

**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* 11/2021. 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. We also have lots of exercises to help you to improve your language and communication skills.

**Ingram:** In this issue, we have a special focus on career-related topics. We'll hear from Bob Dignen about a new model for good leadership. We'll provide you with tips and useful phrases for your performance appraisals. And we'll practise the language of starting a new job. As always, you can find all the texts, dialogues and exercises in your audio booklet. OK, let's get started!

## TRENDS

### NAMES AND NEWS

**[2] Introduction (I) E**

**David Ingram:** We'll begin with our Names and News section and a story about organiza-

tions offering their employees surprise days off from work.

**Erin Perry:** Surprise days off, David?

**Ingram:** Indeed, Erin. A number of companies now offer their staff spontaneous "pop-up" holidays as a way of fighting burnout. But not everyone thinks such surprise holidays are a good idea.

**Perry:** Really? I wonder why not.

**Ingram:** Well, let's listen in and find out.

**[3] Popping off M**

Some firms are now offering surprise "pop-up" holidays, as a way of fighting staff burnout. Opinion is divided, however, on whether such spontaneous days off help employees or cause even more stress.

"If people see that things like this are happening spontaneously, that's an indication that the company is being responsive, and responsiveness is the key thing," Jamie Gruman, a professor of organizational behaviour at Ontario's University of Guelph, told the BBC.

Samantha Ettus, author of *The Pie Life: A Guilt-Free Recipe for Success and Satisfaction*, disagrees. She thinks surprise holidays are helpful only for "someone who's single and has a spontaneous lifestyle".

Companies know that pop-up holidays can't be their only weapon in the fight against employee stress. Lisa Finnegan, LinkedIn's vice

president of international human resources, explains: “There’s still a lot of work to do on employee wellness, and we’re going to need to keep coming up with creative ideas.”

Business Spotlight 11/2021, p. 7

#### **Popping off** if ml.

► Abhauen

#### **come up with sth.**

► sich etw. einfallen lassen

#### **day off** ► freier Tag

**guilt-free** ► hier: ohne schlechtes Gewissen

#### **human resources**

► Personal(wesen)

#### **indication** ► Zeichen, Indiz

#### **key thing**

► zentrales Element

**pie** ► Kuchen; Pastete  
(Anspielung auf „pie chart“ = Tortendiagramm)

#### **recipe** ► Rezept; Formel

#### **responsive: be-**

► reagieren; auch: darauf eingehen

Dr. Shue’s experience inspired a group of doctors to study whether female surgeons in the U.S. have more pregnancy problems than other women. Their study showed that surgeons are more likely to delay pregnancy, use treatments such as IVF to get pregnant, have C-sections, and suffer miscarriages.

The researchers believe that hospital working cultures need to change. “There’s a culture of not asking for help,” Dr. Erika Rangel, a surgeon at Brigham and Women’s Hospital in Boston, told *The New York Times*. As a first step, Rangel believes that female surgeons should be able to ask for help without feeling as if they are causing problems for their colleagues.

#### **C-section** US

► Kaiserschnitt

#### **IVF (in vitro fertilization)**

► künstliche Befruchtung

#### **miscarriage** ► Fehlgeburt

**stroke** ► Schlaganfall

**surgeon** ► Chirurg(in)

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

**Erin Perry:** Our next story is from the United States and is about a study that found that female surgeons are more likely to have pregnancy problems than other women. As you listen to our story, answer this question: what do the researchers believe needs to change to help women surgeons? Ready? Listen now.

## **[5] A surgeon’s burden A US**

Aged 39, surgeon Eveline Shue was 34 weeks pregnant with twins and still working 60-hour weeks. At that point, she decided to stop working. Two days later, she had a stroke. The babies and Dr. Shue all survived.

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

**Erin Perry:** OK? Did you get the answer to our question? What do the researchers believe needs to change to help women surgeons?

- The answer is that hospital working cultures need to change — in particular, so that female surgeons feel more able to ask for help. Listen again.

“The researchers believe that hospital working cultures need to change.”

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

*Business Spotlight 11/2021, p. 7*

## HEAD-TO-HEAD

### Should you be passionate about your work?

#### [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 you should be passionate about your work.

**David Ingram:** Hmm, interesting. I'd never thought of my work quite like that. Well, let's hear what Ian has to say about this.

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

**Ian McMaster:** Should you be passionate about your work? Now, that might seem like a strange question to ask, but it actually provokes quite a heated — or should I say passionate — debate.

Those who argue that you *should* be passionate about your job believe that passion is an essential ingredient for doing anything well, whether it's your work, sport or playing a musical instrument. They also say that being passionate about your job — whether as a team

member or as a team leader — will inspire others to perform better.

Those who argue against being passionate about your work believe that the demand to be passionate is really just a demand for people to work harder, put in longer hours and not complain about it. The argument is that, for many people, work is simply a way of paying the bills and that the emphasis should be on improving people's pay and working conditions rather than demanding passion.

Now, this is a really difficult issue to decide and I'm going to sit on the fence a little here. If you do feel passionate about your job, then you should consider yourself lucky, but also be careful that you don't overdo it and burn out. But, given many people's working conditions, we can't demand passion from everybody. Anyway, that's my view. But what do you think?

*Business Spotlight 11/2021, pp. 10-11*

argue ➤ argumentieren

emphasis ➤ Betonung, Akzent

ingredient ➤ Zutat

overdo sth. ➤ etw. übertreiben

## CAREERS

### CAREER COACH Career shortcuts

#### [9] Introduction E

**David Ingram:** OK, let's move on now to our Careers section and our career coach, Bo Graes-

borg. In his latest column, Bo looks at how you might be able to take a shortcut to boost your career. The column is read by the author himself.

## [10] Column: Bo Graesborg

Here's a true story.

Early in his career, a former colleague of mine, Martin, had just been promoted to head of accounting and was working hard to prove his worth. One day, he had a great idea. (Don't ask me what this idea was. My understanding of finance is extremely limited, which is why I am writing these columns instead.) The point is not the idea itself, but the fact that his boss, the chief financial officer (CFO), didn't like it.

Now, normally in these situations, that's it. Few organizations are adept at letting good ideas make their way up through the hierarchy levels. In this case, however, as Martin was presenting something quite different to the management board, one thing led to another — as they sometimes do in these situations — and Martin found himself presenting to the board the idea that his boss hadn't liked.

Smart move? Not really, you'd probably have to say. Going behind your boss's back is not generally considered to be an advisable career shortcut. But quite unknown to Martin, his boss was already under fire and on his way out. Martin — young, dynamic and daring — came around at just the right time to be seen as a man

for the future. Two months later, the CFO was out and Martin was hand-picked to take over his role.

When asked to explain how he got to where he is today, Martin will point to his expertise and his way with people as the main career drivers. He will also be the first to point out, however, that he knows he took a career risk and that the reason it paid off had a lot to do with events that were quite outside his control. In other words, he got lucky.

Career shortcuts do exist. But the best way to plan for them is to act as if they didn't. Work hard, be smart, get people to support you and know what you want. And accept that this will not always be enough. When shortcut doors open, you need something more. In the immortal words of Clint Eastwood in the film *Dirty Harry* (slightly adapted for family friendliness): "You got to ask yourself one question: 'Do I feel lucky?' ... Well, do ya?"

Business Spotlight 11/2021, p. 19

### adept: be ~ at sth.

- in etw. versiert sein

### chief financial officer (CFO)

- Finanzvorstand

### driver • hier: Antriebsfaktor

### expertise • Sachkompetenz

### go behind sb.'s back •

- jmdn. hintergehen

### hand-pick sb.

- jmdn. extra auswählen

### head of accounting

- Leiter(in) des Rechnungswesens

### immortal • unsterblich; hier: unvergesslich

### management board

- Vorstand

### pay off • sich lohnen

### point sth. out

- auf etw. hinweisen

**prove one's worth**

► seinen Wert unter Beweis stellen

**shortcut**

► Abkürzung (sweg)

**under fire:** be ~ ► unter

Beschuss / in der Kritik stehen

**way out:** be on one's ~ ifml.

► hier: kurz vor der Entlassung stehen

**way:** have a ~ with people

► mit Menschen umzugehen

wissen

**ya** ifml. ► you

## LEXICOGRAPHY Dictionaries

### [11] Introduction **E**

**David Ingram:** Have you ever thought about how dictionaries are compiled — and about which words are included and why? *Business Spotlight* author Melita Cameron-Wood spoke to a number of lexicographers for her article in the latest issue of *Business Spotlight*. And Melita is here now to tell us more about what she discovered.

### [12] Interview: Melita Cameron-Wood **A**

**David Ingram:** Welcome Melita. Lexicographers often have favourite and less favourite words or phrases. Which would be your favourites — and your least favourite terms?

**Cameron-Wood:** OK, yes, big question! I think my favourite word in the English language is quite a silly word, really. It's a word that you don't use very often, and that word is "discombobulation" or to "discombobulate", if you wanna use the verb. And you may have heard it used by Sherlock Holmes. I'm pretty sure it features in one of the later Sherlock Holmes mov-

ies, actually. But anyway, it basically means "to confuse somebody", and I think, you know, it sounds quite confusing as a word. And I kind of like it for that reason. It sounds confusing and that's related to its meaning. I also like the word "serendipity". I think that's got a nice ring to it — another one of my favourites — yeah, a happy coincidence, serendipity. And, yeah, when I spoke to the lexicographers, I did ask them a couple of questions about their favourite words and words that they didn't particularly like. The most interesting response actually came from Matina Kokolis-Psyhogeos, the Greek lexicographer. And Matina is actually trying really hard to get the word "empathy" removed from English dictionaries, or at least to have it redefined because it is currently not in alignment with the Greek meaning, which is actually the etymology of the word. And strangely enough, the word "empathy" in Greek has the opposite meaning to what we understand it to mean in English today. So, I think that's probably the word that she hates the most in the English language. Yeah, and while I was talking to one of the lexicographers, Vanessa Fisher, she actually mentioned neologisms as something that she finds particularly interesting, and she mentioned a couple of words like "selfie" and "bro-mance". Now, whether these are her favourite words in the English language, I don't know. I don't think they are. But she did say that she

found them particularly interesting because of the way that they entered the language. So, “selfie” is basically a word that came from the vernacular and was a direct consequence of people owning smartphones and using them to take photos of themselves, and posting online and then probably using the word “selfie” for the first time in a kind of jovial, funny way. And yeah, the word “bromance” is obviously a combination of “brother” or “brothers” and “romance”. And those two words merged to form “bromance”, which is another nice word to describe a very close relationship between two good male friends. So, yeah, those were a couple of things that she mentioned. And I think neologisms are a really exciting part of the language 'cos it just goes to show how a language can evolve over time. What people’s children are saying today could well enter the dictionary in the very near future despite the fact that many people tell their children, “What you talking about? That’s not a word!” Maybe it is — or will be at least.

**Ingram:** Very interesting indeed. Thanks a lot, Melita.

**Cameron-Wood:** No worries, my pleasure!

*Business Spotlight 11/2021, pp. 20–23*

'cos ifml. ➤ because  
alignment: be in - with sth.  
➤ mit etw im Einklang sein

coincidence ➤ Zufall  
discombobulation ifml.  
➤ Verwirrtheit

feature ➤ hier: vorkommen  
jovial ➤ heiter, scherzhaft  
merge ➤ verschmelzen  
**No worries, my pleasure!**  
➤ Kein Problem, gen geschehen!

serendipity  
➤ glücklicher Zufall  
silly ➤ blöd, dämlich  
vernacular ➤ Umgangssprache

## LEADERSHIP From VUCA to PERIC

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

**Erin Perry:** The last item in our Careers section looks at the topic of leadership. For a long time, the so-called VUCA model has been very popular as a way of describing the challenges of the business world. In the current issue of *Business Spotlight*, Bob Dignen discusses the need for a new model, which he calls the PERIC model. Here’s Bob now to tell us more.

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

**Erin Perry:** Welcome again, Bob. Maybe before we talk about the PERIC model that you presented in *Business Spotlight*, let’s go back a step to the VUCA model. Can you tell us briefly what this is and how it came about?

**Bob Dignen:** OK, so just to explain what VUCA stands for. It’s V, volatility; U, uncertainty; C, complexity; and A, ambiguity. And the uncertainty and ambiguity are a little bit similar in a way. Uncertainty is really about the future, not really being able to predict kind of what is coming. Ambiguity is much more around the

present, not knowing [if] what you know, is it really enough? Not knowing if what you know is really correct. And the VUCA model was actually something that came out of the 1980s, out of the American military. And it was in response to a number of new situations which the military was facing, particularly in newer parts of the world then. And a recognition that the older, historical forms of planning and structure and then executing on that planning and structure were no longer valid for a world which was difficult to get to know — whether it was cultural or whether it's from the landscape, whether it was highly volatile when situations would change dramatically. And particularly fighting kind of guerrilla or terrorist wars, when things were very ambiguous and it was very unpredictable, who the enemy was and when the enemy would strike. So, that's where it came from, and it was very influential in providing a framework actually for the world of business.

**Perry:** And what are the problems with the VUCA model?

**Dignen:** I mean, there are a couple of problems as I see it. I mean, firstly, as I said, 1980s, it's a relatively old model and you have to be careful, you know, the world moves on. I think new concerns have arisen. I mean, the last 18 months alone with the issue of Covid, we've seen a semi-revolution in some of the ways in

which we now work, particularly the increased use of hybrid. I think over the last five years, the issue of purpose, which is part of the PERIC model, [has] become much more front of mind for several leading and very prominent companies. And I think maybe, fundamentally, VUCA at the end of the day, describes problems rather than solutions. So, in thinking about a replacement for that which puts us more on the front foot rather than the back foot, I think PERIC — which is about purpose, execution, relationships, imagination and collaboration — it's highlighting where we need to go rather than the problems we need to face.

Purpose, the basic question that you need to ask yourself as a leader is, what is the purpose behind my organization? What is the purpose behind my department? What is the purpose behind my team? You know, drawing on that work from Simon Sinek, the Golden Circle, know your “why” and you may be able to build the commitment to then perform. Execution, which is the E, is another definition of performance. And, you know, we need to ask ourselves, particularly in a complex, ambiguous changing world, what are the execution barriers and how are you going to overcome them. And already you can begin to see it's basically a Q&A. What level of relationship do we need internally in the team? What level of relationship do we need with our stakeholders? Where do we need

to be creative in order to constantly innovate? And what kinds of collaboration guidelines do we need to live by? So, PERIC produces quite quickly a number of very pragmatic questions that produce very meaningful conversations.

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

**Digen:** Thank you.

Business Spotlight 11/2021, pp. 28–31

**briefly** ➤ kurz

**commitment** ➤ Engagement

**draw on sth.**

➤ hier: etw. heranziehen

**execution**

➤ Ausführung, Umsetzung

**face sth.** ➤ etw. gegenüberstehen; etw. gegenüberreten

**highlight sth.**

➤ etw. hervorheben

**hybrid**

➤ hier: im Büro und virtuell

**look forward to sth.**

➤ sich auf etw. freuen

**predict sth.**

➤ etw. vorhersagen, prognostizieren

**purpose**

➤ hier: Sinn (haftigkeit)

**VOCA (volatility, uncertainty, complexity, ambiguity)**

➤ Volatilität, Unsicherheit, Komplexität, Mehrdeutigkeit

performance appraisals, the subject of Ken Taylor's article in the latest issue of *Business Spotlight*.

**Erin Perry:** Ooh, performance appraisals, David? You mean, those awful discussions in which your boss tells you how badly you're doing?

**Ingram:** Well, it doesn't have to be like that, Erin. And in the next section, we'll hear some tips for preparing for your performance appraisals, so that they can help to advance your career.

**Perry:** Great, can't wait for that!

**Ingram:** Well, you'll have to wait just a moment because first we're going to practise some phrases that are useful in performance appraisals. OK, ready? 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 say that you appreciate getting feedback.

- Use "see", "feedback" and "learning experience".
- I see feedback as a learning experience.

2. You want to give evidence of your experience.

- Use "here's", "example" and "client presentation".
- Here's an example of a client presentation.

## COMMUNICATION

### BUSINESS SKILLS

#### Performance appraisals

#### [15] Essential phrases for performance appraisals **M**

**David Ingram:** 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



3. You want to explain what your goal is.

- Use “ambition”, “become”, “team leader” and “next year”.
- My ambition is to become a team leader next year.

4. You want to say that you’re ready to learn new skills.

- Use “interested”, “improve” and “IT know-how”.
- I’m interested in improving my IT know-how.

5. You want to ask what you should do next.

- Use “what”, “think”, “next step” and “for me”.
- What do you think should be the next step for me?

6. You want to say that you will follow up on the recommendations from the performance appraisal.

- Use “take on board”, “feedback” and “suggestions”.
- I will take your feedback and suggestions on board.

**Ingram:** Excellent. Well done!

appreciate sth.

► etw. schätzen

evidence ► Beleg(e)

follow up on sth.

► etw. weiterverfolgen

goal ► Ziel

performance appraisal

► Leistungsbewertung

## [16] Essential words for performance appraisals **M**

**David Ingram:** In this exercise, you’ll first hear a dialogue between Claire and Jamie. Then, we’ll do an exercise in which we’ll test you on some of the words used. OK, first listen very carefully.

**Claire:** Hello, Jamie. The moment you’ve been dreading: it’s time for your yearly performance appraisal. I hope you’re not feeling too nervous.

**Jamie:** Maybe a little. But I think it’s good to sit down face-to-face and get some honest feedback.

**Claire:** Well, exactly. That’s a great mindset to have. Now, how well do you think you’ve delivered on the goals that were set at your last appraisal? Do you think you’ve met them? Have you gone above and beyond them?

**Jamie:** I’ve prepared a summary of all the presentations I’ve given, and also the certification processes I’ve been through.

**Claire:** Excellent. Thank you.

**Jamie:** I’m really interested in acquiring new skill sets.

**Claire:** That shows commitment, Jamie. What about your long-term goals? Do you have a timeline for achieving them?

**Jamie:** Yes, it’s my ambition to become a team leader next year.

**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 the speaker's pronunciation and intonation. Ready?

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

**Claire:** It's time for your yearly performance [beep].

► It's time for your yearly performance appraisal.

2. And here's the next pair of words: "facing" OR "face-to-face"

**Jamie:** But I think it's good to sit down [beep] and get some honest feedback.

► But I think it's good to sit down face-to-face and get some honest feedback.

3. And another pair of words to choose from: "goals" OR "missions"

**Claire:** Now, how well do you think you've delivered on the [beep] that were set at your last appraisal?

► Now, how well do you think you've delivered on the goals that were set at your last appraisal?

4. And the next pair of words: "survey" OR "summary"

**Jamie:** I've prepared a [beep] of all the presentations I've given.

► I've prepared a summary of all the presentations I've given.

5. And here's the last pair of words to choose from: "acquiring" OR "performing"

**Claire:** I'm really interested in [beep] new skill sets.

► I'm really interested in acquiring new skill sets.

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

**achieve sth.**

► etw. erreichen

**commitment**

► Engagement, Leistungsbe-  
reitschaft

**deliver on sth.** ► etw. erfüllen

**dread sth.** ► etw. fürchten

**face-to-face** ► persönlich, mit  
persönlichem Kontakt

**goal** ► Ziel

**long-term** ► langfristig

**mindset** ► Denkweise,  
Einstellung

**performance appraisal**

► Leistungsbewertung

**summary**

► Zusammenfassung

**timeline** ► zeitlicher Rahmen

## [17] Introduction E

**David Ingram:** OK, now, as promised, we'll hear seven tips for preparing for your job appraisals, the subject of Ken Taylor's article in the latest issue of Business Spotlight.

**Erin Perry:** I'm sure I can learn a lot from this.

**Ingram:** I'm sure you can, Erin. So, let's listen to these tips now. They're read by Melita Cameron-Wood.

## [18] Advance your career! **M**

The traditional yearly performance appraisal usually involves a personal meeting between an employee and their manager. It is used to discuss past and future performance, and a written record is normally made of the discussion.

Some organizations feel that traditional appraisals are not very effective. Instead, they use other methods, such as 360-degree appraisals with feedback from multiple sources. Or the appraisal might take place online via a self-evaluation questionnaire. Some employers even use regular assessment centres, where employees are given tasks that reveal more about their personalities and working methods.

Whatever the method, you need to prepare yourself properly for this opportunity to advance your career. Here are seven tips on how to make the most of your appraisal.

### 1. Have the right mindset

Many of us do not enjoy appraisals. We dislike the idea of being judged and are worried about negative feedback. We feel nervous and negative. Then, during the appraisal, we seem resentful and defensive. We need the right mindset for our appraisals. First, recognize that an appraisal is not designed to criticize you. It's a chance for you to

hear the honest feedback you need to grow professionally. Go into the performance review with an open mind. Think carefully about the feedback you get, especially things you disagree with or do not like. Remember that what is being said is meant to help you — not to undermine you.

### 2. Evaluate yourself

Evaluate how well you have delivered on the goals that were set at your last appraisal. Did you meet them? Did you go above and beyond them? If you didn't meet a goal, be prepared to explain why. Did you act on feedback about your skills or attitude to work? What do you think are your strengths? Where do you still need to improve? Did you take part in any training sessions? Also, think about your role in the team or department. How are you contributing to their success? What are you doing to help create a good working atmosphere?

### 3. Collect evidence

You need to collect evidence of your accomplishments since your last appraisal. This can include examples of your presentations and of improvements in work processes that you were responsible for. Make a summary of the training, coaching or mentoring of colleagues you have been involved in. Show evidence of training you have taken part in, or certification processes you have been through. What has been the most challenging part of your work since your last appraisal? Show what you have done

to overcome your challenges. Collecting such evidence shows that you take the appraisal process seriously and it proves your commitment.

#### 4. List your goals

You might be asked about your own goals in the organization. Have some answers ready that show that you want to learn and grow. As part of your preparation, make a list of your short- and long-term goals. Include both professional and personal goals, with a timeline for achieving them.

This can lead to a discussion about your promotion prospects and what you need to do to achieve your career goals.

#### 5. Be ready to learn

Show that you are doing everything you can to stay up to date in your field. Then, talk about the new skills you need to learn and about how these would help you take on new roles and responsibilities and add value to the organization. You could mention an interest in learning a skill outside your immediate professional field that could be of help in the future. This shows your willingness to adapt as the necessary skill sets change.

#### 6. Be proactive

Take a proactive part in your performance review by asking questions and sharing your ideas about the future.

Make a note of questions you have about the organization, its future business plans and your

role in them. If something is causing you problems in your work, be prepared to explain it clearly and offer suggestions for improvement. This shows you are not simply complaining, but want to deal with problems constructively.

If you want to be considered for a promotion, be sure to share your enthusiasm for the new role and the reasons why you think you would be suitable for the position.

#### 7. Follow up

The traditional appraisal is usually followed up by a written report that both the manager and the employee sign off. There may also be an appeal system if the employee feels the appraisal was unfair.

Once the appraisal results are agreed, your manager will often follow up with regular meetings before the next full appraisal. If this is not automatically the case, arrange meetings with your manager yourself. Discuss your objectives and progress to ensure that you are on the right track.

Business Spotlight 11/2021, pp. 32–35

#### accomplishment

► Leistung, Erfolg

achieve sth. ► etw. erreichen

add value to sth. ► einen Mehrwert für etw. schaffen

#### advance sth.

► etw. voranbringen

appeal system ► Berufungs-, Beschwerdesystem

#### assessment centre

► Assessment-Center

(Gruppenverfahren zur Personalrekrutierung)

(assessment ► Beurteilung)

commitment ► Engagement, Leistungsbereitschaft

deliver on sth. ► etw. erfüllen

department ► Abteilung

<b>evidence</b>	► Beleg(e)
<b>follow sth. up</b>	► etw. weiterverfolgen
<b>goal</b>	► Ziel
<b>grow</b>	► hier: sich entwickeln
<b>mindset</b>	► Denkweise, Einstellung
<b>objective</b>	► Ziel(vorgabe)
<b>performance appraisal</b>	► Leistungsbewertung
<b>performance review</b>	► Mitarbeitergespräch
<b>proactive</b>	► proaktiv, die Initiative ergreifend
<b>promotion prospects</b>	► Aufstiegschancen, -möglichkeiten
<b>resentful</b>	► gekränkt, verbittert

<b>role</b>	► hier: Position
<b>self-evaluation questionnaire</b>	► Fragebogen zur Selbstbe- wertung
<b>short- and long-term</b>	► kurz- und langfristig
<b>sign sth. off</b>	► etw. ab-, unterzeichnen
<b>skill set</b>	► Fähigkeiten, Qualifikationen
<b>summary</b>	► Zusammenfassung
<b>take sth. on ~</b>	► etw. übernehmen
<b>timeline</b>	► zeitlicher Rahmen
<b>track: be on the right ~</b>	► auf dem richtigen Weg sein
<b>undermine sb.</b>	► jmdn. schwächen

## LANGUAGE

### SKILL UP!

#### Talking about starting a job

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

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

**Kerry:** We're not going to make you start something new without preparing you first, Billy. I'm going to take care of you this week and show

you how the job should be done. I'll try not to make you feel uncomfortable.

**Billy:** To be honest, I feel uncomfortable because I'm in an unfamiliar environment.

**Kerry:** That's totally normal. We'll all help you so that your relationship with the boss doesn't start badly.

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

**Kerry:** We're not going to throw you in at the deep end, Billy. I'm going to take you under my wing this week and show you the ropes. I'll try not to breathe down your neck.

**Billy:** To be honest, I feel like a fish out of water.

**Kerry:** That's totally normal. We'll all help you so that you don't get off on the wrong foot with the boss.

**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 someone makes you start something new without preparing you first, they throw you in...  
**a)** at the deep end.

b) deep and icy water.

➤ a) is right. You are “thrown in at the deep end” if you have to start something new and are not prepared for it. Next one.

2. Someone who helps you to cope with a new situation, such as starting a job, takes you...

a) under their wing.

b) under their roof.

➤ a) is right. Someone “takes you under their wing” if they take care of you in the first days or weeks of a new job. OK, next one.

3. Someone who explains to you how things are done in a new job, shows you...

a) the tricks.

b) the ropes.

➤ b) is right. If someone “shows you the ropes”, they tell and show you how things work in a new job. Next one.

4. Someone who makes you feel uncomfortable because they watch everything you do, breathes down...

a) your neck.

b) your back.

➤ a) is right. If someone “breathes down your neck”, they monitor you closely and often in an unpleasant way. And the next one.

5. If you feel uncomfortable in an unfamiliar environment, you feel like a fish...

a) in dirty water.

b) out of water.

➤ b) is right. You “feel like a fish out of water” if you do not feel comfortable in a unfamiliar situation. And another one.

6. If your relationship with a colleague or boss starts badly, you get off...

a) on the wrong foot.

b) with your left foot.

➤ a) is right. If your relationship with a colleague or boss starts badly, you “get off on the wrong foot”.

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

cope with sth.

➤ mit etw. zurechtkommen

environment

➤ Umfeld

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

**Erin Perry:** In this exercise, you can practise those idioms again. You'll hear the sentences that Kerry and Billy 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.

**Kerry:** We're not going to throw you in at the deep end, Billy.

- We're not going to make you start something new without preparing you first, Billy.

**Kerry:** I'm going to take you under my wing this week...

- I'm going to take care of you this week...

**Kerry:** ...and show you how the job should be done.

- ...and show you the ropes.

**Kerry:** I'll try not to breathe down your neck.

- I'll try not to make you feel uncomfortable.

**Billy:** To be honest, I feel like a fish out of water.

- To be honest, I feel uncomfortable because I'm in an unfamiliar environment.

**Kerry:** We'll all help you so that you don't get off on the wrong foot with the boss.

- We'll all help you so that your relationship with the boss doesn't start badly.

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

### [21] Exercise: False friends

**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 the person who is in charge of an organization or department. Translate this word, please.

**German:** Chef

**English:** boss

**Ingram:** Don't say "chef" here. A "chef" is a professional cook, particularly the most senior one in the kitchen of a restaurant or hotel. The German word Chef is "boss" in English. Please translate this sentence.

**German:** Unser Chef arbeitet Tag und Nacht.

**English:** Our boss works day and night.

**Ingram:** Well done.

**department** ► Abteilung

**senior** ► hochrangig

### [22] Exercise: Don't confuse

**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 "boss" or "chef" instead of the beep. Then you'll hear the right sentence again. Ready?

1. The [beep] in our canteen surprised everyone with his delicious vegan meals.
- The chef in our canteen surprised everyone with his delicious vegan meals.

OK. Next sentence.

2. She was originally my intern and now she's my [beep] in the IT department.
- She was originally my intern and now she's my boss in the IT department.

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

3. My [beep] is a famous [beep] with two Michelin stars.
- My boss is a famous chef with two Michelin stars.

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

intern ➔ Praktikant(in)

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

**Erin Perry:** For our final Skill Up! exercise, we'll look at some collocations. These are word partnerships made up of words that frequently go together. Listen carefully to someone talking about his first job. We'll then do an exercise on what he says.

"My first job was a summer job in a fish factory. My dad persuaded me to apply for a job as a fish packer there before starting university. I really didn't want to work there and I cried when I heard that I had got the job. It

was a 9-to-5 job and very badly paid. I think I got £56 a week. It certainly wasn't what you would call a dream job, but it was a character-building experience."

**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 with the term "job" from the text you just heard. Then you'll hear the correct answer. OK, here's the first sentence.

1. Work that you have only during the summer is a...
- **summer job.** Work that you have only during the summer is a summer job.

OK, next one.

2. A job with standard working hours is a...
- **9-to-5 job.** A job with standard working hours is a 9-to-5 job.

Next one.

3. An occupation that fulfils all your wishes is a...
- **dream job.** An occupation that fulfils all your wishes is a dream job.

Next one.

4. If you try to obtain a vacant position, you...
- **apply for a job.** If you try to obtain a vacant position, you apply for a job.

OK. Next one.

5. If an employer accepts your application, you...
- **get the job.** If an employer accepts your application, you get the job.



OK. And the last sentence.

6. If you are not paid much for the work you do, you work in a...

- **badly paid job.** If you are not paid much for the work you do, you work in a badly paid job.

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

*Business Spotlight 11/2021, pp. 40-41*

## TALKING FINANCE

### Pay matters

#### [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, this time, Ian is looking at the topic of wages and salaries.

**Perry:** Money, money, money! Love it!

**Ingram:** Steady on, Erin. You're sounding like an Abba comeback concert. Maybe I need to check whether that's really you or just an avatar. Anyway, let's hear now what Ian has to say about the topic of pay.

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

**Ian McMaster:** I'd like to tell you a true story from back in the 1990s when I spent a few days horse-riding with cowboys in the Badlands of

South Dakota. One morning, as we set out, it was raining hard, and the weather forecast for the day wasn't good. Just before we were about to cross a river on our horses, the head cowboy got into a discussion with his assistant, Frank, about whether we should continue.

The question was whether we would be able to get back across the same river in the late afternoon if it continued raining all day. "What do you think, Frank?" the head cowboy asked. As quick as a flash, Frank replied in his charming American accent: "Hey, I ain't paid to think."

I found Frank's reply so funny that I nearly fell off my horse. What Frank was saying — and it was a joke, of course — was that thinking was "above his pay grade". This expression is often used to mean that a particular decision is not one that could be made by someone at a particular level in an organization's hierarchy but that needs to be made by someone in a higher position and on a higher salary.

"Salary" is, of course, just one of the terms that we use for "pay", typically for white-collar workers. For manual, or blue-collar workers, we traditionally talk about "wages". On the other hand, self-employed people, such as architects or lawyers, usually charge a "fee", either at an hourly rate or as a fixed sum. Authors and musicians normally receive "royalties" for the use of their works, while salespeople typically work on a "commission" basis, usually on top of a basic salary.

But whatever job or position you are in, if someone asks you to do something that you don't feel you are qualified to do, or which you don't feel is your responsibility, you can say — either seriously or in a humorous way, as Frank did — “Sorry, that's above my pay grade!”

Business Spotlight 11/2021, p. 42

**ain't** *ifml.* ➤ **am not**

**blue-collar worker**

➤ (Fabrik-)Arbeiter(in)

**commission** ➤ Provision

**fee** ➤ Honorar

**lawyer** ➤ Anwalt/Anwältin

**pay grade**

➤ Gehaltsgruppe, -klasse

**royalty** ➤ Tantieme

**white-collar worker**

➤ Büroangestellte(r)

## SHORT STORY

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

**David Ingram:** Now, it's time for our latest short story by James Schofield. This time, it's about a career opportunity that is not exactly what it seems at first sight. The title of the story is “Career moves”.

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

### [27] Career moves **M**

The phone call from Uncle Maurice was perfectly timed, because Julie and I had just lost our jobs and we were having a cup of tea at my place.

“Paula,” he said, “put your phone on loud-speaker. I've got proper jobs for you both. It could be a good career move.”

Julie and I looked at each other. “What's the catch?” I asked.

That sounds impolite, but you have to be careful with Uncle Maurice. Once he got us work distributing free samples at a conference. What he didn't tell us was that it was an adult entertainment conference, so you can imagine what kind of things we were handing out. Well, he could hear we were doubtful, so he turned on the charm. He's an ex-actor, so he has buckets of it.

“No, Paula, nothing funny about this. I want you as business managers for my new venture — WokeTopia.”

“WokeTopia?”

“That's it. I've got lots of creative types who've moved into a building I'm renting. Vegan restaurants, yoga studios, cafes with cats, organic T-shirts. All New Age, you know?”

“Where did you get the money for this, then?” asked Julie.

“I've got backers.”

“Who?”

“Nice ladies with money to invest.”

Now, like I said, Uncle Maurice is full of charm, especially for ladies of a certain age. So this sounded plausible.

“What would we do?” I asked.

“Well, the tenants are bad at organizing things like telephones, electricity, water — anything practical. I need you to make sure everything works.”

"And what are you going to do?"

"Keep the investors sweet until the money starts rolling in. Each tenant pays rent, plus ten per cent of their shop's profits. What do you say?"

We looked at each other. Julie nodded.

"All right, Uncle Maurice," I said. "We're in."

\*\*\*

WokeTopia was an old fire station from Victorian times. It was well built and the rent was affordable because it was in a bad part of London. Unfortunately, the tenants were just as bad.

Costas, who ran a patisserie with gluten-free cakes, was usually in our office first thing in the morning to complain about the cats from Kassy's Kitty-Kat Café peeing outside his shop. Kassy would call if a cat went missing, accusing Costas of having murdered it. Blue Mountain Wyoming — who said he was a fortune-telling shaman from some Native American tribe — was seldom in his rooftop tepee. His clients would ask us where he was, which was usually asleep on a bench in a nearby park with a bottle of white man's firewater next to him.

None of the rest were much better, and the few customers who visited weren't coming back. After the first two weeks, we called the tenants to a meeting. We wanted Uncle Maurice to come, but he was on a safari in Namibia with one of his investor lady friends.

The room was full, and the air was heavy with the smell of chai lattes and patchouli.

"Right," said Julie. "Time for a pep talk."

Now, Julie's pep talks are scary things. She believes in tough love, so she told the group they were useless hippies who were giving the Age of Aquarius a bad name. She said if they didn't pull themselves together, we'd replace them with nail salons, sun studios and betting shops. The yoga teachers were in tears by the end.

"It's the marketing, Julie," said Anik, a tantric masseur with lovely eyes and hands. "Couldn't you two take it over?"

Well, Uncle Maurice had given us a budget for daily expenses, and as he was now offline in Namibia, we used it to promote WokeTopia.

\*\*\*

Oh, we worked hard that month. We know about this kind of thing, so we made some quite hot TikTok videos with Anik (I did enjoy those) and one of them went viral. Soon, Anik had too many appointments, but his clients then also ate pastries, went for a coffee with the cats or bought an organic T-shirt. Even Blue Mountain Wyoming had enough fortune telling to do. So, when Uncle Maurice finally flew back from a sailing trip around the Mediterranean with another investor lady friend, we were optimistic. He looked at the figures and slowly turned grey under his tan.

"Oh, my gawd," he said. "What have you done?"

"That's nice!" I said. "After all our work! What's wrong?"

I could see his face struggling to stay in control, but then he put on his most charming smile.

“I meant, ‘What have you done to turn Woke-Topia into such a fantastic success?’ Let’s have a bottle of bubbly...”

\*\*\*

The party ended with my taking Anik home and letting him practise some new massage techniques he’d just learned. But next morning, when I got to work, Julie had bad news.

“It’s Maurice,” she said. “He’s gone!”

We should have realized there was something odd about WokeTopia when we met the tenants. You see — as Uncle Maurice explained in the email he sent us from Vanuatu, where he had decided to “retire” — it was never supposed to be successful.

“I promised to repay each of my seven lady friends their money, plus 50 per cent of the profits,” Julie read from the email. “It’s just that each one thought they were the only investor apart from me. So, when WokeTopia failed — and I thought it was certain to fail — I wouldn’t have to repay anything. I’d just shut it down, tell them their investment was lost and disappear with their money. You two making it a success was the last thing I needed.”

“So, he only used us because he thought we were useless?”

Julie nodded. “Yes. Embarrassing, but true.”

As Vanuatu has no extradition treaty with Britain, there was nothing to be done. After a lot of tears, the investors formed a partnership to continue Woke-Topia. They fired us, but that was all right, because two weeks later, we sold Buckingham Palace to a Russian oligarch by mistake.

But that’s another story.

Business Spotlight 11/2021, pp. 44–45

### Age of Aquarius

• Zeitalter des Wassermanns (steht in der Hippie-Bewegung der 1960er Jahre für Frieden und Harmonie)

**backer** ▶ Unterstützer(in), Geldgeber(in)

**bad name: give sth. a ~**

• etw. in Verruf bringen

**betting shop** UK ▶ Wettbüro

**bubbly** *ifml.* ▶ Sekt, Champagner

**buckets: have ~ of sth. ifml.**

• etw. eimerweise haben, Unmengen von etw. haben

**catch** ▶ Haken

**embarrassing**

• beschämend

**extradition treaty**

• Auslieferungsabkommen

**fortune telling**

• Wahrsagen; hier: wahrsagend

**in: be ~** ▶ mitmachen

**mistake: by ~** ▶ aus Versehen

**odd** ▶ merkwürdig

**oh, my gawd** *ifml.*

• oh mein Gott, du liebe Güte

**organic** ▶ Bio-

**pastry** ▶ Gebäck(teil)

**patchouli** ▶ Patschuli

**pee** *ifml.* ▶ pinkeln

**pep talk** *ifml.*

• aufmunternde Worte

**sample** ▶ Probe

**scary: be a ~ thing** *ifml.*

• furchterregend sein

**sweet: keep sb. ~** *ifml.*

• jmdn. bei Laune halten

**tan** ▶ Sonnenbräune

**tantric masseur**

• Tantramasseur(in)

**tenant** ▶ Mieter(in)

**tepee** ▶ Tipi, Indianerzelt

**tough love**

• liebevolle Strenge

**tribe** ▶ Stamm

**turn on the charm**

• seinen Charme spielen lassen

**venture** ▶ Projekt, (kleines) Unternehmen

**viral: go ~** ▶ sich rasant im Internet verbreiten

## 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. In this case, however, it's not a mystery person but rather a mystery object. Listen now to our clues.

### [29] What am I? M

- I was invented by Chester Carlson, who worked as a patent attorney.
- Carlson had arthritis. He began looking for alternatives to writing out copies by hand — such as electrophotography.
- Initially, the idea that would lead to my creation was not well received.
- Over a span of five years, more than 20 companies, including IBM and General Electric, turned down Carlson's proposal, as they did not believe it had a future.
- In 1944, the Battelle Memorial Institute offered Carlson a contract to optimize the process of electrophotography.
- In 1947, Haloid Corporation, a New York manufacturer and vendor of photographic paper, requested a license to use this technology.
- The name “electrophotography” was changed to “xerography”, a term that is derived from the Greek words for “dry” and “writing.”

Haloid Corporation also changed its name to Xerox Corporation.

- I therefore came to be known as the Xerox machine for many years.
- The xerographic method was much more cost-effective than previous copying methods, so I soon appeared in public libraries, businesses, colleges, and government buildings.
- I was used in the production of the 1961 animated film *One Hundred and One Dalmatians*.
- I am the cause of many copyright problems.
- One of my earliest models — the Xerox 914 — came with a free fire extinguisher, as it was known to overheat and catch fire sometimes.
- Colleagues often have a chat while they are using me or waiting to use me. If I had ears, I would hear lots of gossip and small talk.
- In the 1990s, I became an inbuilt part of the multifunction printer.
- While I am still widely used, I might become obsolete in years to come.
- Many companies encourage their employees to use me less, as overusing me can cause unnecessary waste.
- So what am I?

Business Spotlight 11/2021, p. 50

#### patent attorney

• Patentanwalt/-anwältin

#### turn sth. down

• etw. ablehnen

#### animated film

• Zeichentrickfilm

#### come with sth. ➔ hier: mit

etw. ausgeliefert werden

**corporation**

► Unternehmen; hier etwa: AG

**Dalmatian** ► Dalmatiner

**derive sth. from sth.**

► etw. von etw. herleiten

**fire extinguisher**

► Feuerlöscher

**gossip** ► Klatsch, Tratsch

**manufacturer**

► Hersteller(in)

**obsolete**

► überholt, veraltet

**previous** ► frühere(r,s)

**vendor** ► Verkäufer(in)

**Ingram:** So, do you know what our mystery object is? If you want to find out, go to our website at [www.business-spotlight.de/who1121](http://www.business-spotlight.de/who1121), where you'll find the answer.

Business Spotlight 11/2021, p. 50

## CONCLUSION

### [30] For more information

**David Ingram:** Well, we've come to the end of Business Spotlight Audio 11/2021. We hope you've enjoyed it and have found our exercises helpful.

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

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

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

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

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