

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 4/2021*. 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 the importance for leaders of encouraging team members to take risks. We'll practise the language of salary negotiations and provide you with tips for how to conduct them. And we'll hear about the situation of domestic workers in South Africa. 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

Erin Perry: We'll begin with our Names and

News section and a story about children and predicting their future success at work.

David Ingram: Oh, you mean that firstborn children are more likely to be successful?

Perry: Well, that's what people used to think, but now things are not quite so clear. Let's listen now and find out more.

[3] Born leaders E

Are firstborn children more likely to have a successful career than their younger brothers and sisters? Researchers disagree on the answer to this question. One study from 2017 for the Institute of Labor Economics in Sweden found that firstborn children were 30 per cent more likely to be CEOs, while the youngest child in a family was more likely to be self-employed.

But research done in 2020 by psychologist Rodica Damian, from the University of Houston, found that the connection between birth order and future career has been exaggerated. Damian says that "there is little to no evidence here to suggest that first- vs later-borns are destined for specific careers". Which study you choose to believe may well depend on your birth order.

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CEO (chief executive officer) ▶ Firmenchef(in)

destined ▶ bestimmt

evidence ▶ Beweis(e), Anzeichen

exaggerated ▶ überzogen

researcher ▶ Forscher(in)

vs (versus) ▶ gegenüber

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

David Ingram: Our next story is about a woman of the cloth.

Erin Perry: You mean a member of the clergy? Interesting...

Ingram: No, in this case, it's not a story about religion, but about a woman whose job includes reducing the damaging effects of time on textiles that tell the stories of human rights atrocities. As you listen to our story, answer this question: when was the genocide in Rwanda in the 1990s? Ready? Listen now.

[5] Woman of the cloth **M**

Julia Brennan has spent most of her career working for collectors, museums and private clients. She has repaired the clothes of historical figures such as Abraham Lincoln and mended family heirlooms.

In the past few years, however, the 62-year-old textile conservator has taken on jobs that are not only technically but also emotionally difficult. She has been reducing the damaging effects of time on textiles that tell the stories of human rights atrocities.

Some of the clothes Brennan has been repairing belonged to prisoners at a former Khmer Rouge prison in Cambodia in the 1970s. Others belonged to people killed in a church during the genocide in Rwanda in 1994. The torn and

sometimes bloodied textiles show signs of the violent ways people were killed.

By repairing the clothes, Brennan hopes to help future generations remember the atrocities. As she told The New York Times, the garments are a record of "a person and an era".

Ingram: OK? Did you get the answer to our question? When was the genocide in Rwanda in the 1990s?

- ▶ The answer is 1994. Listen again.
- “Others belonged to people killed in a church during the genocide in Rwanda in 1994.”

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

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HEAD-TO-HEAD

Should firms be able to fire staff for their social media activity?

[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

(Wo)man of the cloth

- ▶ Geistliche(r)
- (cloth ▶ Stoff)

atrocities

- ▶ Gräueltat, Verbrechen

conservator ▶ Restaurator(in)

garment ▶ Kleidungsstück

heirloom

- ▶ Erbstück

mend sth.

- ▶ etw. ausbessern, reparieren

Rwanda ▶ Ruanda

take sth. on

- ▶ etw. an-, übernehmen

controversy. The subject of our Head-to-Head debate in the latest issue of *Business Spotlight* is whether firms should be allowed to fire staff for their private social media activity — another very controversial topic.

David Ingram: Indeed, so let's hear more about this debate now.

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

Ian McMaster: Should employers be able to fire staff as a result of their private activity on social media sites such as, for example, Facebook or Instagram? Note that we're not talking here about the issue of staff spending their *working time* on private internet activity. Rather, the question is whether firms should be able to evaluate the *content* of private social media posts and fire staff on the basis of that content. Those who think this should be possible argue that private posts can cause serious reputational damage for an organization — for example if the posts breach company confidentiality, are racist or sexist, involve bullying of colleagues or in some other way go against organizational values. And such reputational damage can spread very quickly around the world online, particularly as people often link their private social media accounts to the accounts of their company.

On the other hand, those who argue against the right of firms to sack staff believe that there

is a potential conflict here between what an individual sees as freedom of expression and what employers might think is inappropriate. They also believe that it is a very dangerous and slippery slope if employers start monitoring the social media activity of their staff and then firing employees simply because they disagree with the content.

It's a delicate issue, but my view is that, yes, in principle, employers should have the right to fire staff in cases of clear breaches of the organization's values or damage to the organization. But I also think that such measures should be taken only in extreme situations and that organizations should have a very clear — and legal — social media policy. And this should be transparent for all employees, possibly as part of their contract of employment. That's my view. But what do you think?

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argue against sth.

- Argumente gegen etw. vorbringen

argue that...

- behaupten, dass ...

breach sth.

- etw. verletzen

bullying • Mobbing

- confidentiality • Vertraulichkeit, Verschwiegenheit

delicate

- heikel, schwierig

inappropriate

- unangemessen

monitor sb./sth.

- jmdn./etw. kontrollieren

reputational damage

- Rufschädigung

sack sb. if/it.

- jmdn. rausschmeißen

slippery

- rutschig; hier: schwierig

slope

- Hang; hier: Terrain

WOMEN AT WORK

Domestic workers in South Africa

[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 by Xolisa Phillip looks at the position of domestic workers in South Africa and at how a recent change in the law has helped them. *Business Spotlight* editor Tenley van den Berg, whose family has strong connections to South Africa, is here now to tell us more about this story.

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

David Ingram: Hi, Tenley, how have you been?

Tenley van den Berg: To be honest, I need a vacation. I can't wait until the next time we are able to visit my husband's family in South Africa.

Ingram: You must miss them.

van den Berg: Yes, mostly my sisters-in-law. We get along well even though their lifestyles are very different from mine. I have to admit that I envy them sometimes.

Ingram: Oh, why is that?

van den Berg: Well, they all have household help — full time! Their domestic workers do the laundry, make meals, look after the children, clean the bathrooms — all the household chores that need doing. My sisters-in-law are free to pursue their career goals and leisure activities.

Ingram: It sounds like a dream!

van den Berg: It does, but I have often wondered what it is like for the ladies who do the work. What must it be like to go home after a full day of doing someone else's housework and then have your own housework waiting for you? Are they paid well? Do they have any rights? I was curious, so I looked into this last question.

Ingram: Ah, what did you find out?

van den Berg: As it turns out, domestic workers have long been excluded from a law that requires workers or their families to be compensated if they get injured or die in the course of their work. This changed in November 2020, when the South African constitutional court ruled that domestic workers should be entitled to workers' protection rights. Importantly, the law applies retroactively, meaning that workers and their families can now be compensated for accidents that have taken place since 1994.

apply retroactively

• rückwirkend gelten

compensated: be -

• eine Ausgleichszahlung erhalten

constitutional court

• Verfassungsgericht

domestic worker

• Haushaltshilfe

entitled: be - to sth.

• ein Recht auf etw. haben

envy sb. • jmdn. beneiden

get along well (with sb.)

• sich mit jmdm. gut verstehen

household chores

• häusliche Tätigkeiten, Haus(halts)arbeiten

laundry: do the - • die

Wäsche waschen/machen

pursue sth.

• etw. verfolgen, nachgehen

rule sth. • hier: etw. entscheiden, verfügen

turn out • sich herausstellen

Ingram: Does this change anything for your sisters-in-law?

van den Berg: I haven't asked them yet. But even if it did mean that my sisters-in-law now have to pay their domestic help a bit more, there is no doubt that they would do so to maintain their lifestyles. The court noted in its judgement that "domestic workers play a central role in our society". From what I have observed, these women certainly play a central role in the households of my family and friends in South Africa.

Ingram: Thanks a lot for sharing that information with us, Tenley. And hopefully, it won't be too long before you're able to see your sisters-in-law again.

van den Berg: Thanks, David. I hope so, too.

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COMMUNICATION

BUSINESS SKILLS Salary negotiations

[10] Introduction (I) E

David Ingram: OK, now it's time for our Business Skills section, in which we look at a key aspect of communication at work. This time, we have a very important subject indeed — negotiating your salary. This is the subject of Deborah Capras's article in the latest issue of *Business Spotlight*.

Erin Perry: Salary negotiations are often tricky because people are unsure about how to approach them and about how much they can reasonably ask for. When negotiating in a second language, things can be even more problematic.

Ingram: That's true! We'll hear some tips later about how to prepare for and organize your negotiations. But let's start with some exercises on the language you'll need.

[11] Essential phrases for salary negotiations **M**

David Ingram: Let's practise some phrases that are useful in salary negotiations. 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 ask for information about the salary structure in your organization.
 - Use "explain", "different" and "pay grades".
 - ▶ Could you explain the different pay grades?
2. You want to ask if your salary could include a ticket for public transport.
 - Use "consider", "including" and "my benefits package".

maintain sth.

▶ etw. beibehalten

- Would you consider including a ticket for public transport in my benefits package?
- 3. You want to ask whether the bonus is fixed or can be discussed.
 - Use “bonus percentage” and “negotiable”.
 - Is the bonus percentage negotiable?
- 4. You want to ask how much is usually paid for this particular position.
 - Use “normal salary” and “type of role”.
 - What is the normal salary for this type of role?
- 5. You want to ask if you could discuss your salary again next year?
 - Use “possible”, “review”, “compensation” and “next year”.
 - Would it be possible to review my compensation next year?

Ingram: Excellent. Well done!

[12] Essential words for negotiating salary

David Ingram: In this exercise, you'll first hear a dialogue between Tania and Ron as they negotiate Tania's salary. Then, we'll do an exercise in which we'll test you on some of the words used. OK, first listen very carefully to the dialogue.

Tania: Thank you for explaining the different pay grades.

Ron: You're welcome. Do you have any questions?

Tania: Actually, I'm looking for something closer to the higher salary range. Is there any wiggle room?

Ron: The lower figure would be the going rate for someone with your experience. I'm afraid it's not usually negotiable.

Tania: Not usually? What does that mean? As you know, I'm a high performer on the team! What would you really view as a competitive offer?

Ingram: OK, now we'll give you two alternative words, and then you'll hear one of the sentences from the dialogue again — this time with a beep where one of the words belongs. In the pause, choose the right word to complete the sentence. Then, you'll hear the full sentence again. Repeat the sentence trying to copy Tania's or Ron's pronunciation and intonation. Ready?

1. Here's the first pair of words to choose from: “classes” OR “grades”

Tania: Thank you for explaining the different pay [beep].

➤ Thank you for explaining the different pay grades.

competitive

➤ konkurrenzfähig

going ➤ hier: gängig

negotiable

➤ verhandelbar

pay grade

➤ Gehaltsklasse, Lohngruppe

salary range

➤ Gehaltsspanne

wiggle room ifml.

➤ Spielraum

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

Tania: Actually, I'm looking for something closer to the higher salary [beep].

► Actually, I'm looking for something closer to the higher salary range.

3. And another pair of words: "wiggle" OR "waggle"

Tania: Is there any [beep] room?

► Is there any wiggle room?

4. And the next pair of words to choose from: "go" OR "going"

Ron: The lower figure would be the [beep] rate for someone with your experience.

► The lower figure would be the going rate for someone with your experience.

5. Here's the next pair of words: "negotiable" OR "negotiating"

Ron: I'm afraid it's not usually [beep].

► I'm afraid it's not usually negotiable.

6. And here's the last pair of words to choose from: "competing" OR "competitive"

Tania: What would you really view as a [beep] offer?

► What would you really view as a competitive offer?

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

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

David Ingram: In addition to giving lots of useful phrases for pay negotiations, in her article in *Business Spotlight*, Deborah Capras also provides seven key tips on how to conduct them well. Let's listen to these tips now.

[14] Tips for salary negotiations **M**

■ The best possible package

In most salary negotiations, you're probably going to be asking for something that someone else would rather not give you. Whether you are negotiating the details of a job offer or asking for a pay rise in your current job, it's likely that someone will be arguing against your demands. That doesn't mean you can't get what you're asking for.

The key to any negotiation is preparation. But the trick in salary negotiations is to assume that you are the best possible person for your position — and that you have therefore earned the best possible pay package. Understanding what "best" means in practice will help you get paid handsomely for your work.

argue against sth.

- Argumente gegen etw. vorbringen

assume sth.

- etw. annehmen

earn sth.

- hier: sich etw. verdienen

handsomely ► ansehnlich;

hier: gut

negotiation ► Verhandlung

pay package

- Gehaltspaket

pay rise UK

- Gehaltserhöhung

Every situation is unique, but some negotiation tactics are standard and work well in a variety of situations. Here, we present seven tips to help you negotiate your way to more pay and better working conditions.

■ Ask around

What are your salary expectations? Are they realistic? Finding the right answers to these questions is not exactly easy. Depending on where you work, there might be laws that require companies to disclose any gender pay gaps. However, this kind of information may not provide the detail you need. Would you feel comfortable asking around? Discussing salaries is generally still a taboo. But it's a taboo that helps companies more than it does employees, so maybe it's one you might consider breaking. Just be diplomatic about it. Ask only the people you trust. Remember: if you go down this route, you will have to share your details, too.

■ Understand the market

Focus on your (future) organization's remuneration policies. Make sure you understand the different pay grades and how jobs are classified, evaluated and paid. Also, look outside your organization. Could you identify people in your network who would be able to talk about current market rates?

■ Prepare well

What benchmarks are you using to negotiate a pay rise? Are you focusing on the things that

matter to your company? Your arguments need to be about your achievements — and not, for instance, the fact that someone else is earning more than you. Provide details of how you go above and beyond what's expected of you and include any positive feedback about your work and working style from important stakeholders. Be clear about your strengths and how you bring value to the bottom line.

■ Go first — or second?

In most negotiations, the person who puts the first offer on the table has an advantage. This offer is known as the “anchor”, as it becomes the reference point for the negotiation. So, should you go first? Not necessarily. Salary negotiations are tricky. Recruiters often ask you to provide salary expectations first, just to see how low they can go. To go first, you need to know

above and beyond

► über ... hinaus

achievement ► Leistung

anchor ► Anker;

hier: Ausgangswert

benchmark ► Orientierungswert, Vergleichsgröße

bring value to the bottom

line *ifml.* ► zum Unternehmenserfolg beitragen

disclose sth.

► etw. offenlegen

evaluate sth. ► etw. bewerten

go down this route ► hier: sich für diesen Weg entscheiden

pay gap

► Lohn-, Gehaltsgefälle

pay grade

► Gehaltsklasse, Lohngruppe

recruiter

► Personalvermittler(in), -referent(in)

remuneration

► Vergütung, Entlohnung

stakeholder

► Projektbeteiligte(r)

tricky

► schwierig, heikel

unique

► einzigartig, spezifisch

the going rate. If you're not certain what this might be, let the other person go first.

■ Ask questions

Don't automatically assume that there is no room for negotiation, even if the offer does sound reasonable. And make sure you know the details and conditions of any future pay rise or bonus before you accept an offer.

■ Look at other benefits

How would you feel about flexible working arrangements or a performance-related bonus instead of a pay rise? Consider keeping one or two benefits as bargaining chips (unlimited holidays in return for the same basic salary, for instance). However, it's not a good idea to keep throwing counter-offers on the table. At some point, you need to show that you are willing to accept a good offer.

■ Look to the future

If the negotiation doesn't go well, stay calm and focus on the future. Indicate that you are serious about your career at the company. Then explain that you would hope for recognition for your work in the form of a higher salary or bonus at a later date. If the future doesn't look bright where you are, then perhaps you should be looking elsewhere. But think carefully about whether you really want to leave your job.

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CAREERS

LEADERSHIP

Encouraging boldness

[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 leaders can encourage team members to be bold and take risks at work. Here's Bob now to tell us more about this topic.

[16] Interview: Bob Dignen A

Erin Perry: Welcome, Bob. So, why is it so important for team members to be bold?

Bob Dignen: OK, I think there are different levels, different ways to answer that kind of question. I mean, on the one level, leaders, I think, regularly ask team members to be more bold, to be more confident. It's an appeal for individuals to stretch themselves and to achieve more — a kind of an entrepreneurial ideal. So, behind that “bold” appeal, I think there's a results focus, which is kind of obvious in a way. But I think

appeal

- Aufruf, dringende Bitte

bargaining chip

- Verhandlungsgegenstand

benefit

- hier: Zusatzleistung

entrepreneurial

- unternehmerisch (denkend)

going ▶ hier: gängig

indicate sth.

- etw. erkennen lassen

stretch oneself

- hier: sich anstrengen

there are also, kind of, second-level elements to this kind of appeal. Firstly, I think on a personal level, I think it's an appeal to try something new. Don't be afraid to fail — that kind of “fail fast” idea. And I think in many organizations, leaders want individuals to try to learn more, to take more responsibility for their own personal development. I think that's a genuine appeal behind that question. Secondly — and, again, another interesting dimension — if you're client-facing, I think this idea to be bold in front of the client, I think this is a kind of a trend now that we see in sales, that we don't sit in front of clients and just ask questions and try to understand them in a gentle way. We actually sit in front of them and challenge them, tell them what they don't know. Tell them things that maybe they don't wanna hear. And that's a way to really add credibility to the client relationship and drive sales. So, that's another interesting dimension of being bold. And then, of course, there's a third dimension, which is an internal dimension. If leaders want team members to be bold, they're also inviting them to be bold with them. In other words, to challenge the leaders around them, to challenge the decision-making, to challenge the hierarchy. And that, of course, raises interesting dimensions when team members really do start to be bold in front of their own leaders.

Perry: How can leaders encourage boldness in their teams?

Dignen: Yeah, I mean, I think there are different dimensions to this as well. Firstly, there's the obvious thing — just to say it and to repeat it. I think if we just say these things once rather lightly, I think there's a risk that we underestimate the degree to which we need to convince people that this is a genuine appeal. So I think it needs to be said kind of repeatedly and then also when people do it — and this is critical for leaders — they need to notice when team members are trying to stretch themselves, and to notice it, to recognize it and to celebrate it in a way. And I think very often the appeal is made but not enough attention is given to the noticing and the recognizing and the celebrating.

Secondly, I think it's about walking the talk. I think if leaders really want to encourage people to be bold, then they need to handle the challenge of boldness well. In other words, when team members maybe reject their ideas, reject the decisions, reject the suggestions top down from leader to team member, then they need to model a very important kind of behaviour, which is around openness, listening, curiosity with respect to team-member challenge. And

credibility ► Glaubwürdigkeit

critical

► wesentlich, unerlässlich

face sb.

► jmdm. gegenüberstehen

genuine ► authentisch

model sth.

► etw. (vorbildlich) entwickeln

walk the talk jfml.

► den Worten Taten folgen

lassen

wanna jfml. ► want to

I think a lot of leaders forget that. They kind of imply, “be bold with others, but don’t be too bold with me”. And I think it doesn’t really work that way. If you’re encouraging somebody to be bold, then you need to be open when you’re challenged and handle that challenge well, listening well and with strong curiosity.

And the third dimension of this, I think, is care, with this challenge to be bold. Because, remember, inside the challenge is something a little bit strange. Because, if I’m encouraging you to be bold, what am I actually saying to you? I’m actually saying maybe you’re not bold enough. There is a kind of implied criticism, a critique, inside this appeal and I think a lot of leaders don’t see that strongly enough.

Am I criticizing you? Am I actually saying that you need me to encourage you to be bold? Am I saying that you don’t have the intrinsic motivation yourself to do it? In other words, if you don’t have the intrinsic motivation, you’re not going to do it anyway, even if I try to encourage you. So, this has to be landed with a lot of care and a lot of explicit messaging that, you know, I believe you have this quality, but probably the environment is maybe stopping you and that maybe your lack of boldness is quite logical in some ways. I understand that, but I really encourage you to do it and I am here behind you supporting you when you do it.

Perry: Thanks very much, Bob, for encouraging us to boldly go into our new challenges. We look forward to hearing from you again next time.

Dignen: Thanks very much. Great to talk.

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CAREER COACH WII FM

[17] Introduction **E**

David Ingram: For our second Careers item, we hear from our career coach, Bo Graesborg. In his latest column, Bo explains why it’s important to communicate at work in ways such that other people hear what they want to hear. The column is read by the author himself.

[18] Column: Bo Graesborg **M**

It is often said we all listen to the same radio channel. Independent of age, culture, gender, political orientation or skin colour, we will always listen first to **WII FM: What’s in it for me?**

This may sound depressingly cynical and seem like a very bleak view of human nature (though all good cynics will tell you they are simply being realistic). But whether or not the

bleak ▶ trist

FM ▶ UKW-Rundfunk

imply sth. ▶ etw. andeuten,
stillschweigend voraussetzen

intrinsic ▶ innere(r,s), Eigen-

look forward to sth.

▶ sich auf etw. freuen

What’s in it for me?

▶ Was habe ich davon?, Was springt für mich dabei raus?

WII FM theory is true, let me point out an obvious, positive behaviour that we can learn from — a behaviour that is not only prosocial and good for the world, but can also help to boost your career. If everybody else is scanning what you say for relevance to them, why not give them what they are looking for? Make songs that will get played on their channel instead of insisting they tune into yours.

We may never know for sure what goes on in other people's minds, but we can make some good guesses. Try this experiment, for example. Take a piece of paper and then try to answer the following questions: What keeps your boss awake at night? What are your boss's top three priorities? How is your boss's performance evaluated? In which areas can your boss not afford to fail?

Now, what would change if you knew the answers to these questions? How would this change your priorities? How would this change the way you speak about your boss? In reality, you probably don't have the answers, and maybe your boss doesn't either. (If you think your world is fuzzy and ambiguous, imagine what theirs must look like.) Although having the answers is great, investigating the questions and appreciating their fundamental relevance to your career is almost as valuable.

Here's why. When it comes to careers, the best thing you can do is excel at what you do. Poor

performance will not result in you being given more responsibility. But the deciding factor for career progression after a certain point is less what you can do today and more what others think you can do in another role tomorrow. For them to make a career decision in your favour, they need to recognize your ability and ambition to see things from this perspective.

If you want them to give you more responsibility, show them that WII FM isn't the only channel you have.

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LANGUAGE

SKILL UP!

Talking about health

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

Erin Perry: OK, let's "skill up" on our language now with some idioms relating to health. First, listen to a dialogue between Anna and Terpsi. The language they use is simple.

ambiguous ➤ mehrdeutig

appreciate sth.

➤ etw. schätzen, würdigen

boost sth.

➤ etw. ankurbeln, voranbringen

career progression

➤ berufliches Weiterkommen

evaluate sth. ➤ etw. bewerten

excel at sth. ➤ sich in etw. hervortun

fuzzy ➤ unscharf;

hier: verworren

point sth. out

➤ auf etw. hinweisen

role

➤ hier: Funktion, Position

scan sth.

➤ etw. (schnell) durchsuchen

tune into (a channel)

➤ (ein Programm) einstellen

Anna: This project is very annoying.

Terpsi: Maybe you need to rest and relax for a while in order to get your strength back. A holiday might give you the extra energy you need.

Anna: I'm normally really healthy, but I do feel a bit tired and unwell from all the work.

Terpsi: It would make you feel so much better.

Perry: Now, you'll hear the same dialogue again, but this time, Anna and Terpsi use more idiomatic language. Listen out for the idioms.

Anna: This project is a right pain in the neck.

Terpsi: Maybe you need to recharge your batteries. A holiday might be the shot in the arm you need.

Anna: I'm normally fighting fit, but I do feel a bit run-down.

Terpsi: It would do you the world of good.

Perry: 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 the appropriate idiom. In the pause, choose the correct option. OK? Here's the first one.

1. If something is very annoying, it is...

a) a pain in the neck.

b) an attack to your nerves.

► **a)** is right. If something is "a pain in the neck", it is very annoying. Next one.

2. If you feel exhausted and unwell as a result of all the work you've had to do, you feel...

a) run-down.

b) fallen down.

► **a)** is right. If you feel exhausted and unwell as a result of all the work you've had to do, you feel "run-down". Next one.

3. If someone is top fit and healthy, they are...

a) running fit.

b) fighting fit.

► **b)** is right. If someone is "fighting fit", they are top fit and healthy. OK, next one.

4. If you feel very tired and have no energy, you need to...

a) recharge your batteries.

b) fill up the tank.

► **a)** is right. If you need to "recharge your batteries", you need to have a rest in order to get more energy again. Next one.

5. Something that helps you to get your energy back is...

a) a blow to the head.

b) a shot in the arm.

► **b)** is right. A "shot in the arm" is something that helps you to get your energy back. The phrase originally refers to the injection of something — for example, a vaccine — into your arm. OK, and here's the last one.

annoying ► ärgerlich, lästig

injection ► Injektion, Spritze

vaccine ► Impfstoff

6. Something that helps you to feel much better does you...

a) the best it can.

b) the world of good.

• b) is right. Something that does you “the world of good” makes you feel much better.

Perry: Well done. 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 Anna and Terpsi 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.

Anna: This project is a right pain in the neck.

• This project is very annoying.

Terpsi: Maybe you need to recharge your batteries.

• Maybe you need to rest and relax for a while in order to get your strength back.

Terpsi: A holiday might be the shot in the arm you need.

• A holiday might give you the extra energy you need.

Anna: I'm normally fighting fit.

• I'm normally really healthy.

Anna: But I do feel a bit run-down.

• But I do feel a bit tired and unwell from all the work.

Terpsi: It would do you the world of good.

• It would make you feel so much better.

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 by looking at a false friend. 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. In this exercise, we'd like you to translate a German word and sentence into English, being careful to avoid the false friend. Let's begin.

Ingram: Our word is used for the piece of paper on which a doctor writes the medicine that you should take if you are ill. Translate this word, please.

German: Rezept

English: prescription

Ingram: You can't say “recipe” in this context. A recipe, which is also Rezept in German, is a list of the ingredients you need to prepare a

meal and the instructions for how to make it. In a medical context, *Rezept* is translated as “prescription”. Now, translate this sentence, please.

German: Ich möchte das Rezept für meine Mutter abholen.

English: I would like to collect the prescription for my mother.

Ingram: Well done.

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

David Ingram: In the previous track, we learned that the English translation of the German word *Rezept* is either “prescription” or “recipe”, depending on the context. Let's practise these two options now. First, you'll hear a sentence describing a situation and then another sentence with a beep. In the pause, decide whether you need “prescription” or “recipe” instead of the beep and say the sentence with the right word in the correct form. Then you'll hear the right sentence again. Ready?

1. A [beep] is needed for antibiotics.
 - A prescription is needed for antibiotics.
 OK. Next sentence.
2. Could I have the [beep] for this delicious cheesecake?
 - Could I have the recipe for this delicious cheesecake?

OK. Next sentence.

3. You can get these pills without a [beep].

- You can get these pills without a prescription. OK, now listen carefully because there are two beeps in our fourth and final sentence.

4. Oh, look at the mess on this table! There are [beep] for vegan meals, unpaid invoices, a [beep] for physiotherapy, ...

- Oh, look at the mess on this table! There are recipes for vegan meals, unpaid invoices, a prescription for physiotherapy, ...

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 “health”. We'll then do an exercise on them.

Sandy: Have you been working in the health service for long?

Ahmed: I've been a health professional since 2018, so for about three years now.

Sandy: I got out after five. Working in the health profession almost ruined my own mental health.

mental ▶ psychisch

mess ▶ Durcheinander, Chaos

Ahmed: Yeah, it's affected my health, too. I do everything I can to safeguard it.

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 "health". Then you'll hear the correct answer. Here's the first sentence.

1. If you work in the sector that provides medical treatment to the public, you work in the...
 ➤ **health service.** If you work in the sector that provides medical treatment to the public, you work in the health service.

Next one.

2. If something has a negative impact on your health, it...
 ➤ **affects your health.** If something has a negative impact on your health, it affects your health.

OK, next one.

3. If you take measures to protect your health, you...
 ➤ **safeguard your health.** If you take measures to protect your health, you safeguard your health.

And the last one.

4. If you work in a health profession, you are a...
 ➤ **health professional.** If you work in a health profession, you are a health professional.

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

Stock market battles

[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 the recent battles between buyers and sellers on the stock exchange.

Perry: This sounds like fun. Let's hear what Ian has to say about this.

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

What we saw at the start of this year was an extraordinary battle between buyers and sellers on the US stock market. It was based primarily around the shares of GameStop, a US video games chain store, which has had a troubled trading time recently.

Before looking at this battle, it's worth reminding ourselves what the stock market is.

affected sth.

➤ etw. beeinträchtigen

impact ➤ Auswirkung

share ➤ Aktie

stock market ➤ Aktienmarkt

trading time

➤ Handelszeit, (Börsen-)

Öffnungszeit

It's a place — physical or online — where buyers and seller can meet and do business, trade shares. That sounds obvious, but there's a key point which is often forgotten. For every sale of a share, there has to be a purchase. Someone — or some institution — is selling and someone is buying.

This typically means that traders have different opinions on whether a particular company's share price is going to rise or fall in the future — based on projections for that company's future profits. Put simply, those who think a share price will rise would typically buy that share at the current price, and those who think a share price will fall would sell that share.

A complicating factor is what is known as "short selling", that is, selling shares that you don't own but which you have borrowed. Short selling is often carried out by hedge funds — financial institutions that manage huge sums of money. Now, short selling is a form of bet that the share price will fall. If the price does fall, the short sellers can buy the shares back — to return to the lender — at a lower price than that at which they sold them. In this way, then can make a profit. This is what happened in the case of GameStop, where hedge funds were betting on a falling share price. But short selling always carries with it the danger that the price of the borrowed share will rise after they have been sold, instead of falling. In such cases, the

short sellers — who have to return the shares to the lender — will make a loss.

In GameStop's case, small investors, organized via internet forums such as Reddit, and investing via apps such as Robinhood, in effect decided to take on the short-selling hedge funds and organize mass buying of GameStop shares. This was not because they believed in GameStop's trading future, but simply to drive up the share price and force the hedge funds to scramble to buy shares to cover their positions in order to reduce their losses, a process known as a "short squeeze".

The result was a massive increase in GameStop's share price from around \$20 at the start of the year to nearly \$500 before it fell back to under \$50. The Robinhood app even temporarily suspended trading in GameStop shares.

Some hedge funds made huge losses. Some small investors made a lot of money, while others who bought near the peak will have ended up losing. This wasn't the first such stock market battle and it won't be the last. For outsiders,

bet (on sth.) ► Wette;
auf etw. wetten, setzen

drive up (a price)
► (einen Preis) in die Höhe
treiben

peak ► Gipfel;
hier: Höchststand

projection ► Prognose

purchase ► Kauf

scramble to do sth.
► etw. unbedingt tun

share price ► Aktienkurs

short selling
► Blanko-, Leerverkauf

short squeeze ► Verkäufer-
engpass, Short-Squeeze

suspend sth.
► etw. aussetzen

it was very entertaining. But for those involved, whether hedge funds or small investors, it involved not only significant opportunities, but also significant risks.

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SHORT STORY

[26] Introduction **E**

David Ingram: Now, it's time for our latest short story by James Schofield. This time, it's about something that most of us have spent far too much time doing over the past year — taking part in videoconferences. But this particular videoconference is, well, just a bit different.

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

[27] VizMeet **M**

“Right,” I say to my two teenagers, Eva and Rollo, who are lying on the sofa scrolling through Instagram. “Aunt Lucy rang to say she's arriving this afternoon while I'm working, so you two look after her until I've finished. That means no phones, no Netflix, no gaming. Understood?” They complain, but I remain firm.

“She needs us. She just got thrown out of her commune in Wales.”

My sister Lucy is an eco-warrior who has been fighting capitalism since university. Every six months, she comes for a holiday, has lots of baths and then goes back to rescuing turtles and blocking oil pipelines.

“Why not take the afternoon off?” asks Rollo. “You hate your job. You said the chairman reminds you of Donald Duck.”

It's true, he does. I am, in fact, a wannabe author with a fantasy novel called Hallidale: The Chronicle of Wind in my desk, which I still haven't shown to anybody. Maybe one day, I'll send it to a publisher.

“I know,” I reply. “But my job pays your internet bill at the moment, so you need me to keep it.”

I go upstairs and set up the computer for the three-hour virtual meeting I'm about to run for my company's board members. I look at my checklist: camera and audio ... on. Teeth ... clean. Background ... hmm, risky.

We're using a new videoconference tool called VizMeet. It has lots of fun features that we're not supposed to use because they're unprofessional. We're not allowed to use picture backgrounds, for example — only real life. Well, I don't want anybody to see anything unsuitable

board member

► Vorstandsmitglied

chairman

► Vorsitzender

chronicle ► Chronik

commune ► Kommune

eco-warrior

► Umweltaktivist(in),
Ökokrieger(in)

feature ► Funktion

publisher

► Verleger(in); Verlag

rescue sth. ► etw. retten

run sth. ► hier: etw. leiten

take (time) off

► (eine Zeit) freinehmen

turtle ► (Wasser-)Schildkröte

unsuitable ► unangemessen

wannabe jfm.

► Möchtegern-

on my bookshelves (as happened to that university professor who left a sex toy out by mistake when she was being interviewed on television), so I remove a Dan Brown thriller and replace it with a Stephen Hawking book from under my bed that I don't understand.

"What on earth are you doing, Smithers?" says a voice behind me. It's Cornell Fugg, the company chairman. He's 20 minutes early.

"Um," I start.

"Never mind, I'm not interested. Now, let's discuss this meeting before the others arrive..."

This is bad. He wants to halve the size of the management board, and I have to help him to achieve this. I must control the agenda carefully and make sure nobody interrupts him when he's presenting his proposal.

"...and remember, Smithers, you're the moderator, so kick out anybody who disobeys you. Understood?"

I can see I'm going to make plenty of enemies this afternoon. Fugg disappears, and I hear the front door opening as Lucy arrives. I go to say hello and explain what I'm doing.

"No stress," she says. "We'll make some brownies." Eva and Rollo are pleased, and Lucy says she'll bring me a cup of tea and a brownie in the break we have planned.

The meeting begins. The other board members are suspicious of Fugg and want to add items to the agenda.

"Sorry," I say, "but that's against company meeting protocol. All items must be agreed before the meeting. So, first point on the agenda: customer satisfaction survey results..."

Fugg looks pleased. He wants to make sure his bombshell announcement comes after everyone has discussed the satisfaction survey. He knows they'll spend 90 minutes fighting and be too angry to support each other against him when his item comes under discussion.

With difficulty, I keep the meeting together as each department plays the blame game. Finally, as the head of production is just about to call the head of sales something unforgivable, I tell everybody to take a 15-minute break.

Downstairs, I find a message from Lucy: there's tea ready for me, and I can have one brownie. She and the teenagers have gone for a walk.

I'm impressed. I have trouble even getting them off the sofa. I eat a brownie — which is delicious — ignore Lucy's message and eat another. On the way upstairs, I take a third.

What on earth...?

► Was zum Teufel...?

halve sth.

► etw. halbieren

achieve sth.

► etw. erreichen

agenda ► Tagesordnung

disobey sb.

► sich jmdm. widersetzen

break ► Pause

suspicious: be - of sb.

► jmdm. gegenüber argwöhnisch sein

item ► (Tagesordnungs-)

Punkt

survey ► Umfrage

bombshell ► Paukenschlag

play the blame game ifml.

► sich gegenseitig die Schuld zuweisen

The meeting begins again, but somehow, it's not as bad now. I nibble on my brownie while they argue, and I feel myself relaxing. Let them fight. Who cares? I lick the last crumbs from my fingers and, because I'm bored, examine the list of meeting features that I'm not supposed to use.

Ooh!

This looks fun. I can turn each speaker into my favourite cartoon character. I start giggling at the idea. Everybody stops talking, and Fugg gives me a dirty look.

"Sorry," I say. "Well, that discussion was a waste of time. Let's move on. Your turn, Cornell."

Fugg starts explaining his plan but is still giving me dirty looks. So, without thinking of the consequences, I change him into Donald Duck, voice and all.

For a minute, he continues talking while I cry with laughter. Then he sees himself on the screen and starts shouting and swearing at me.

"Sorry, Cornell," I say. "I'm the moderator. None of that language, or I'll remove you."

"You don't have the authority, you...," he begins shouting, so I kick him out of the call. "What the hell?" I think and, for the next ten minutes, I turn the rest of the board into different Disney characters. I think it was Minnie Mouse, head of human resources, who told me I was fired, but I'm not sure because I kicked them all out soon afterwards.

When I went downstairs, I found out what had happened. Lucy's brownies were actually hash brownies, with a generous portion of cannabis butter that she'd made in the commune in Wales.

"I'm so sorry," she says later that evening as we have some pasta. "You were supposed to eat only one of them. Is there anything I can do to make it up?"

I think for a moment, then I go and fetch Hallindale: *The Chronicle of Wind*.

"Read this," I say, "and tell me what you think."

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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.

and all ▶ und so

argue ▶ streiten

crumb ▶ Krümel

dirty ▶ hier: vernichtend

giggle ▶ kichern

hash *ijml.* ▶ Haschisch

human resources

▶ Personalabteilung

make it up

▶ es wiedergutmachen

nibble on sth.

▶ an etw. knabbern

swear at sb.

▶ jmdn. wüst beschimpfen

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

- I was born in Mingora, Pakistan, on 12 July 1997.
- I am named after a well-known Afghan poet and warrior woman.
- I attended a school that was founded by my father.
- I began blogging for the BBC at the age of 11 under the pseudonym Gul Makai. I received Pakistan's National Youth Peace Prize in 2011.
- I stood up to the Taliban because I wanted girls to be given an education.
- I survived a shot to the head on my way home from school in 2012.
- I was then transferred to Queen Elizabeth Hospital, Birmingham, UK.
- Following this attempt on my life, Pakistan introduced its first-ever Right to Education Bill.
- I published my first book in 2013, at the age of 16.
- Since then, I have also written a children's picture book and a book about displaced refugees.
- An asteroid was named after me in 2015.
- I received honorary Canadian citizenship in April 2017.
- My father and I launched a fund that bears my name to fight for "every girl's right to 12 years of free, safe, quality education".

- On my 18th birthday, I opened a school in Lebanon for young female refugees from Syria.
- I am known for the #booksnotbullets campaign, which urges world leaders to prioritize education rather than military activities.
- I wanted to be a doctor when I was younger, but now I am more interested in politics.
- I went to Lady Margaret Hall, the same Oxford college attended by Benazir Bhutto, Pakistan's first female prime minister. I studied PPE (philosophy, politics and economics) and graduated in 2020.
- I am now running a feminist book club called Fearless.
- I gave a speech to the United Nations on my 16th birthday.
- At 17, I was the youngest person ever to receive the Nobel Peace Prize.
- I was appointed as a UN Messenger of Peace in 2017.

appoint sb.

► jmdn. ernennen

attempt ► hier: Anschlag

bear sb.'s name

► jmds. Namen tragen

bill ► Gesetzentwurf

bullet ► Kugel

displaced ► vertrieben

found sth.

► etw. gründen

fund ► Fonds

graduate

► seinen Abschluss machen

launch sth.

► etw. ins Leben rufen

messenger ► Botschafter(in)

refugee ► Flüchtling

stand up to sb.

► jmdm. die Stirn bieten

urge sb. to do sth.

► jmdm. nahelegen, etw. zu tun

warrior woman ► Kriegerin

- A bill named after me was passed by the United States Congress to increase the number of scholarships available to Pakistani women.
- The Taliban still see me as a target.
- So, who am I?

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/who0421, 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* 4/2021. 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

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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