Limited has reported a dramatic recovery in India. In 2019, the company sold 800,000 of them. Now, it wants to start selling them globally again. Eicher Motors' boss, Siddhartha Lal, says the

**limited** ▶ etw.a: Gesellschaft mit beschränkter Haftung

**no-frills** ▶ ohne Schnickschnack; hier: ohne Extras

**parent company**  
▶ Muttergesellschaft

**rev up** jfm!  
▶ Gas geben

motorcycle's classic look and simplicity have “everything you need and nothing you don't”.

It is also inexpensive, which is another reason why the Enfield is becoming more and more popular both with the Indian public and with classic motorcycle lovers around the world.

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#### [4] Introduction (II)

**Erin Perry:** Our next story is about a Nobel Prize-winning scientist who became the president of the Royal Society, the UK's national academy of sciences, back in 2015. But his five-year term of office didn't turn out quite how he expected.

**David Ingram:** Indeed, Sir Venki Ramakrishnan hoped to spend his time making the UK scientific community more international. But two other “total distractions”, as he calls them, came along. As you listen to our story, make a note of what these two distractions were. Ready? Listen now.

#### [5] The B to C scientist

In 2015, Nobel Prize-winning Sir Venki Ramakrishnan, 68, became the president of the Royal Society, the UK's national academy of sciences. The molecular biologist had hoped to spend his five-year term, which ended in December 2020, making the UK scientific community more international. Then came what he calls the “total distractions” of Brexit and Covid.

Ramakrishnan had to spend his term dealing with the effects Brexit might have on UK sci-

entists and advising the government on how to deal with Covid-19. He couldn't do everything he had hoped, but he was able to secure the rights of researchers with EU citizenship to stay in Britain after Brexit. He also put in place a plan to make it easier for UK organizations to recruit international researchers. “I'll be called the B to C president rather than A to Z,” the scientist joked to the *Financial Times*, “because I was only able to get from Brexit to Covid.”

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**Ingram:** OK? Did you get the answer to our question? What were the two “total distractions” that came along during Sir Venki Ramakrishnan's term of office as president of the Royal Society, the UK's national academy of sciences?

► The answers are “Brexit and Covid”. Listen again.

“The molecular biologist had hoped to spend his five-year term, which ended in December 2020, making the UK scientific community more international. Then came what he calls the ‘total distractions’ of Brexit and Covid.”

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

distraction ► Ablenkung

recruit sb.

► jmdn. anwerben, einstellen

researcher ► Forscher(in)

term ► Amtszeit

## HEAD-TO-HEAD

### Should MPs be allowed to have second jobs?

#### [6] Introduction **E**

**Erin Perry:** Welcome now to our debate section, in which *Business Spotlight* editor-in-chief Ian McMaster looks at the two sides of a current controversy. The subject of our Head-to-Head debate in the latest issue of *Business Spotlight* is whether members of parliament should be allowed to have second jobs alongside their parliamentary duties.

**David Ingram:** Hmm, a very interesting question indeed. Let's hear more about this debate.

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

**Ian McMaster:** Should members of parliament be allowed to have other paid jobs alongside their parliamentary duties? This is a question that has been asked not just in Britain but in many other countries. Typically, members of parliament have to declare their outside interests and other activities, but this doesn't always provide the degree of transparency that is required to ensure that there is no conflict of interest or, indeed, corruption.

So, banning members of parliament from having outside jobs might seem to be the obvious option. In this way, they could focus entirely on their parliamentary activities for as long as they are elected. At a time when trust in politicians is

typically very low, such a move could go a long way towards restoring some confidence in the parliamentary system. The main argument against a ban on second paid jobs is that, given the current salaries of politicians, this would lead to a significant reduction in the number of people willing to serve as members of parliament, as it could mean a significant drop in incomes. It could also reduce the diversity of politicians, as only those who are already relatively wealthy would be likely to take jobs.

Of course, if MPs are going to be banned from having other paid jobs, they need to be paid properly for their main job, so that politics does attract high-quality people. Having said that, earning huge sums of money probably shouldn't be the main motivation of someone who goes into politics, presumably with the aim of improving the lives of their citizens.

This is a tricky debate, but I'm going to come down on the side of saying, yes, MPs should be banned from having second paid jobs — and should be paid properly for their main job. What do you think?

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#### **ban sb. from sth.**

- ▶ jmdm. etw. verbieten

#### **come down on the side of**

- ▶ sich zugunsten von etw. aussprechen

#### **MP (member of parliament)**

- ▶ Abgeordnete(r)

#### **presumably**

- ▶ wohl, mutmaßlich

#### **restore sth.**

- ▶ etw. wiederherstellen

#### **tricky**

- ▶ schwierig

## GLOBAL BUSINESS

### Work-life balance

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

**David Ingram:** OK, let's move on now to the Global Business feature in the latest issue of *Business Spotlight*. It looks at the question of why we all work so much, even though advances in technology mean that our basic needs have, in principle, long been met. *Business Spotlight* editor Tenley van den Berg is here now to tell us more.

#### [9] Interview: Tenley van den Berg **M**

**David Ingram:** Good morning, Tenley. How have you been?

**Tenley van den Berg:** All right, I guess. But it seems as if all I do these days is work, work, work.

**Ingram:** I know what you mean. As soon as I finish doing one thing, there's something else right behind it. And when I'm working from home, I find it hard to switch off at the end of the day — sometimes, it feels as if there is no end of the day!

**van den Berg:** I've always thought that we modern humans must work relatively little and have lots of free time compared to when we had to hunt and gather food to survive. Apparently, that assumption is completely wrong! In the 1960s, researchers reported that the Ju/'hoansi tribe in Namibia, one of the last foraging societies, spent only about 15 hours a week finding

food. Most of their time was spent resting or having fun! If they had surplus food, they would share it. They enjoyed a very equal society.

**Ingram:** In our society, however, we work for the reward at the end, right? That's why we work so hard.

**van den Berg:** That's what we would all like to believe. In 2020, an anthropologist named James Suzman wrote a book called *Work: A History of How We Spend Our Time*, in which he challenges many ideas we have about our relationship with work. He thinks that it's time we realize that much of the work we do in the modern world is meaningless — we create work for ourselves, partly because we have an innate drive to keep ourselves busy. He says that our need to work has been hardwired over time even as our main motivation switched from survival to financial capital. He also thinks that the emergence of cities — and, more recently, social media — has made people greedier.

#### assumption

• Annahme

#### challenge sth.

• etw. infrage stellen

#### emergence

• Aufkommen, Entstehen

#### foraging society

• Wildbeutergesellschaft

greedy ► gierig

hardwired ► fest verdrahtet;  
hier: tief verinnerlicht

innate ► angeboren

#### researcher

• Forscher(in)

reward ► Belohnung

#### surplus

► überschüssig

tribe ► (Volks-)Stamm

**Ingram:** Does he have any thoughts about how we can free ourselves from creating this cycle of endless work?

**van den Berg:** Suzman thinks the Covid-19 pandemic might be an opportunity to change our relationship with work. For example, more people might be spared a punishing commute to work. Office buildings may be converted to residential space, and ideas once considered outlandish, like universal basic income and a four-day working week, should be taken seriously.

**Ingram:** That is certainly some food for thought, Tenley. Thanks a lot for coming by today. And hey, try not to work so hard.

**van den Berg:** You're welcome. I'll try!

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## COMMUNICATION

### BUSINESS SKILLS Video interviews

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

**David Ingram:** OK, now, it's time for our Business Skills section, in which we look at a topic that has become increasingly important as a result of the coronavirus crisis — job interviews via video. This is the subject of Deborah Capras's article in the latest issue of *Business Spotlight*.

**Erin Perry:** Yes, video interviews can be very stressful, not least because, in some cases, you have to record your interview and only have one chance to get it right.

**Ingram:** Right. So, let's get on and do some exercises now on the language of job interviews.

#### [11] Essential phrases for video interviews M

**David Ingram:** Let's practise some phrases that are useful in a video job interview. 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. Then repeat the correct version. Ready? Here's the first one.

1. You want to talk about your present job.
    - Use “currently working” and “quality assurance”.
    - ▶ I'm currently working in quality assurance.
- Ingram:** Next one.

#### commute

- ▶ Arbeitsweg

#### food for thought

- ▶ Denkanstoß/-anstöße

#### outlandish

- ▶ ausgefallen, bizarr

#### punishing

- ▶ hier: anstrengend, strapaziös

#### quality assurance

- ▶ Qualitätssicherung

#### universal basic income

- ▶ allgemeines Grund-/Mindesteinkommen

#### You're welcome.

- ▶ Gern geschehen.

2. You want to say that, in your present job, you've gained extensive knowledge about hybrid drives.

- Use "specialized".
- In my present job, I've specialized in hybrid drives.

**Ingram:** OK, next one.

3. You want to say that the many years you've spent managing research projects will be good for the new company.

- Use "experience" and "advantage".
- My experience in the management of research projects would be an advantage for your company.

**Ingram:** Next one.

4. You want to explain why all your former employers think that you're someone who can be trusted to do your job well.

- Use "this is why", "describe" and "reliable".
- This is why all of my former employers would describe me as reliable.

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

5. You want to let the recruiter know that you would really like to get the position.

- Use "definitely" and "interested".
- I'm definitely interested in the position.

**Ingram:** Excellent. Well done!

## [12] Essential words for video interviews **M**

**David Ingram:** In this exercise, you'll first hear five statements that someone who's applying for a job may say in a video interview. Then, we'll do an exercise in which we'll test you on some of the words used. OK, first listen very carefully now to the five statements.

1. The job description matches my background.
2. I have proven expertise in performance marketing.
3. I am passionate about this field.
4. I would like to highlight why my experience is relevant.
5. I'd like to run you through one project in particular.

**Ingram:** OK, now, we'll give you two alternative words and then you'll hear one of the statements again — this time, with a beep where one of the words belongs. In the pause, choose the right word to complete the statement. Then, you'll hear the full statement again. Repeat the

drive ► Antrieb

expertise

► Sachkompetenz

extensive ► umfangreich

highlight sth.

► etw. hervorheben

passionate: be ~ about sth.

► sich für etw. begeistern

proven ► nachgewiesen

recruiter

► Personalreferent(in)

reliable ► zuverlässig

research project

► Forschungsprojekt

run sb. through sth. ► hier:

mit jmdm. etw. durchgehen

statement trying to copy the interviewee's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: "matches" OR "meets"

The job description [beep] my background.

- ▶ The job description matches my background.

2. And here's the next pair of words to choose from: "proved" OR "proven"

I have [beep] expertise in performance marketing.

- ▶ I have proven expertise in performance marketing.

3. And the next pair of words: "possessed" OR "passionate"

I am [beep] about this field.

- ▶ I am passionate about this field.

4. And another pair of words: "highlight" OR "focus"

I would like to [beep] why my experience is relevant.

- ▶ I would like to highlight why my experience is relevant.

5. OK, here's the last pair of words: "run" OR "go"  
I'd like to [beep] you through one project in particular.

- ▶ I'd like to run you through one project in particular.

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

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

**David Ingram:** In addition to giving lots of useful phrases for video interviews in her article in *Business Spotlight*, Deborah Capras also provides seven key tips for how you can perform effectively in a video interview. Let's listen to these tips now.

### [14] Tips for video interviews **M** Meet the video star

As is the case for all other stages of the recruitment process, the purpose of an asynchronous video interview (AVI) is to screen for strong candidates. These one-way interviews consist of a set of pre-prepared questions that appear on screen. You then record your responses in a video. You may be allowed several attempts if you're not happy with the result. Or you may not. Make sure you know whether you will get only one shot at your video before you start.

#### asynchronous

- ▶ *asynchron, zeitversetzt*

#### interview

- ▶ *Bewerbungsgespräch*

#### recruitment process

- ▶ *Einstellungsverfahren*

#### screen (sth.) for sb./sth.

- ▶ *(etw.) auf jmdn./etw. hin durchsuchen*

#### shot ifml.

- ▶ *hier: Versuch*

#### stage ▶ Phase

Recruiters like to think that AVIs save time and create a level playing field for all candidates. Everyone receives the same questions in the same order and format, and has the same amount of time to answer them. But not everyone feels comfortable in front of a camera.

One disadvantage for you as the interviewee is that you are basically talking to yourself. You can't interact with the recruiters or judge their reactions to your words. Here are seven tips and techniques to help you to prepare for these nerve-racking interviews.

### ■ Start well

Check that your webcam is at eye level, then look into the camera when you speak. That way, you'll make eye contact with the recruiters when they watch your recording. Act confidently from the start. Don't hesitate too long over your answers, but don't make any assumptions about what you need to do, either. Read each prompt carefully. One of the early prompts is often "Tell us about yourself". You could focus on your current role and skills, or describe your career path. Either way, try to do it in no more than two or three sentences. It's a good idea to have printouts of the job ad, your application, CV, covering letter and interview notes on your desk to help you give a relevant answer.

### ■ Remember the bots

In many respects, an AVI is no different from other interviews, unless AI is involved. This

might scan your video for facial expressions and specific key words, and use the information to decide whether your clip is even shown to a human recruiter. So, include relevant terms in your responses and refer to specific requirements in the job description. And remember to smile for both the bots and the humans.

### ■ Sell yourself

At some point, you'll need to talk about your top strengths and the value you'll bring to the company. As you won't receive any feedback while you're speaking — no  nods or encouraging smiles — you might feel you should continue talking longer in order to make a more convincing case. It's best to resist the temptation and to limit your answers to two or three sentences.

#### AI (artificial intelligence)

► KI (künstliche Intelligenz)

#### application

► Bewerbung

#### assumption

► Annahme, Vermutung

#### bot

► Bot (Computerprogramm)

#### career path

► beruflicher Werdegang

#### case: make a ~

► Argumente vorbringen

#### covering letter UK

► Begleitschreiben

#### CV (curriculum vitae)

► Lebenslauf

hesitate ► zögern

#### interviewee

► Bewerber(in) (in einem Bewerbungsgespräch)

job ad ifml. ► Stellenanzeige

level playing field: create a ~

► gleiche Voraussetzungen schaffen

#### nerve-racking

► nervenaufreibend

nod ► (zustimmendes)

Nicken

#### prompt

► Stichwort; hier: Vorgabe

#### recruiter

► Personalreferent(in)

role ► hier: Funktion, Position

temptation ► Versuchung



You don't want the recruiter (or bot) to fast-forward.

### ■ Be prepared

Recruiters often use the AVI format to ask some of the trickier interview questions, such as “Can you tell us about a time you made a terrible mistake?” Just as with a normal interview, you cannot prepare for every possibility. But you can have something up your sleeve that you can adapt. Use the STAR technique to prepare stories about significant changes in your career, challenging moments and learning opportunities. This means you start your story with some background information (“Situation”), talk about what you needed to do (“Task”), explain how you successfully dealt with it (“Action”) and highlight the positive difference you made (“Result”).

### ■ Use rhetorical questions

When used well, rhetorical questions allow you to introduce ideas that encourage the recruiter to think about how you can provide the answer. They can turn the monologue almost into a dialogue. The recruiter may feel they are having a natural conversation with you, even though they're not. And that's a good thing.

### ■ Guide the recruiter

Think of your answers as short presentations. Use signposting language to guide the recruiter through your responses and prepare them for what you are about to say.

### ■ Finish strong

End on a positive note and confirm that you are interested in the position. Also, consider inviting some kind of action from the recruiter. At the end, remember to say “Thank you for watching”.

*Business Spotlight 2/2021, pp. 20-23*

## CAREERS

### LEADERSHIP

#### Challenging your leader

#### [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 the importance of challenging leaders at work and he provides tips for how to do so. Here's Bob now to tell us more about this topic.

#### confirm sth.

- etw. bestätigen

#### fast-forward

- vorspulen

#### highlight sth.

- etw. hervorheben

#### note: end on a positive ~

- mit einer positiven Bemerkung schließen

#### signposting language

- Sprache mit Signalwörtern (zur Strukturierung eines Dialogs)

#### sleeve: have sth. up one's ~

- etw. in der Hinterhand / in petto haben

#### tricky

- schwierig; hier: verfänglich

## [16] Interview: Bob Dignen A

**Erin Perry:** Bob, leaders often say that they want feedback on their ideas and want to be challenged. But in your experience, is this really the case?

**Bob Dignen:** So, I'm going to take the “defender” position with respect to leaders. I think a lot of leaders get a hard time, particularly the senior leaders. They get blamed for difficulties which are complex challenges and sometimes beyond their full control. Most of the leaders I see want to take good decisions, want to take the right decisions — and welcome information which feeds into taking the right decision. So, yes, I think when leaders say, “I want feedback, I want challenge”, what they're asking for is good information to enable them to take the right decisions. However, when individuals approach a leader, open their mouth and give what they think is the right kind of challenge, you know, very often we have to be aware that the leader has heard it before, that they've done a lot more thinking perhaps than the team member. So, a lack of receptiveness to the information is not a lack of sensitivity or a lack of openness, it's simply, “I've done this kind of thinking and, no, I've kind of moved on, we've moved on from there. So, I think that's important to consider. I think secondly, team members, they often lack information, they often lack expertise — they lack insight into the nature of the decision which

they're challenging. Simply, from their point of view, they don't have the oversight and the context that leaders have who are taking the decisions. So, sometimes, I think the feedback is perhaps not as relevant as the challenger believes it is. Thirdly, I think the tone of some of the feedback and challenge that is given is wrong. I think team members sometimes challenge too clumsily, that they need to challenge with a kind of a positive tone, a kind of a collaborative tone. Very often, it's a kind of negative complaint if I'm brutally honest. And remember, you know, at the end of the day, if the challenge is a good one, then the leader in front of you will listen to you. And at the end of the day, if the person is not listening to you, we have to accept, maybe, we haven't said the right thing.

**Perry:** What should people do who are afraid to challenge their leaders?

**Dignen:** I mean fear is an interesting phenomenon — a very kind of baseline human emotion. I think if we're afraid of a situation or afraid of

**baseline** ▶ Ausgangslage;

hier: grundlegend

**clumsily**

▶ ungeschickt, ungehobelt

**expertise**

▶ Sachkompetenz

**feed into sth.**

▶ hier: in etw. eingehen

**insight** ▶ Einblick

**oversight**

▶ Übersicht, Kontrolle

**receptiveness**

▶ Aufgeschlossenheit

**senior** ▶ ranghöhere(r)s

**sensitivity**

▶ Feingefühl

somebody, that should trigger a number of reflections. Firstly, I think it tells us that there's a relationship issue. I mean, if we're afraid of saying something to another human being, which we believe is important to us and to them, if we have fear in that moment, that tells us immediately that the relationship is not in the right place. And that, perhaps, we need to invest more time in getting to know that person, in that person getting to know us, so that there's a level of trust, so that there is a platform for one individual to say to another individual, "Hey, I think something different". I think, secondly, maybe the word "challenge" itself is the wrong one. But, hey, if we think about it as offering an opportunity to another person, of presenting a gift to another person, that puts us into a different mindset. And who wouldn't want to give an opportunity, who wouldn't want to offer support? So, maybe there's something in this concept of "challenging" that is leading us to false conclusions. Maybe we need to abandon even the word "challenge" and start to say, "I want to offer opportunities to people". That might encourage us to do more. The third thing that people could consider is before challenging. Maybe people challenge too soon. Maybe what they could do when they're considering a decision which they don't really agree with, is to ask to support it. "How can I help you implement this decision?", which you in the back of your mind are maybe

thinking is the wrong decision. The smart thing about that is that it engages you in the process, it enables you to influence what you think might go wrong. So, it gives you an ability to steer it in the right direction. But it also enables you to learn — that if you step into a decision implementation which you thought was wrong, and, in fact, it turns out right, you learn better when to challenge the next time and when not to.

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

**Dignen:** Thank you. Looking forward to the next time.

*Business Spotlight 2/2021, pp. 34-37*

## CAREER COACH

### Achievements and recognition

#### [17] Introduction E

**David Ingram:** For our second Careers item, we hear from our career coach, Bo Graesborg. In his latest column, Bo asks why all your fantastic achievements at work may not be getting

**abandon sth.** ► etw. aufgeben, von etw. absehen

**conclusion**  
► Schlussfolgerung

**implement sth.**  
► etw. umsetzen

**look forward to sth.**  
► sich auf etw. freuen

**mindset**  
► Denkwiese

**trigger sth.**  
► etw. auslösen

the recognition that you think they deserve. The column is read by the author himself.

### [18] Column: Bo Graesborg M

I'm obviously delivering great results. So, why am I not getting the recognition I deserve?"

The frustration expressed in this question, though rarely formulated this directly, is something I have heard many times from hard-working, ambitious business professionals. And it frequently stands in the way of effective career management.

So, let's look at how to replace the feeling of frustration — which, by the way, is very easy for others to detect and just as easy to dislike — with a more productive strategy for professional growth.

Your greatness may be unrecognized for a variety of reasons. The most tempting reasons revolve around the incompetence of your boss (an idiot for not recognizing your brilliance). And the most uncomfortable reasons would mean that you should critically reassess your own performance (maybe you're not as brilliant as you think you are).

But instead of compiling a list of possible reasons, I would like to look at the question again and focus on a word that may indicate a faulty understanding of your interaction with the world around you. (Let's assume two things here: first, that your boss, like most people, is

basically OK and, second, that your results are indeed great.)

The word I am talking about is "obviously". Even if your results are great, thinking they are obviously great is risky. It can make you complacent and cause you to sit back when you should be getting up and pushing forward. The fact is that your competence is mostly not as visible as you think. You may hope your results speak for themselves, but they rarely do and generally need a little help.

Accepting this can be difficult. Your modesty and good manners may get in the way. So might noble ideas of meritocracy or complex fears of being seen as boastful or pompous. But the sooner you understand that doing your job is only half the job — and that part of creating results is making sure the results get recognized — the sooner you can get to work on one of the

**assume sth.** ▶ etw. annehmen

**boastful** ▶ angeberisch

**brilliance** ▶ Großartigkeit, Genialität

**compile sth.** ▶ etw. erstellen

**complacent**

▶ selbstgefällig

**detect sth.** ▶ etw. erkennen

**growth** ▶ hier: Entwicklung

**indicate sth.**

▶ auf etw. hindeuten

**meritocracy**

▶ Leistungsgesellschaft

**modesty** ▶ Bescheidenheit

**pompous** ▶ hochtrabend

**professional**

▶ hier: Fachkraft

**push forward** ▶ vorandrängen

**reassess sth.**

▶ etw. neu bewerten

**revolve around sth.**

▶ sich um etw. drehen

**sit back** ▶ sich zurücklehnen

**tempting** ▶ verlockend;

hier: reizvoll, bestechend

**visible** ▶ sichtbar, erkennbar

most overlooked skills in business life. And that skill is this: how to talk about your results in ways that don't make you sound like an insufferable blowhard.

Business Spotlight 2/2021, p. 38

## LANGUAGE

### SKILL UP!

#### Talking about time

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

**David Ingram:** OK, let's "skill up" on our language now with some idioms used for talking about time. First, listen to a dialogue between Roisin and Dave. The language they use is simple.

**Roisin:** Time passes really quickly! It must be two years since we last met. Are you still working all the time?

**Dave:** No. You know, in a very short time, the company was running smoothly. I have a lot more free time now — for now, anyway.

**Roisin:** So, you made the right decision.

**Dave:** I won't know that for sure until some time in the future!

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

**Roisin:** How time flies! It must be two years since we last met. Are you still working round the clock?

**Dave:** No. You know, in no time at all, the company was running like clockwork. I have a lot more time on my hands now — for the time being, anyway.

**Roisin:** So, you made the right decision.

**Dave:** Only time will tell!

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

- If you feel that time passes very quickly, you say...
  - how time runs.
  - how time flies.
    - b)** is right. When you say "how time flies", you want to say that time passes very quickly or almost too quickly. Next one.
- If something runs smoothly, it...
  - runs like clockwork.
  - works like a clock.
    - a)** is right. If something "runs like clockwork", it proceeds without problems and according to plan. Next one.

**blowhard** US ifml.

► Angeber(in), Wichtiguer(in)

**insufferable**

► unerträglich

3. Someone who works all the time without any break...
- works round the clock.
  - works any free minute.
- a)** is right. If someone works all the time to get their tasks done, they “work round the clock”. OK, next one.
4. If you have time available to do something, you...
- have more time than money.
  - have time on your hands.
- b)** is right. If you have time available to do something — for example to help a colleague who is snowed under with work — you “have time on your hands”. Next one.
5. If something is done very quickly, it is done...
- in no time at all.
  - in only one moment.
- a)** is right. If something is done very quickly, it is done “in no time at all”. OK, here’s the last one.
6. If you want to say that an outcome will only be known later, you can say...
- let’s look into the future.
  - only time will tell.
- b)** is right. If you want to say that an outcome will only be known later, you can say “only time will tell”.

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

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

**Erin Perry:** In this exercise, you can practise the idioms in the previous exercise again. You’ll hear the sentences that Roisin and Dave 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 from ours. OK, here’s the first one.

**Roisin:** How time flies!

- Time passes really quickly!

**Perry:** OK, next one.

**Roisin:** Are you still working round the clock?

- Are you still working all the time?

**Perry:** Next one.

**Dave:** You know, in no time at all,...

- You know, in a very short time, ...

**Perry:** And the next one.

**Dave:** ...the company was running like clock-work.

- ...the company was running smoothly.

**Perry:** OK, next one.

**outcome**

- Ergebnis

**snowed under with work:**

be - in Arbeit ersticken

**Dave:** I have a lot more time on my hands now.

► I have a lot more free time now.

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

**Dave:** Only time will tell!

► I won't know that for sure until some time in the future!

**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 German words and sentences into English, being careful to avoid the false friends. Let's begin.

**Ingram:** Our phrase is used for stating the time of day. Please translate this phrase.

**German:** *halb neun*

**English:** half past eight (in the UK, also "half eight")

**Ingram:** Don't say "half nine" as this means 9.30 or 21.30 in British English. This is one hour

later than the German *halb neun*, which is "half past eight" or, in British English, also "half eight". OK, translate this sentence, please.

**German:** *Sie nimmt immer den Bus um halb neun.*

**English:** She always takes the bus at half past eight.

She always takes the bus at half eight.

**Ingram:** OK, if you had any problems with this exercise, try it again.

### [22] Exercise: Translate **M**

**David Ingram:** In the previous track, we learned that the German *halb neun* is translated as "half past eight" in English. As punctuality is important in your business day, you need to be able to say and understand the time correctly. So, let's practise this a bit more now. First, you'll hear a time in German and then an English sentence with a beep for the time. In the pause, say the complete sentence with the time in English using "half past...". Then you'll hear the correct sentence again. Ready? Here's the first one.

1. *halb zehn*

The department stores in the city open at [beep].

► The department stores in the city open at half past nine.

**Ingram:** OK, next sentence.

2. *halb acht*

I reserved the table for [beep].

- I reserved the table for half past seven.

**Ingram:** Next sentence.

### 3. *halb eins*

Shall we meet in the canteen at [beep]?

- Shall we meet in the canteen at half past 12?

**Ingram:** OK, next sentence.

### 4. *halb zwölf*

He's in a meeting until [beep].

- He's in a meeting until half past 11.

**Ingram:** And the last sentence. Be careful because this one has two times beeped out.

### 5. *halb vier, halb fünf*

You're one hour late! I said [beep], not [beep]!

- You're one hour late! I said half past three, not half past four!

**Ingram:** Good. Did you get all the times right? 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 "time". We'll then do an exercise on them.

**Julia:** I can spend time on the project this month, so we'll be finished in time for the event.

**Paul:** How's the time frame looking for the website? How much time have you allocated for writing the text?

**Julia:** Five days. We'll easily be ready on time.

**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 "time". Then you'll hear the correct answer.

1. If you tell someone what you normally do in the evening, you inform them how you...  
➤ **spend your time** in the evening. If you tell someone what you usually do in the evening, you inform them how you spend your time in the evening.

**Perry:** OK. Next one.

2. If the meeting starts at the time it was scheduled to begin, it starts...  
➤ **on time**. If the meeting starts at the time it was scheduled to begin, it starts on time.

**Perry:** Next one.

**allocate sth.** ➤ etw. zuteilen;  
hier: einräumen

**schedule sth.**  
➤ etw. anberaumen



3. If you plan time for doing a specific task, you...

► **allocate time** for it. If you plan time for doing a specific task, you allocate time for it.

**Perry:** OK, last one.

4. The period of time that is planned for something is the...

► **time frame.** The period of time that is planned for something is the time frame.

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

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## TALKING FINANCE

### Inflation

#### [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 one that most people don't like the sound of — inflation. In other words, rising prices.

**Perry:** Ouch! No, don't like that. But let's hear what Ian has to say.

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

Inflation is a topic that is important to a lot of people because it affects their daily lives — what

they pay for goods and services and also what happens to their wages or salaries. But what is inflation exactly? It's not simply the rise in the price of a particular good or service. What we mean is a sustained rise in the general price level over a period of time, for example a year. And how this is measured varies a lot because there are different methods used for calculating price increases — for example exactly which prices do you include? Which goods, which services? In Germany, for example, the implicit price of living in your own home that you own is included in the price index. That's not the case in many other countries. So, it's not as easy as it seems to say there is one particular rate of inflation.

Most central banks aim for a rate of inflation of about two per cent a year. This is to avoid the danger of deflation, falling prices, which can be very damaging to an economy. In practice, in recent times, most countries, most central banks, have struggled to even get their inflation rate up to around two per cent. In recent months in the eurozone, we've seen falling price levels, negative inflation. But there's also a difference between the official, calculated rate of inflation and the perceived level of inflation — what people feel, what people experience. And through-

**affect sth.** ► etw. betreffen, sich auf etw. auswirken

**perceived** ► wahrgenommen;  
hier: gefühlt

**sustained**

► anhaltend, kontinuierlich

out the coronavirus crisis, we've seen quite a division there. For example, a number of goods or services that people are not buying at the moment — flights, foreign holidays — here the prices have fallen and that contributes to the overall index. But, of course, if you're not buying those things, you're not benefiting from the lower prices. On the other hand, certain basic goods — food, for example, fruit — have seen price rises much higher than the average. So, for each individual, you have your own personal level of inflation, depending on exactly what you buy, exactly what you consume, which goods and services. And that, of course, could differ considerably from the official level.

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## SHORT STORY

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

**David Ingram:** Now, it's time for our latest short story by James Schofield. It's called "No problem" and takes place in, well, a hospital.

**Erin Perry:** OK, sounds intriguing. Let's listen in.

### [27] No problem **A**

"Jeeesus Christ!"

I pulled my arm away from the terrified student doctor, who was trying to find a vein in my arm to take blood but was hitting only nerve ends. The needle slid across the floor. "Find someone old enough to do this properly!"

I screamed in her face. She burst into tears and ran out of the room.

It was not my finest moment.

My roommate, Mr Glassner, grunted, got out of bed, picked up the needle and put it on the medical trolley the student had left behind.

"Thank you," I muttered. "Sorry about that."

"No problem," he said to me in German. He had a face like a boxer and a deep voice with a strong Bavarian accent. "What's wrong?"

We had spent only a day together, Mr Glassner and I, but in that time, I learned that "No problem" was his mantra. He seemed to have a need to find out what was troubling people so he could help them. And I needed help.

"I don't know what they're going to do to me," I complained. "Nobody's explained anything."

In February of that year, I'd had a heart attack. It was not a pleasant experience, and I was told to come back to the hospital for a check-up six months later. I'd put the appointment in my diary and buried it at the back of my mind, so by the time it came around, I still hadn't understood what they were going to do and why I had

diary UK ▶ Terminkalender

grunt ▶ ächzen

learn sth.

▶ hier: etw. erfahren

medical trolley UK

▶ Rollwagen für die medizinische Pflege

mutter ▶ murmeln

overall ▶ Gesamt-

roommate

▶ Zimmergenosse/-genossin;  
hier: Mitpatient(in)

terrified ▶ erschrocken

vein ▶ Vene

to stay overnight. I was in the same ward that I'd been in before, and as I looked at the linoleum and smelled the disinfectant, memories of my first visit came back.

I'd noticed Mr Glassner while we were waiting for our room. I'd been pretending to read a magazine while an old lady stood nearby with no chair. She was annoying, getting up all the time to find out what was happening, so when she returned from her third trip, and her chair had been taken, everyone ignored her. Except for Mr Glassner, who offered her his.

Soon afterwards, a nurse came and told Mr Glassner and me to follow her. I groaned inwardly. I had to share a room with this large man who sounded like a bear as he talked to the nurse? He would probably snooze.

They put us through the usual hospital humiliation — weighing us, asking us stupid questions and making us put on the horrible little nightgown with no back and only a couple of strings. They do that to stop you from running away, which is what I wanted to do.

Which is why, when the student couldn't take my blood, I had overreacted. She came back about ten minutes later with an older male nurse who got it quite easily, but twisted the needle a bit in my vein to punish me for shouting at the student. I probably deserved it.

“Wait a moment,” said Mr Glassner as the nurse was about to go. “How does this proce-

dure work then? Nobody's told us.” And that was how I found out what was happening.

“Thank you,” I said to Mr Glassner as I was wheeled out to be taken to the operating theatre shortly afterwards.

“No problem,” he growled. “See you soon.”

\*\*\*

When they had finished, we had to lie on our backs so the pressure bandage could do its job. Keeping still like that for more than an hour is tourture, so when they took my bandage off, and I could sit up again, I was relieved. Mr Glassner was told he'd have to wait longer.

Lunch came but was inedible. I got out a bar of chocolate I'd brought with me, ate a piece and was about to put it away again when the thought went through my head that Mr Glassner must be hungry, too. I debated with myself for a moment. It was quite a small bar. Then I got out of bed and went over to him.

annoying ► lästig, nervig

bar ► Tafel

debate with oneself

► hier: hin und her überlegen

groan inwardly

► innerlich stöhnen

growl ► knurren, brummen

humiliation

► Demütigung

inedible ► ungenießbar

nightgown ► Nachthemd

nurse ► Krankenpfleger(in)

operating theatre UK

► Operationssaal

pressure bandage

► Druckverband

snooze ► schnarchen

torture ► Folter

twist sth.

► etw. (ver)drehen

ward ► Station

wheel sb. out

► jmd. (auf einer Krankentrage) hinausrollen, -fahren

“Would you like some chocolate?” I asked. And that was how we got to talking.

It was hard for me to understand everything he said, and sometimes, I just smiled to keep him going. His life wasn't very exciting, but he gave me the feeling that it was about helping others. He talked about his granddaughter a lot in the stories. He'd taken early retirement to look after her when his son's marriage collapsed. They must have been a comical pair at kindergarten parties, I thought — this bear of a man and his tiny cup.

And the dog.

I never learned its name, but its picture was on the cover of Mr Glassner's mobile phone, so I asked who was looking after it while he was in hospital. Was it his wife? No, it wasn't his dog, he explained. There followed a complicated story involving the hairdresser next door to the place where his wife worked in the centre of town and nobody taking the dog for a walk. So, for several years, he'd driven his wife to work, picked up the dog, taken it home to look after it and then driven back to town to return the dog and collect his wife.

Who was looking after it now, I wanted to know?

Someone else. He'd been in hospital the year before, and in that time, the owners had given it away. He hadn't found out until he returned home.

“Oh,” I said. “That's sad.” Mr Glassner shrugged his shoulders stoically but said nothing.

I turned to look out the window, but there was something in the silence that made me turn back, just in time to see a tear slowly trickling down his cheek before he wiped it away.

I paused, not knowing what to do. What would Mr Glassner do?

“Chocolate?” I asked finally, holding up the bar.

He took a piece and managed a half smile.

“Thank you,” he said.

“No problem,” I replied.

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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**

- Oxford University didn't accept me, so I studied French and Classics at the University of Exeter instead.

#### Classics

• Alphilologie  
**cup** ▶ Junges (von Raubtieren)

#### shrug one's shoulders

• mit den Schultern zucken  
**trickle down**  
• herunterkullern

- I taught English as a foreign language in Portugal for a while.
- I was also a secretary for some time, which didn't work out because I am a very disorganized person.
- I only liked working in an office because I could write stories on the computer when nobody was looking.
- I wore a disguise while shopping for my wedding dress.
- I once played myself in an episode of *The Simpsons*.
- I lost out to Vladimir Putin as *Time's* 2007 "Person of the Year".
- My first husband abused me.
- Before I became famous, I lived with my sister. I had to rely on welfare benefits to get by.
- I now have a net worth of nearly \$1 billion (€824 million).
- I am well known for my philanthropy.
- When I turned 45, in 2010, I gave £10 million (€11 million) to the University of Edinburgh to open a clinic dedicated to my mother, who died of multiple sclerosis.
- I describe myself as a Christian: "I believe in God, not magic."
- I am no stranger to controversy, most recently because of my views on biological sex and gender.
- I wrote my first story, called "Rabbit", at the age of six.
- I share the same birthday with my best-known character (31 July).
- I wrote the idea for my most famous book on a serviette.
- When I finally finished writing the book, it was rejected by 12 different publishing houses.
- The publisher that accepted the manuscript gave me an advance payment of only £1,500 (€1,660).
- I don't really have a middle name. The "K." in my name is in honour of my grandmother, Kathleen.
- My publishers thought it best if I used initials rather than my real name, as a female author may put off young male readers.
- My name rhymes with "bowling", not "howling".
- So, who am I?

**abuse sb.**

► jmdn. misshandeln

**advance payment**

► Vorschuss

**billion** ► Milliarde(n)

**bowl** ► kegeln

**dedicated (to sb.)**

► (jmdm.) gewidmet; hier: im Andenken (an jmdm.)

**disguise** ► Verkleidung

**get by**

► über die Runden kommen

**howl** ► heulen

**lose out to sb.**

► gegenüber jmdm. den Kürzeren ziehen

**net worth** ► Vermögen

**publishing house** ► Verlag

**put sb. off**

► jmdn. abschrecken

**reject sth.** ► etw. ablehnen

**rely on sth.**

► auf etw. angewiesen sein

**welfare benefits**

► Sozial(hilfe)leistungen

**work out** ► funktionieren

**David Ingram:** So, do you know who our mystery person is? If you want to find out, go to our website at [www.business-spotlight.de/who0221](http://www.business-spotlight.de/who0221), where you'll find the answer.

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## CONCLUSION

### [30] For more information

**David Ingram:** Well, we've come to the end of *Business Spotlight Audio 2/2021*. 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.

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