

**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* 7/2021. 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 also have lots of exercises to help you to improve your language and communication skills.

**Ingram:** We'll hear from Bob Dignen about why it's important for leaders to display care at work. We'll provide you with tips for getting your messages across more effectively with the help of stories. And, talking of stories, we have another short one from James Schofield, in which clothes come to life. 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 from Japan about students and young employees.

**David Ingram:** Is this by any chance about people wanting to study and work abroad, Erin?

**Erin Perry:** Actually, it's exactly the opposite, David. The Japanese government is worried that so few young Japanese people want to study and work abroad — and that this will hurt the country's international competitiveness. Let's listen now and find out more.

**[3] There's no place like home E**

Only four per cent of Japanese university students want to study abroad, according to a 2019 survey. Also, a 2017 survey found that 60 per cent of young employees didn't want to work overseas.

Some young Japanese don't want to go abroad because they are embarrassed about their poor English skills. Others say that employees who have worked only in Japan sometimes do better in their career than those who have gained experience abroad.

embarrassed: be - about sth.

▶ etw. peinlich finden

survey

▶ Umfrage, Studie

Governments and business leaders fear that these “inward-looking” youth will make it more difficult for the country to compete internationally. “Japan is falling behind and hasn’t even noticed its decline,” Hiraga Tomikazu, professor of international business at Osaka Seikei University, told *The Economist*. Yonezawa Akiyoshi, professor and vice-director of Tohoku University’s International Strategy Office, agrees: “There is so much growth and push to go overseas in other parts of the world,” says Mr Yonezawa. “That’s a wave Japan also needs to ride.”

Business Spotlight 7/2021, p. 7

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

**David Ingram:** Our next story is from the UK and it’s related to the coronavirus pandemic. We’re going to hear about Kate Bingham, a venture capitalist who was asked to be the first head of the UK Vaccine Taskforce in May 2020. As you listen, answer this question: does Kate Bingham plan to work for the UK government again? Ready? Listen now.

#### [5] Up to the task **M**

Many people were sceptical when British venture capitalist Kate Bingham, 55, was asked to be the first head of the UK Vaccine Taskforce in May 2020. Bingham, who studied biochemistry at Oxford University, thinks she was the

right person for the job. She says her “venture capital view of the world” helped the taskforce work with organizations developing vaccines. She told the *Financial Times* that government procurement is usually “all about how you can get the cheapest price” rather than working together with organizations as partners. She also said that, unlike governments, venture capitalists expect failure. “In government, if you have one failure, the press is all over you.”

When asked whether the taskforce was successful, Bingham said “the results speak for themselves”. She has no plans, however, to work for the government again. Venture capitalism, she says, is her “forever job”.

#### [6] Answer: Listening comprehension **E**

**Ingram:** OK? Did you get the answer to our question? Does Kate Bingham plan to work for the UK government again?

- ▶ The answer is no. Listen again.

“When asked whether the taskforce was successful, Bingham said ‘the results speak

all over:

be - sb. ifml.

- ▶ über jmdn. herfallen

compete

- ▶ konkurrieren;

hier auch: konkurrenzfähig sein

decline ▶ Niedergang

- fall behind ▶ zurückfallen

inward-looking ▶ in sich ge-

kehrt; hier: nicht weltzugewandt

procurement

- ▶ Beschaffung (swesen)

push ▶ hier: Druck

vaccine ▶ Impfstoff

venture capitalist

- ▶ Risikokapitalgeber(in)

for themselves'. She has no plans, however, to work for the government again."

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

*Business Spotlight 7/2021, p. 7*

## HEAD-TO-HEAD

### Should the UK introduce an online sales tax?

#### [7] 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 the UK should introduce an online sales tax.

**David Ingram:** Yes, this became a very topical discussion during the recent lockdowns, when high street shops were closed, and people ordered more products online than usual. So, let's hear from Ian now about the two sides of this debate.

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

**Ian McMaster:** Should the UK introduce an online sales tax? This debate has become much more heated recently, as a result of the various coronavirus-related lockdowns. With many high street shops closed for long periods, con-

sumers have turned to ordering more and more items online. And the issue is whether a specific online sales tax is now necessary.

Those in favour of such a tax argue that it is needed — together with a cut in high street business rates — in order to restore the balance between high street shops and online giants such as Amazon. They argue that, unless the new tax is introduced, online firms will continue to be able to undercut high street retailers and that high street shopping will die out.

Those who oppose an online sales tax, on the other hand, argue that high street retailers also sell online and so would be hit by the new tax, too. They also argue that Amazon would simply pass on an online sales tax to its third-party sellers — who make up more than half of everything that is sold on Amazon — and that these merchants would then pass on the cost to consumers. Opponents of an online sales tax also question whether the public really wants to save the high street shopping experience or whether people prefer out-of-town retail parks.

#### argue that...

- argumentieren, dass ...

#### business rate UK

- Abgabe für die Nutzung gewerblicher Räume

#### high street UK

- Haupteinkaufsstraße; hier: Einzelhandel

#### hit: be - by sth.

- von etw. betroffen sein

#### merchant US • Händler(in)

#### retail park

- Einkaufszentrum (mit Einzelhandelsgeschäften)

#### retailer • Einzelhändler(in)

#### undercut sth.

- etw. unterbieten

Again, it's a tricky issue to decide, but I'm going to come down on the side of those who think that there should indeed be a new online sales tax and also a reduction in high street business rates. That's my view. But what do you think?

*Business Spotlight* 7/2021, pp. 16-17

## COMMUNICATION

### BUSINESS SKILLS Storytelling

#### [9] Introduction 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, our topic is storytelling, the subject of Deborah Capras's article in the latest issue of *Business Spotlight*.

**Erin Perry:** Oh, great. I do love a good story, David. And telling stories is certainly an excellent way to get people to listen to you.

**Ingram:** It definitely is. And in her article, Deborah provides seven key tips on how you can get your message across more effectively through the use of stories. Let's listen to these tips now. They are read by Melita Cameron-Wood.

#### [10] Tips for storytelling M Glued to the story

Our brain lights up when we hear a good story. And, intriguingly, neuroscientists at Princeton University in the US have discovered that the

same areas of the brain light up at the same time in both the listener and the storyteller. Therefore through storytelling, one can create a bond between people — even, it seems, when the listener is stuck inside a scanner. It's a clear sign that storytelling is an important social glue.

Before scanners came into the picture, good storytellers already knew that a great story could trigger emotions in others and move people to tears. While you might not want the tears in a business context, a captivating story can bring other benefits. It can sell ideas, products and services. It can help you get a job or inspire others to act. Stories are persuasive tools. In these seven tips, we look at storytelling techniques and the language you can use in your own.

#### 1. Opening for your audience

Here's a spoiler: focus on the ending of your story before you get started. First, imagine how

**bond** ➔ Bindung, Beziehung

**captivating**

➔ fesselnd

**glue** ➔ Kleber, Bindemittel

**Glued to the story**

➔ Von der Geschichte

gefesselt sein

(**glued: be - to sth.**)

➔ an etw. kleben)

**here's a spoiler**

➔ etwa: hier wird schon mal etwas verraten

(**spoiler** ➔ Spielverderber(in))

**intriguingly**

➔ interessanterweise

**persuasive** ➔ überzeugend

**tricky** ➔ schwierig, knifflig

**trigger sth.** ➔ etw. auslösen

you want your audience to feel once your story is over. Then draft your story with that goal in mind. This will be much easier if you know your audience. Who are they? What do they know already? What do they need to know? How do you want them to react? You'll get the best reaction if you have their full attention while you're telling your story. So, make sure you put them into listening mode from the beginning. Where possible, use their names to grab their attention. Now, can you open in a way that creates a sense of intrigue?

## 2. Organizing the elements

Consider this three-question structure for your narrative framework: "What?", "So what?", "Now what?". This should help you create a strong beginning, an interesting middle and an informative end. Don't forget to include the key elements of a good story: a plot, a conflict or struggle, a turning point and an outcome. Structure your narrative, and then guide your audience through the story.

## 3. Setting the scene

Bear in mind that your audience could be thinking, "Why should I care?". Give them context so they do. Before you get too deep into the story, make it easier for people to understand your motives. Try to set the scene with interesting details. Remarkably, starting a sentence with a strong adverb can make people pay more attention to what follows.

## 4. Timing it well

While it's important to be descriptive, cut out any unnecessary background information. Consider asking a good editor for help. If you feel your audience getting restless while you're telling your story, let them know you're about to wind up the story. That prospect might draw them back in.

## 5. Making it relatable

All stories need a strong central character — a hero. In the business world, it doesn't need to be a person. It could be your brand or a product. Explain who or what is involved in a way that interests the listener to make your story relatable. You want your audience to feel empathy with your heroes. If your hero is a person, explain how they are feeling and why. This helps your audience feel a connection — and

**audience** ▶ Zuhörer(innen)

**brand** ▶ Marke

**draft sth.** ▶ etw. entwerfen, konzipieren

**editor** ▶ Lektor(in)

**goal** ▶ Ziel(setzung)

**grab sb.'s attention** *ifml.*

▶ jmds. Aufmerksamkeit erregen

**intrigue** ▶ Intrige;

hier: Spannung

**listening mode: put sb. into** ▶

dafür sorgen, dass jmd. aufmerksam zuhört

**narrative framework**

▶ Erzählrahmen

**outcome**

▶ Ergebnis, Ausgang

**plot**

▶ Handlung

**relatable**

▶ nachvollziehbar

**restless**

▶ unruhig

**turning point**

▶ Wendepunkt

**wind sth. up**

▶ etw. zu (einem) Ende bringen

helps them put themselves in the hero's shoes. So does interacting with your audience as you tell them your story.

## 6. Introducing conflict

Introduce events, decisions or conflicts that highlight your values or those of your company. Just make sure that the struggle is about something that your audience recognizes and is interested in. Build and then release tension. A story with tension will capture people's attention.

## 7. Getting to the numbers

Focus on the significance of your data, and not just on the numbers. Creating stories around data helps people accept and remember them more easily. The key is not to overload your story with statistics. Concentrate on the ones that matter — and provide the rest in a document, if appropriate. In business, you can't ignore the data, but you really shouldn't neglect the story.

## [11] Essential phrases for storytelling M

**David Ingram:** Let's now practise some phrases that are useful when telling a story. 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.

- You want to point out that you did not make up the story.
    - Use "true story" and "by the way".
    - ▶ This is a true story, by the way.
  - You want to tell your audience only things that are relevant.
    - Use "not want", "bore" and "all the details".
    - ▶ I don't want to bore you with all the details.
  - You want to mention some difficulties in the past.
    - Use "problems", "short deadlines" and "high tariffs".
    - ▶ The problems were short deadlines and high tariffs.
  - You want to ask about the impact on production.
    - Use "what" and "mean for".
    - ▶ What does this mean for production?
- Ingram:** Excellent. Well done!

appropriate: if ~

▶ gegebenenfalls

audience ▶ Zuhörer(innen)

capture sb.'s attention

▶ jmds. Aufmerksamkeit erregen, jmdn. fesseln

highlight sth.

▶ etw. hervorheben

impact

▶ Auswirkung(en)

neglect sth.

▶ etw. vernachlässigen

overload sth.

▶ etw. überfrachten

put oneself in someone

else's shoes ▶ sich in jmd. anderen hineinversetzen

release sth. ▶ etw. freisetzen; hier: wieder abbauen

tension ▶ Spannung

## [12] Essential words for storytelling **M**

**David Ingram:** In this exercise, you'll first hear some tips on how to tell a good story. 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 tips.

1. Don't neglect the story behind your company's values, even when you have a lot of facts and figures to present.
2. Describe people in such a way that your audience can empathize with them and put themselves in their shoes.
3. Make your story relatable to your listeners by including information that is relevant to them.
4. A captivating story can sell ideas and even move people to tears.

**Ingram:** OK, now we'll give you two alternative words, and then you'll hear statements based on the tips — 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 the speaker's pronunciation and intonation. Ready?

- Here's the first pair of words to choose from: "neglect" OR "negligence"
1. Don't [beep] the story behind your compa-

ny's values, even when you have a lot of facts and figures to present.

- ▶ Don't neglect the story behind your company's values, even when you have a lot of facts and figures to present.

- And here's the next pair of words: "sandals" OR "shoes"

2. Describe people in such a way that your audience can empathize with them and put themselves in their [beep].

- ▶ Describe people in such a way that your audience can empathize with them and put themselves in their shoes.

- And the next pair of words: "related" OR "relatable"

3. Make your story [beep] to your listeners by including information that is relevant to them.

- ▶ Make your story relatable to your listeners by including information that is relevant to them.

- And the last pair of words to choose from: "captive" OR "captivating"

### audience

- ▶ Zuhörer(innen)

**captivating** ▶ fesselnd

### neglect sth.

- ▶ etw. vernachlässigen

### put oneself in someone

**else's shoes** ▶ sich in jmd.

anderen hineinversetzen

### relatable

- ▶ nachvollziehbar

3. A [beep] story can sell ideas and even move people to tears.
- A captivating story can sell ideas and even move people to tears.

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

*Business Spotlight 7/2021, pp. 20-23*

## CAREERS

### CAREER COACH

#### Preparing for promotion

##### [13] Introduction **E**

**David Ingram:** OK, let's move on now to our Careers section and our career coach, Bo Graesborg. In his latest column, Bo looks at why you might be overlooked for promotion in favour of an external candidate — and provides some advice for what you can do to prevent this. The column is read by the author himself.

##### [14] Column: Bo Graesborg **M**

You are not going to like what I have to say in this column. That's OK. Just be sure to direct all your hate mail to the magazine's editor. He is trained to deal with people like you.

Has the following ever happened to you? You work hard and you learn all sorts of useful new things. You go on training and talent pro-

grammes and you grow and develop. And you generally do whatever your organization asks you to do. Yet, when the time comes, and the next-level position that you had your eyes on opens up, an external new hire is brought in to fill the position.

A fairly typical reaction in this situation is to blame your boss for not pushing your name forward and to take the opportunity to engage in some soothing company-bashing with other colleagues and generally allow your dedication and loyalty to take a dive. A more adult approach, however, would be to analyse things with a little less misplaced frustration.

Here's the thing: while external hires do not have your network, your intimate knowledge of internal processes or your strong identification with the company, they bring new networks, fresh ideas and a healthy lack of respect for how things are normally done. And simply by virtue of changing jobs, they are demonstrating a courage to change not easily matched by

**approach** ▶ Vorgehensweise

**bashing** *ifml.*

• Niedermachen, Schelte

**by virtue of** ▶ aufgrund, durch

**dedication**

• Einsatz, Engagement

**editor** ▶ (Chef-)Redakteur(in)

**engage in sth.**

• sich an etw. beteiligen

**misplaced**

• deplatziert, unangebracht

**new hire** US

• neue(r) Mitarbeiter(in)

**soothing**

• wohltuend

**take a dive**

• stark fallen; hier: einen

Dämpfer bekommen



someone who hasn't switched jobs in 20 years. I do not mean to suggest that looking outside the organization for new hires is necessarily the better choice. I am simply pointing out that smart people often think so.

According to Development Dimensions International's 2021 "Global Leadership Forecast", only 11 per cent of the 2,102 HR professionals surveyed said their companies have a strong bench for leadership positions. In other words, 89 per cent of the organizations say they do not have sufficient internal talent. If you are in one of these organizations, it means you have three options:

- Become better at your job so that you get on that leadership bench.
- Become better at showing others how good you are and that they were wrong not to put you on the bench in the first place.
- Leave and join another company, where you will be the external hire with the fresh insights.

Either way, you have work to do. Sorry!

*Business Spotlight 7/2021, p. 35*

## LEADERSHIP Care

### [15] Introduction E

**Erin Perry:** The second item in our Careers section looks at the topic of leadership. In the current issue of *Business Spotlight*, Bob Dignen

discusses the ways in which leaders need to show care in the workplace. Here's Bob now to tell us more.

### [16] Interview: Bob Dignen A

**Erin Perry:** Welcome, Bob. What exactly do we mean by care?

**Bob Dignen:** I think when we're talking about kind of leadership and care, I think, in the end, what we're talking about is commitment. Commitment to tasks, to results, to mission, to purpose. And then, alongside that, additionally, a commitment to people. You know, saying that people are important, that they deserve time, that they deserve effort and that they also deserve some kind of analytical framework within which a level of collaboration is created and can be successful. So, that's care. I mean, there's another word that is often mixed, I think, with care and that's "caring", which has this more emotional dimension to it. It's showing feelings for people, showing kindness for people. It's a kind of a human quality and I think that's also important. In terms of leadership, thinking about these two dimensions, both commit-

commitment ▶ Engagement

forecast ▶ Prognose

HR (human resources)

▶ Personalwesen

in the first place

▶ von vornherein

insight ▶ Erkenntnis

strong bench

▶ Ersatzbank (im Fußball)

survey sb.

▶ jmdn. befragen

ment to people and caring for people, I think that captures the meaning of care.

**Perry:** Why is it important for leaders to care?

**Dignen:** Of course, taking care of other human beings is good ethically. I think caring for the business, being motivated to reach results is, of course, extremely important. And I think there's another interesting dimension when we look at leadership and care, and that's inspiring other people to care, inspiring other people to commit more to outperform, beyond their own limits and achieve even more for customers and achieve even more for the organization. So, I think care has these different dimensions: caring for people, caring for business and inspiring others for care.

**Perry:** How can leaders balance care for employees with care for business results?

**Dignen:** It's an interesting question, this idea of balance, because I can ask the question back. Why should that even be a question? Because, when we think about our private lives, I mean, let's just imagine driving the family to the airport: that's the target, that's the result that we have in mind. Would you ever ask yourself as you are caring to arrive on time, "should I also care about my family sitting in the back seat and in the front seat"? You would never ask that question because, clearly, caring for task and caring for people in our personal lives, they go

absolutely hand in hand. But something happens when we go to the workplace. The caring for the human being somehow becomes less significant. We devote a lot of time caring for the task and therefore you get this lack of care for the human beings around you. I'm not really sure why that happens, but I think we have to ask ourselves, really, should it happen, given that we apply very different ethical standards in our own private lives?

**Perry:** Who should take care of leaders?

**Dignen:** I think that's also a very interesting question. I think, on the one hand, and I see this a lot through coaching relationships, working with very high performers, high achievers, people who ask a lot of themselves. I think leaders first and foremost need to take care of themselves. I think many in senior leadership positions are pushing themselves too hard. They're a little bit, I would say, out of control with their achievement orientation. And I think there's always a risk of some level of burnout or pressure which they put on to other people in their environment by this self-pressure. So, I think

---

**capture sth.**

• etw. erfassen

**devote time** → Zeit widmen

**first and foremost**

• zuallererst

---

**outperform**

• hervorragen; hier: sich selbst übertreffen

**senior**

• leitend, ranghoch

taking care of yourself, which I think Covid has thrown into very sharp relief, is increasingly important. I think unless you're a CEO, be aware that most leaders have other leaders to take care of. So, I think leaders should take care of leaders. And, as you grow in your leadership career, as you step from subject matter expert into team lead, you reach a position where actually caring for leaders, growing leaders, becomes your primary job as a leader.

So, in other words, leadership fundamentally is about nurturing the next generation of leadership. And then maybe the third dimension to this — and there's always this strange dilemma with kind of leadership discourse about leaders and followers — I mean, think about the team member, I mean isn't it your obligation as a team member also to take care of your leader? I mean, very often, people who are team members, they have very high expectations of the person in the leadership role. You know, you lead me. You make my life pleasurable. You show empathy to me. You motivate me. And it feels very one directional a lot of the time. And you don't see much training for team members on how to take care of their leaders. And I think there's a reciprocal responsibility here. Actually, if you want to have a high-performing leader around you, then take care of them.

**Perry:** And, finally, is not caring an option?

**Dignen:** Yeah, can you not care? Well, let's think about the different dimensions. Can you not care about results? I mean that might sound like a strange question. But we are entering a kind of moment in corporate history where that question is being asked, in the sense, are results the main thing we should care about? Are results the only thing we should care about? And I think many companies, I think many individual leaders, are saying obviously not.

There may be a higher purpose, that we're looking at issues of sustainability, we'll look at issues of stakeholder capitalism, creating a longer-term society rather than short-term profits. So, not caring about results — or not just caring about results — I think, is gathering momentum as a phenomenon even among the large multinationals. Should you not care about people, that dimension? Well, at a certain level, you can't please all of the people all of the time. And, of course, leadership is sometimes about making unpopular decisions and having the strength to do that and the resilience to handle the negative flow of feedback which often comes unfairly back to the leadership should

corporate ► Unternehmens-

momentum

► Dynamik, Schwung

nurture sth. ► etw. fördern

resilience ► Widerstandskraft, Belastbarkeit

stakeholder

► Interessengruppe

throw sth. into sharp relief

► etw. deutlich hervortreten lassen

ders. So, I think not caring about people is part of the job sometimes. So, is there anything that you should care about always? Probably yes, and maybe it's not at the workplace. Maybe it's about family. Maybe it's about caring ultimately and always about the most important relationships around you. And I think, again, coming back to one of the systemic problems of leadership and the workplace today, overwork, over-commitment, dedicating too much of yourself. And I think losing sight of those relationships, where you should perhaps place most of your care, is something that many leaders need to look at.

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

**Dignen:** Thank you!

*Business Spotlight 7/2021, pp. 36–39*

## LANGUAGE

### SKILL UP!

#### Talking about sustainability

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

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

**Cass:** Am I just hoping that this is recyclable when in reality it's not? Will this end up in a hole in the ground?

**Mark:** No! We'll use the plastic for new products. Our sustainability programme is not about doing things simply because we have to. We really have created a system in which plastic is used, collected and then made into new products. Our company is very sustainable.

**Cass:** Great! If you are careful with resources, you will never be in need.

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

**Cass:** Am I just wish-cycling? Will this wind up in a landfill?

**Mark:** No! We'll use the plastic for new products. Our sustainability programme is not a tick-box exercise. We really have closed the loop. Our company is nothing if not sustainable.

**Cass:** Great! Waste not, want not.

**Perry:** Now, it's your turn to form the idioms you've just heard. You'll hear a description of a situation and two suggestions, a) and b), for the

look forward to sth.

– sich auf etw. freuen

ultimately ▶ letztlich

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

1. If you hope that your rubbish will be recycled but you don't really know if this will be the case, you...

a) would-be recycle.

b) wish-cycle.

• **b)** is right. If you are not sure whether your waste will be recycled but only hope that it will be, you "wish-cycle". Next one.

2. Products that are not recycled usually...

a) wind up in a landfill.

b) land in a depot.

• **a)** is right. Products that are not recycled usually "wind up in a landfill". OK, next one.

3. Something that is done just to satisfy bureaucratic requirements is a...

a) tick-box exercise.

b) fill-in-the-form activity.

• **a)** is right. A "tick-box exercise" is something that is done just to satisfy bureaucratic requirements. Next one.

4. If a company can recycle all the material used in a product into new products, it can...

a) fill the hole.

b) close the loop.

• **b)** is right. If a company "closes the loop", it recycles all the material used in a product into new products. And the next one.

5. If someone's lifestyle is very sustainable, they are...

a) nothing though sustainable.

b) nothing if not sustainable.

• **b)** is right. The phrase "nothing if not" combined with an adjective — here "sustainable" — means "very". And the last one.

6. If you want to tell someone that, if they are careful with resources, they will never be in need, you can say...

a) waste not, want not.

b) time will tell.

• **a)** is right. "Waste not, want not" means "if you're careful with resources, you will never be in need".

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

### [18] 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 Cass and Mark 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 wor-

ry if your simpler sentence is slightly different to ours. OK, here's the first one.

**Cass:** Am I just wish-cycling?

- Am I just hoping that this is recyclable when in reality it's not?

**Cass:** Will this wind up in a landfill?

- Will this end up in a hole in the ground?

**Mark:** Our sustainability programme is not a tick-box exercise.

- Our sustainability programme is not about doing things simply because we have to.

**Mark:** We really have closed the loop.

- We really have created a system in which plastic is used, collected and then made into new products.

**Mark:** Our company is nothing if not sustainable.

- Our company is very sustainable.

**Cass:** Waste not, want not.

- If you are careful with resources, you will never be in need.

**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.

### [19] 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 refers to food that has been grown or produced without using artificial chemical substances. Translate this word, please.

**German:** bio

**English:** organic

**Ingram:** Don't say "bio", which is a person's short biography. The German word bio is "organic" in English. Please translate this sentence.

**German:** Bist du sicher, dass diese Tomaten bio sind?

**English:** Are you sure that these tomatoes are organic?

**Ingram:** Well done.

### [20] Exercise: Don't confuse **E**

**David Ingram:** In this exercise, we'll practise the use of the false friend in the previous track. First, you'll hear a sentence with a beep. In the pause, decide whether you need "organic" or

“bio” instead of the beep. Then you’ll hear the correct version of the sentence. Ready?

1. Since I started using only ingredients that are [beep], I have felt much better.

▶ Since I started using only ingredients that are organic, I have felt much better.

OK. Next sentence.

2. Which details do you need to know for his [beep]?

▶ Which details do you need to know for his bio?

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

3. In her [beep], it says that she was the first [beep] farmer in that region.

▶ In her bio, it says that she was the first organic farmer in that region.

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

## [21] 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 text now,

focusing on the collocations with the term “material”. We’ll then do an exercise on them.

“We produce carpets out of natural fibres that have been sourced from renewable raw materials. Our products are known for their eco-friendly material. And not just that: the material is so durable that you’ll be able to enjoy our products for life. Our production processes are also sustainable. All the water that we use gets recycled.”

**Perry:** OK, in this exercise, you’ll hear the beginning of a sentence. In the pause, complete the sentence using a collocation from the dialogue with the term “material” or “materials”. Then you’ll hear the correct answer. OK, here’s the first sentence.

1. Wood is a...

▶ **renewable raw material.** Wood is a renewable raw material.

OK, next one.

2. We want to protect the environment and use only...

▶ **eco-friendly materials.** We want to protect the environment and use only eco-friendly materials.

Next one.

**durable** ▶ strapazierfähig,  
langlebig

**ingredient** ▶ Zutat  
**source sth.** ▶ etw. beschaffen

3. To manufacture products that last a lifetime, use...
- **durable materials.** To manufacture products that last a lifetime, use durable materials. OK, last one.
4. This new technology helps to save resources as it uses only...
- **recycled materials.** This new technology helps to save resources as it uses only recycled materials.

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

*Business Spotlight 7/2021, pp. 42–43*

## TALKING FINANCE

### Financial announcements

#### [22] 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, this time, Ian looks at a rather amusing topic — positive financial announcements and what they really mean.

**Erin Perry:** Oh, yes, that's sounds like fun, David! OK, let's hear what Ian has to say about that.

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

**Ian McMaster:** We're very used to politicians trying to put a brave face on bad results. You know, on election day, when they come on TV and tell us just how brilliant their awful results were. How, even though they lost by a country mile, the result was better than their wildest dreams, the best result they have achieved in 40 years or whatever, the start of an upwards trend and so on.

But, of course, it's not only politicians who try to hide poor results behind positive words. I remember very well going with a colleague to the presentation of a company's business results about 15 years ago, and the company spokesperson talked proudly about how, despite a difficult year, the firm had managed to increase its market share. My colleague leaned over to me at this point and said, "when they start talking about market share, you know that things are bad". And sure enough, sales — and profits — had fallen, but sales hadn't fallen by quite as much as those of their competitors, so the spokesperson was trying to put a brave face on a bad year.

**brave face:**

**put a ~ on sth.**

➤ sich wegen etw. (Negativen) nichts anmerken lassen

**brilliant** UK *ifml.*

➤ hervorragend

**country mile: lose by a ~ ifml.**

➤ einen gewaltigen Verlust machen

**manufacture sth.**

➤ etw. herstellen

**market share** ➤ Marktanteil



More generally, when firms start talking about “difficult market conditions”, you know things aren’t good. Sometimes, this is indeed the real explanation — as, for example, in the past year with the coronavirus crisis. But sometimes, it’s simply a deflection from poor performance, as if external factors were to blame for internal failures.

And often, it’s what is not said that is really interesting. If a company talks only about the growth in its sales revenues, this might be covering up for a fall in — or lack of — profitability. When firms talk about going through a period of “consolidation”, this usually means that their business is going nowhere. And “negative growth” is, of course, a decline and not growth at all. “Synergies” following mergers — of firms or departments — normally mean job losses. And when companies say that they have exceeded their expectations, this raises the question of how low those expectations were in the first place.

So, the important thing with financial announcements is to be able to read between the lines — and listen to what is not being said.

*Business Spotlight 7/2021, p. 44*

## SHORT STORY

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

**David Ingram:** Now, it’s time for our latest short story by James Schofield. This time, it’s

about a relationship between two people — or, rather, between two people’s clothes. The title of the story is “Nudge”.

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

### [25] Nudge **M**

“William, why are your trousers in the fridge?” asked Isabel.

“Again?” William answered, going to look. “That’s the second time this month.”

It was a mystery to William why articles of his clothing sometimes turned up in strange places around the house. His family and friends just thought he was absent-minded. It’s true, as a writer, he was often thinking about other things than where he’d left his clothes. But in most areas of his life, he was no more disorganized than anybody else. Pens waited on his desk; keys remained in their drawer; reading glasses lay on the kitchen table. Only his clothes seemed to have a life of their own, which was because — when nobody was looking — they did.

As a child, William had inherited an antique wooden wardrobe. It was a beautiful thing,

#### absent-minded

▶ geistesabwesend, zerstreut

#### cover up for sth.

▶ etw. verschleiern

#### decline

▶ Rückgang

#### deflection

▶ Ablenkung

#### drawer

▶ Schublade

#### inherit sth.

▶ etw. erben

#### merger

▶ Fusion

#### sales revenue

▶ Umsatzerlös

#### wardrobe

▶ Kleiderschrank

with a long clothes rail from which to hang suits, shirts and trousers, shelves for jumpers, convenient drawers for underclothes and enough space on the floor for shoes. So much was obvious. What was not so obvious was that, when William went to bed, the clothes in his wardrobe would come to life. Of course, if William got up unexpectedly, they kept still so as not to alarm him. Once, when he was a child, he found his knickers and vests playing cards at two o'clock in the morning. His parents had taken him to a psychiatrist when he told them about it. Everything had to be back in the wardrobe by daybreak or else they'd fall asleep where they were, which was why sometimes William discovered them in places like the fridge. But generally, he and his clothes led parallel lives without any trouble.

Until the arrival of Isabel, William's new lady friend. She began leaving clothes in the wardrobe, which then also woke up after dark. Isabel's clothes did not approve of the new relationship.

"I'm sure he's a nice young man," explained a smart Fendi pullover to William's woolen cardigan, "but we're used to a better class of boyfriend."

"Remember that Conservative cabinet minister?" shouted a pair of Manolo Blahnik stilettos from the bottom of the cupboard. "He took us to expensive restaurants!"

"He was kinky, though," said her Burberry, "always wanting Isabel to do pervy stuff."

"I liked the merchant banker best," sighed Stilettos. "He'd have bought her some smart friends for me to hang out with instead of these smelly sneakers!"

The sneakers went and hid behind William's black leather shoes.

The next night, William's clothes went to the washroom to discuss the situation, while the sneakers — who'd taken Stilettos' comment to heart — jumped into the washing machine.

"Perhaps they're shy," suggested Cardigan. "This must be new for them."

"I tried being friendly," complained a super-market polo shirt, "but they're snobs. Her pull-over asked me what had happened to my Lacoste crocodile."

"I could strangle Isabel while she's sleeping," whispered a leather shoestring tie that Wil-

#### approve of sth.

• etw. gutheißen

cardigan ➔ Strickjacke

clothes rail ➔ Kleiderstange

hang out with sb. ifml.

• mit jmdm. abhängen

jumper UK ➔ Pullover

kinky ifml. ➔ pervers

knickers UK ➔ Unterhose

merchant banker UK

• Bankkaufmann/-frau in einer Geschäftsbank

pervy stuff: do ~ UK ifml.

• perverse Sachen machen

psychiatrist ➔ Psychiater(in)

shoestring tie

• Western-, Schnürsenkelkrawatte

sneakers US

• Turnschuhe

stiletto ➔ Stöckelschuh

strangle sb.

• jmd. erwürgen

vest UK ➔ Unterhemd

liam's Texan cousin had sent as a present several years before and who'd never been worn. "I only need five minutes." The other clothes ignored him. They considered him insane.

"What if we make the place super messy every time she visits?" suggested a baseball cap. "She'll think he's a slob and dump him."

"It might work," said William's suit. "Let's try that before killing her."

Which was why, over the next few days, Isabel found trousers in the fridge, gloves in the oven and a shoestring tie hiding under her pillow.

"It was awful," he said when he was returned to the wardrobe. "I saw things in that bedroom a God-fearing shoestring tie from Texas shouldn't know about. I'm never leaving here again," and he buried himself inside an old shoebox.

After two weeks, they realized the plan hadn't worked. Over dinner that evening, William proposed to Isabel and she accepted.

"There'll be more clothes arriving every day," Cardigan moaned. "There aren't enough hangers! And then her underwear. Probably lots of unsuitable silky things." Vests and Knickers stopped playing cards and showed an interest for the first time.

"It's worse than that," said Suit. "She'll make William throw half of us away. She'll say, 'When did you last wear this?' and he'll say, 'Two years ago' and she'll say, 'Out!'"

It was a horrible thought. Some things in the wardrobe were over ten years old. A pair of Levi's that William had last worn at university started crying.

"Unless," said Baseball Cap, "we try some nudging. Gloves? I'll need your help..."

\*\*\*

The delivery that came a week later caused great excitement. It was an antique wardrobe, very similar to William's.

"It's beautiful," said Isabel. "And perfect for my things! How did you find it?"

"It was like magic," said William. "I was on eBay and it suddenly appeared as something I might be interested in..."

That evening, the clothes were full of compliments for Baseball Cap's magic.

"There's no such thing as magic," he said. "Me and Gloves just nudged William in the right direction by doing some searches on eBay for wardrobes. When I saw that one for sale, I knew it would get suggested to him. He did the rest."

**awful** ► schrecklich

**dump sb.** *ifml.*

► jmdn. abservieren

**glove** ► Handschuh

**hanger**

► Kleiderbügel

**insane** ► verrückt

**messy** ► unordentlich

**moan** ► stöhnen

**nudge (sb.)**

► (jmdn.) anstupsen;

hier: subtil beeinflussen

**propose to sb.**

► jmdm. einen (Heirats-)

Antrag machen

**silky** ► seidig;

hier: aus Seide

**slob** *ifml.* ► Schlampe(r)

“Well, thank goodness we don’t have to talk to her snooby clothes any more,” said Polo Shirt. “We can...”

At that moment, there was a knock on the door. Suit pushed it open and outside was a black silk kimono, one arm on a hip. Behind her, William’s clothes could see that the door of the new wardrobe was also open.

“Hello, boys,” she said. “What’s a bad girl have to do to get a good drink around here?”

*Business Spotlight 7/2021, pp. 46-47*

## AND FINALLY ONE QUESTION

### [26] 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.

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

- I was born on New Year’s Day 1956 in Paris, France.
- Both of my parents were teachers.
- As a teenager, I swam for the French national synchronized swimming team.
- I speak French, English and Spanish.
- My father died when I was 16.
- In 1973, I received an American Field Service scholarship.

- I was Representative William Cohen’s congressional assistant during the Watergate hearings in 1973.
- I studied law at the University of Paris X-Nanterre (now called Paris Nanterre University).
- I then obtained a master’s in English and another master’s in economics and finance.
- I do not drink alcohol.
- When I went for an interview at a big Parisian law firm, I was offered a job but told that I could never expect to be a partner because I was a woman. I walked out of the interview.
- I started working at Baker & McKenzie, a big international law firm based in Chicago, in 1981.
- I became the French minister of commerce in 2005.
- In 2007, I was the French minister of agriculture and fisheries for a month.
- After that, I became the French minister of the economy, finance and industry.

#### American Field Service

► internationales Austauschprogramm der USA

hearing ► Anhörung

hip ► Hüfte

interview

► hier: Vorstellungsgespräch

law ► Jura

law firm

► Anwaltskanzlei

#### minister of commerce

► Handelsminister(in)

scholarship

► Stipendium

snooby *ifml*.

► snobbistisch

thank goodness

► Gott sei Dank

What’s a... ifml.

► hier: What does a...?

- In 2010, I sent the Greek government a list of Greek nationals who I suspected of tax evasion.
- In July 2011, I became managing director of the IMF. I was the first woman ever to have this position.
- In 2016, I was found guilty of negligence in relation to a multi-million euro arbitration deal involving businessman Bernard Tapie.
- I have been married and divorced twice. I have two children from my first marriage.
- I was openly against Brexit, and I even walked out of Theresa May's speech about Brexit at the Munich Security Conference in 2018.
- In late 2019, I became president of the European Central Bank (ECB).
- So, who am I?

Business Spotlight 7/2021, p. 50

**David Ingram:** Do you know who our mystery person is? If you want to find out, go to our website at [www.business-spotlight.de/who0721](http://www.business-spotlight.de/who0721), where you'll find the answer.

## CONCLUSION

### [28] For more information E

**David Ingram:** Well, we've come to the end of *Business Spotlight Audio* 7/2021. 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.

#### arbitration deal

- Schiedsverfahren

#### divorced

- geschieden

#### found guilty: be -

- für schuldig befunden werden

#### IMF (International Monetary Fund)

- IWF (Internationaler Währungsfonds)

#### national

- Staatsbürger(in)

#### negligence

- fahrlässiges Verhalten

#### suspect sb. of sth.

- jmdn. einer Sache verdächtigen

#### tax evasion

- Steuerhinterziehung

**IMPRESSUM****Chefredakteur:**

Dr. Ian McMaster

**Geschäftsführende Redakteurin**

(CvD): Maja Sirola

**Audioredaktion:**

Dr. Ian McMaster (verantwort.),

Hildegard Rudolph (frei)

**Gestaltung:** Georg Lechner**Fachredaktion:**

Hildegard Rudolph (frei),

Michele Tilgner (frei)

**Produktion:** Dorle Matussek**Produktmanagement:**

Ignacio Rodriguez-Mancheño

**Tonstudioaufnahmen (Verlag):**

Matthieu Rouil

**Leitung Anzeigen  
und Kooperationen**

Jessica Sonnenberg

**Druck und Vervielfältigung:**

optimal media GmbH,

D-17207 Röbel/Müritz

**SPRECHER:****David Ingram** (UK): Anmoderation**Erin Perry** (US): Anmoderation**Doug Bolduc** (US): Names and  
News, Business Skills, Skill Up!**Melita Cameron-Wood** (UK):

Business Skills, One Question

**Bob Dignen** (UK): Leadership**Bo Graesborg** (DEN): Career

Coach

**Tania Higgins** (UK): Names and

News, Business Skills, Skill Up!

**Ian McMaster** (UK): Head-to-

Head, Talking Finance

**Ken Taylor** (UK): Short Story**Produktion und Ton:**

Karl Braun

**Tonstudio:** Cebra Studio,

82194 Gröbenzell

**GEMA****Verlag und Redaktion**

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

[www.business-spotlight.de](http://www.business-spotlight.de)**Kundenservice:**[abo@spotlight-verlag.de](mailto:abo@spotlight-verlag.de)**Redaktion:**[business@spotlight-verlag.de](mailto:business@spotlight-verlag.de)**Einzelverkaufspreis:**

Deutschland € 12,90

**Geschäftsführerin:**

Malgorzata Schweizer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH

&amp; Co. KG