

EASY E

CEF level A2

MEDIUM M

CEF levels B1–B2

ADVANCED A

CEF levels C1–C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! E

David Ingram: Welcome to *Business Spotlight Audio 2/2022*. I'm David Ingram from England. I'm here with Erin Perry from the United States. How are you doing, Erin?

Erin Perry: Great, thanks, David. I am excited to get started because we've got lots of great articles and interviews from the world of business English in this recording.

Ingram: We also have lots of exercises that focus on language and communication skills.

Perry: That's right. Practice makes perfect, as they say.

Ingram: In this issue, we'll hear from Bob Dignen about the role of intimacy at work. We also have a number of tips and useful phrases for understanding unclear speakers.

Perry: We'll also consider whether or not it's a good idea to be friends with your boss or not.

Ingram: 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 interesting jobs reducing the risk of dementia later in life.

Erin Perry: Well, thankfully, the topics we get to talk about here are pretty interesting.

Ingram: Yes, that's right, Erin. I think we're covered. Let's listen and find out more about this topic.

[3] Use it or lose it M

A 2021 study suggests that workers who have mentally stimulating jobs may be less likely to develop dementia in old age.

The study, published in *The BMJ*, used data from previous studies that followed more than 100,000 people for an average of 17 years. It compared two groups of people. Those in the first group had jobs that included cognitively demanding tasks and a high level of control over their jobs. Those in the second group had non-cognitively demanding jobs and a low level of control over their jobs. In the first group, 4.8 out of 10,000 people developed dementia as they aged, compared with 7.3 out of 10,000 in the second group.

Dr Sara Imarisio, head of research at Alzheimer's Research UK, welcomed the study's results.

On Alzheimer's Research UK's website, she said that while "not everyone is able to choose the type of work they do ... studies like this highlight the importance of finding activities that help keep the brain active, whether it's through work or hobbies".

Business Spotlight 0/2022, p. 7

dementia ➤ Demenz

head of research

➤ Forschungsleiter(in)

highlight sth.

➤ etw. hervorheben

previous ➤ frühere(r,s)

[4] Introduction (II) E

Erin Perry: Our next story is about Maryana Iskander, the woman who leads the organization behind Wikipedia, the Wikimedia Foundation. As you listen to the story, answer this question: Which three things did Iskander's previous jobs help her to understand?

[5] The guardian of knowledge E

Wikipedia has more than 55 million articles in 309 languages. Maryana Iskander was chosen to lead the Wikimedia Foundation, which runs Wikipedia, from January 2022. The South African worked for many years for non-profit organizations that fight against youth unemployment and for women's rights in her home country. She says that her previous jobs allowed her to understand "how to build systems, build culture and build processes".

Iskander spoke to *The New York Times* about her goals for Wikipedia. She says one goal is to make sure that the "full diversity of humanity" is written about and invited to participate in Wikipedia. In particular, she wants to make sure that the project better reflects the "global south" and women. Another goal is to improve upon the steps Wikimedia takes to fight misinformation.

diversity ➤ Vielfalt,

Verschiedenartigkeit

foundation ➤ Stiftung

goal ➤ Ziel

non-profit

➤ gemeinnützig

previous

➤ frühere(r,s)

[6] Answer: Listening comprehension E

Erin Perry: OK? Did you get the answer to our question? Which three things did Iskander's previous jobs help her to understand?

- The answer is "how to build systems, build culture and build processes". Listen again. "She says that her previous jobs allowed her to understand 'how to build systems, build culture and build processes'."

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 2/2022, p. 7

HEAD-TO-HEAD

Can bosses be friends with their employees?

[7] Introduction **E**

David Ingram: Now, we're going to listen to two of our colleagues, Owen from *Spotlight* and Melita from *Business Spotlight*, debating about a topic they do not seem to agree on. Do you think being friends with your boss is a good idea? Listen carefully to what they have to say about the topic.

[8] Interview: Melita Cameron-Wood and Owen Connors **A**

Melita Cameron-Wood: So, should we be friends with our bosses? I think this is a really interesting one. Personally, I think having a good, friendly relationship with your boss really helps you to work better with each other. I think it's a real shame when people say, "Oh, we have these hierarchies, and we can't be friends because of them. What do you think, Owen?"

Owen Connors: I think it's okay to be friendly with your boss and to inform your boss of things in your personal life, for instance, that may affect your work. But I think it's not a good idea at all to actually be friends with your boss. After all, this is a person who could and would fire you if necessary.

Melita: Well, I mean obviously, yeah, they could fire you if they wanted to, but surely, if you were

friends with that person, then the likelihood of you being fired would be reduced. I mean, I think there's nothing wrong with going out for a drink with your boss on a Friday night after work. Why not? You can be friends with your colleagues, so why not your boss?

Owen: That's true. But what happens if you or your boss drink a little too much — maybe share a little bit too much information? That might be detrimental to you or your boss. There's professional boundaries that should be maintained with bosses, I think. And should you happen to overshare, should your friendliness allow you to forget those boundaries, it could be problematic.

Melita: Yeah, I mean, I think there are some boundaries, of course. I mean being friends with your boss doesn't necessarily mean you have to be best friends and share everything with each other, but I do think feeling comfortable is very important. And I mean sometimes, there are things in your personal life that might affect your work. If somebody is going through a divorce, for example, or having a tough time at home. I mean, I don't think it would be a bad thing if your boss knew about these things that might impact you on an emotional level, you know.

Owen: Definitely, definitely. I totally agree that it's wise to be friendly with your boss and to have

a friendly relationship, to have a good collegial relationship and to share important information with them. I'd be worried if one were too friendly, or if one was friends outside of work, or if one had worked together and was very friendly — and then they became your boss. I'd be worried that other colleagues might feel that there was some favouritism going on or that you were getting preferential treatment. And that could backfire, too, in another way, in that the boss might be harsher on you, or tougher on you than they would be on other colleagues.

Melita: Mmm. I think that's a really interesting point. Oh, sorry, I interrupted you.

Owen: No, no, no, you didn't, please go on.

Melita: I think that's a really interesting point, and I think it's important to make sure that other colleagues feel that they are on the same level as you are. So, I think, you know, if you were friends with your boss, you'd have to be careful about things like social media. I don't think it'd be a good idea to post lots of photos of you and the boss out on a Friday night all over Facebook and Instagram. Your colleagues might feel like, "Why weren't we invited? Or what's happening here?" And I also think office gossip should be a topic that is avoided if you are friends with your boss, because I don't think it's a good idea to talk about other colleagues with your boss, 'cause, I

mean, then they might feel threatened in some way. So, I think, you know, healthy boundaries are fine, but I don't think that means that friendship is not possible.

Owen: Yeah, definitely, and I think as well if you somehow stopped being friends with, say, a colleague — if they became your boss — that would also damage that relationship. Perhaps just new boundaries need to be set. Perhaps it would be wise to actually talk with your boss then and agree on boundaries together. One could say, "OK, well, we won't talk about these subjects. There are certain sensitive topics that are, you know, out of bounds for us, let's say."

Melita: Yeah, I think that could be a good solution. I think, you know, at the end of the day, it's about respect, having boundaries and, you know, acknowledging that you have to work together as well as being friends. I think, you know, if you talk openly about these things and consider them before acting, then hopefully it should lead to a good working relationship.

Owen: Definitely, and that's the most important thing in the end.

Melita: Absolutely. Well, thanks for talking to me about this, Owen, and I'm glad we've resolved our differences.

Owen: You're very welcome. Yes, thank you.

Melita: All right. Take care.

Owen: You, too.

Business Spotlight 2/2022, pp. 16–17

acknowledge sth.

➤ etw. anerkennen

affect sth. ➤ etw. betreffen;

beeinträchtigen

backfire

➤ nach hinten losgehen

boundary ➤ Grenze

bounds: be out of ~

➤ hier: tabu sein

detrimental: be ~ to sb.

➤ jmdm. schaden

favouritism UK ➤ Günst-

lings-, Vetternwirtschaft

gossip ➤ Klatsch, Tratsch

harsh ➤ streng

likelihood

➤ Wahrscheinlichkeit

preferential treatment

➤ Vorzugsbehandlung

sensitive ➤ sensibel, heikel

You're welcome.

➤ Gern geschehen.

SCIENCE

Three great scientists

[9] Introduction E US

David Ingram: In this issue's Science section, Melita Cameron-Wood wrote a piece about a group called 500 Queer Scientists, which aims to increase the visibility of LGBTQIA+ people who work in science and technology. LGBTQIA+ stands for "lesbian, gay, bisexual, transgender, queer, intersexual and asexual". In this article, Melita also refers to three LGBTQIA+ scientists whose work is still celebrated today. Let's listen to three short texts about these pioneering scientists. While you are listening to the texts, consider the following: The sexual orientation of one of these scientists only became public knowledge after he or she had

died. Which one: **a)** Sally Ride, **b)** Alan Turing, **c)** Lynn Conway?

[10] Three scientists A US

Sally Ride

After joining NASA in 1978, physicist Sally Ride became the first American woman in space, in 1983. She was just 32 years old at the time, making her the youngest-ever American astronaut to have gone into space. She married fellow astronaut Steven Hawley in 1982, but the marriage lasted only five years. After divorcing Hawley in 1987, she had a long-term relationship with Tam O'Shaughnessy, a Women's Tennis Association player, with whom she wrote a number of children's science books. Ride chose to keep her personal life private, and her sexuality did not become public knowledge until she passed away . Her obituary referred to O'Shaughnessy as "her partner of 27 years."

Alan Turing

Born in London in 1912, Alan Turing went on to become one of the most influential computer scientists of all time. Turing is now considered to be the pioneer behind artificial intelligence and theoretical computer science. During World War II, his codebreaking work at Bletchley Park was instrumental to the war effort. In 1952, Turing was prosecuted for homosexual activity. He was subjected to chemical castration. He accepted this, as he would otherwise

have been sent to prison. He died of cyanide poisoning at the age of 41. His death was recorded as a suicide, although it is possible that it may also have been a case of accidental poisoning.

Lynn Conway

This pioneering American computer scientist, electrical engineer, and inventor was born male in 1938, but she felt that she was stuck in the wrong body and fell into depression as a result. She married a woman and had two children, but she was unhappy with her life as a man, and even considered suicide. Conway decided to become a woman when she discovered the work of Dr. Harry Benjamin, an expert on transsexualism.

Although Conway wanted to continue working at IBM while transitioning, she was fired in 1968 when she said that she wanted to become a woman. In 2020, IBM formally apologized for the action that was taken at the time.

Once Conway's transition was complete, in 1971, she was no longer allowed to see her children because of the laws in place at the time.

Ingram: So, did you get the answer to my question? The answer is Sally Ride. Her sexual orientation only became public knowledge after she had passed away. This information was in her obituary. An "obituary" is a notice of death, typically published in the newspaper.

Business Spotlight 2/2022, pp. 18-21

accidental ➤ unbeabsichtigt

computer scientist

➤ Informatiker(in)

electrical engineer

➤ Elektroingenieur(in)

fellow ➤ Mit-

long-term ➤ langfristig;

hier: langjährig

obituary ➤ Nachruf

pass away ➤ sterben

pioneering ➤ wegweisend;

hier auch: genial

prosecute sb.

➤ jmdn. strafrechtlich

verfolgen, belangen

COMMUNICATION

BUSINESS SKILLS

Understanding unclear speakers

[11] Essential phrases for understanding unclear speakers **M**

David Ingram: Let's now practise some phrases that are useful when you need to understand unclear speakers. I'll tell you what to say and give you some of the words you'll need. In the pause, say 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 set a good example.

■ Use "try", "speak", "slowly" and "clearly".

➤ I'll try to speak slowly and clearly.

2. The other person speaks very softly.

■ Use "could", "speak up" and "a bit".

➤ Could you speak up a bit, please?

3. You want to say that you did not really understand what the speaker said.

- Use “afraid”, “quite”, “get” and “that”.
- I’m afraid I didn’t quite get that.
- 4. You did not understand the time when the meeting starts.
- Use “what”, “time” and “say”.
- What time did you say?
- 5. You ask the speaker to clarify what they said.
- Use “sorry”, “could”, “explain” and “to me”.
- Sorry, but could you explain that to me, please?
- 6. You ask the speaker about how to collaborate with each other.
- Use “how”, “should”, “work together”.
- How should we work together?

Ingram: Excellent. Well done!

clarify sth. ► etw. (er)klären

collaborate

► zusammenarbeiten

softly ► leise

[12] Essential words for understanding unclear speakers **M**

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

Mel: Grant, do you have any tips or techniques that might help me understand my Glaswegian client more easily? I keep having to interrupt him and ask him to repeat what he’s said. It’s getting embarrassing.

Grant: Sure, but I’m surprised that you don’t understand the Glaswegian accent.

Mel: I didn’t think I would have any problems either. It’s not just his accent though. My client mumbles and swallows some of his words. Sometimes, it’s just one word that I don’t catch. It’s so awkward.

Grant: I understand. You can’t really ask your counterpart to speak more clearly, can you? He might take it the wrong way.

Mel: Well, quite. At the moment, I try to summarize regularly so that he can correct me when I’ve misunderstood something.

Grant: That’s a good strategy. Next time you ask him to repeat something, you could say that you’re still trying to learn Glaswegian. That might make him laugh.

Mel: [laughs] Yes, I could try that. Humour usually helps.

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 pronunciation and intonation of the person speaking. Ready?

1. Here’s the first pair of words to choose from: “technicians” OR “techniques”

Mel: Grant, do you have any tips or [beep] that might help me understand my Glaswegian client more easily?

• Grant, do you have any tips or techniques that might help me understand my Glaswegian client more easily?

2. And here's the next pair of words: "embarrassing" OR "encompassing"

Mel: It's getting [beep].

• It's getting embarrassing.

3. And another pair of words to choose from: "swallows" OR "wallows"

Mel: My client mumbles and [beep] some of his words.

• My client mumbles and swallows some of his words.

4. And one more pair of words: "catch" OR "match"

Mel: Sometimes, it's just one word that I don't [beep].

• Sometimes, it's just one word that I don't catch.

5. And the next pair of words: "counterpane" OR "counterpart"

Grant: You can't really ask you [beep] to speak more clearly, can you?

• You can't really ask your counterpart to speak more clearly, can you?

6. And the last pair of words to choose from: "epitomize" OR "summarize"

Mel: At the moment, I try to [beep] regularly so that he can correct me when I've misunderstood something.

• At the moment, I try to summarize regularly so that he can correct me when I've misunderstood something.

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

Business Spotlight 2/2022, pp. 22–25

awkward

• unangenehm

catch sth.

• hier: etw. verstehen

counterpart • Gegenstück;

hier: Gesprächspartner(in)

embarrassing • peinlich

mumble • nuscheln

summarize sth.

• etw. zusammenfassen

swallow sth.

• etw. verschlucken

[13] Introduction **E**

Perry: And now our colleagues from Business Spotlight, Melita Cameron-Wood and Maja Sirola, consider the topic of the Business Skills article in this issue: "Understanding unclear speakers". First, they'll summarize Ken Taylor's seven tips, and then they'll share their thoughts on the topic in more detail.

[14] Interview: **Melita Cameron-Wood** and **Maja Sirola** **A**

Maja Sirola: In his article, Ken Taylor gives advice on how to improve your understanding of unclear speakers in a respectful way without hurting anyone's feelings.

Melita Cameron-Wood: Here's a quick summary of the key points:

1. **Setting a good example:** If you are the speaker, speak slowly and clearly. People often mimic each other's tone without even realizing it.
2. **Keeping control:** It is important to keep control of the conversation. For example, if the speaker is too fast, ask them to slow down.
3. **Listening carefully:** If you listen carefully, you will improve both your understanding and the flow of the dialogue. Concentrate on the key points that the other person is making.
4. **Saying you don't understand:** If you don't understand something, it's important to say so. Pretending that you have understood something when you have not could lead to further confusion.
5. **Being specific:** If you missed any key pieces of information, then make sure you ask a targeted question about these missing details. For example, you could say: Which day did you say you would be arriving?
6. **Dealing with native speakers:** Their fluency, wide vocabulary and self-confidence in the language often gives native speakers a natural advantage in international meetings. But if they use too many idiomatic expressions or speak too fast, the non-native listeners may not understand everything that is being said.
7. **Having a safety net:** In international meetings, it is good practice first to discuss how the meeting should be run. Summarizing

the main points at regular intervals could be a good exercise.

Maja: There are some really good points there, Melita.

Melita: Yes, they seem to be quite easy to implement, too. What difficulties have you experienced when trying to understand unclear speakers, Maja?

Maja: Well, I often find that I have difficulty understanding what a speaker is saying because they are speaking too quietly. And this has become even more of a problem during the corona pandemic. Either because the speaker is wearing a mask and their voice is muffled. Or, if they are on a video call, then their microphone is not always set up properly. So, I think it is extremely important to ask the speakers to articulate their words clearly and to speak loudly. What about you, Melita?

Melita: I think listening carefully is so important. If someone is speaking English as a foreign language, then they are making an effort to communicate with you. Being patient and really focusing on what they have to say shows them that you want to understand what they're saying. It's about respect more than anything else. Their opinion is just as valid, even if you need to put more effort into understanding what they have to say.

I also think it's essential to remind native speakers that their word choices might be difficult for others to understand. There's no need to use complex vocabulary to express ideas, and the effort shouldn't be one-sided: both the native speakers and those who have learned English as a foreign language should try their best to make communication as easy as possible.

Business Spotlight 2/2022, pp. 22–25

fluency ► flüssiges Sprechen,
Sprachgewandtheit

implement sth.

► etw. umsetzen

mimic sb./sth. ► jmdn./etw.
imitieren

muffled ► gedämpft

summarize sth.

► etw. zusammenfassen

summary

► Zusammenfassung

targeted ► gezielt

CAREERS

WOMEN

Empowerment through reconnection

[15] Introduction **E**

David Ingram: OK, now we hear from Melita Cameron-Wood about her article on women helping other women in a professional context. Melita, you spoke to quite a few women before writing this article, didn't you?

[16] Interview: Melita Cameron-Wood **M**

Yes, that's right. I spoke to a number of women who chose professions that allow them to help other women to reconnect with their bodies

and achieve feminine empowerment. The people I interviewed had different ways of doing this. One of them was a belly dancer, two of them were fertility massage therapists and one was a menstrual and menopause mentor. The key focus seems to be making women feel comfortable in their own skin.

Their work is about helping women to accept their natural cycles, rather than fighting against them to fit into a working model of what is deemed to be productive. It is okay to slow down and talk openly about topics like menstruation and the menopause, just as it is a good idea to take time to define one's own boundaries and deal with past traumas to make yourself a better version of yourself. These women are self-employed, and they have chosen career paths that help women to define their own place in society, rather than have that place defined for them. The approach employed by menstruation and menopause mentor Kate Codrington really stuck with me: she emphasized the role of the seasons in women's bodies, not only as they move through their cycles, but also as they move through life. I think that this is something that men could also identify with, as the human life cycle itself could also be split into a seasonal model. By accepting the cycle of life rather than constantly trying to fix problems like ageing, we can build a society in which we

are kinder to ourselves and actively work towards acceptance and growth.

Business Spotlight 2/2022, pp. 30–34

achieve sth. ► etw. erreichen

approach ► Herangehensweise, Methode

boundary ► Grenze

career path

► berufliche Laufbahn

cycle ► hier: Menstruationszyklus

emphasize sth. ► etw. betonen

empowerment

► Stärkung; hier auch: Selbstwertsteigerung

fertility ► Fruchtbarkeit

fix a problem

► ein Problem lösen

stick with sb. ► hier: jmds. Unterstützung finden

topic ► Thema

CAREER COACH

In-house promotions

[17] Introduction E

David Ingram: OK, now let's hear from our career coach, Bo Graesborg. In his latest column, Bo gives advice on how to improve your chances of getting a promotion within the organization you work for.

Erin Perry: Here's Bo's column, read by the author himself.

[18] Column: Bo Graesborg M

There are many good reasons why companies should fill key positions with in-house talents. In-house people know the store and how things are done. They need little or no onboarding. They are often cheaper than external hires, and promoting someone from within sends a strong signal that it pays to perform well.

On the other hand, there are two good reasons why companies often decide to go with external hires anyway. Firstly, if things have to be done differently, it makes sense to have someone different do them. Secondly, bringing someone external in to lead a team can be significantly less disruptive than promoting someone from inside the team to lead it.

For those of you who are looking to advance within your organization rather than seeking opportunities elsewhere, here's what you do:

- **One:** stop complaining about your organization seeking to bring in new people rather than relying on existing talent. As we saw above, there can be sound reasons for this approach. (Besides, complaining is very unsexy and highly unlikely to get you anywhere interesting.)

- **Two:** start leading. You don't need a title to lead. Official "role power" is awarded to those who have already shown the capacity to lead without it. This is not done by walking around with your little boss hat on telling people what to do. It is done by asking the right questions, assuming responsibility and offering support. You also need to demonstrate not only a willingness to engage in conflict when necessary, but also the ability to see things from an organizational and not just an individual perspective.

Promoting you should promise your organization the right kind of disruption. So, you want to make it a reasonable assumption for the

decision-makers that **a)** the people in your team will want to stay on and work with you, but also that **b)** you will push the team to innovate and improve performance, and **c)** when organizational directives need to be carried out, you can be trusted to get them done.

Business Spotlight 2/2022, p. 35

advance ➤ hier: aufsteigen

approach ➤ Vorgehensweise

assume responsibility

➤ Verantwortung übernehmen

assumption ➤ Annahme

decide to go with sb./sth.

➤ sich für jmdn./etw. entscheiden

disruptive ➤ störend

engage in sth. ➤ sich auf etw. einlassen

hire US ➤ neu eingestellte(r) Mitarbeiter(in)

know the store ifml.

➤ den Laden kennen; hier: die Abläufe kennen

onboarding ➤ Einarbeitung, Einführung

pay ➤ hier: sich lohnen

promote sb. ➤ jmdn. befördern

rely on sb. ➤ auf jmdn. bauen

sound ➤ hier: gut, triftig

walk around with one's little boss hat on ifml.

➤ sich als Chef(in) aufspielen

LEADERSHIP Getting intimate

[19] Introduction E

Erin Perry: In his leadership column, Bob Dignen considers the role of intimacy within professional teams. Let's listen to what he has to say on the topic.

[20] Interview: Bob Dignen A

Erin Perry: Welcome, Bob. Tell us, what exactly has intimacy got to do with leadership — isn't it a private matter?

Dignen: Well, I think there are different definitions of intimacy. And on one level, I think that you're right, because one definition of intimacy suggests a very private, personal relationship, which is not strictly speaking connected to the field of professional relationships. And that's why you see in some working contexts, if there is a personal relationship between team members, it can be viewed as a problem, and people might actually be separated. So, there is some truth behind the question, that intimacy perhaps can be considered a private matter. But if we take intimacy in a more general sense — in terms of understanding another human being and getting to know them well — I think on a professional level, intimacy has a role to play. I mean, I think we need good working relationships, so it's good to kind of know somebody's career history in some detail, maybe to understand their values, to share some important stories in their lives and the feelings associated with that. So, I think, if you have that with another human being at work, I think the relationship deepens and the ability to work collaboratively strengthens.

Perry: What are the benefits of successful intimacy management?

Dignen: Well, I think there are different dimensions to this because a leader in front of a team has to manage different constellations.

Firstly, the leader has to build a relationship with each individual team member. So, that's one dimension of intimacy. Then, the leader has to facilitate relationships between team members. That's another type of intimacy. And then, of course, the team member has to build a relationship to the whole team. So, that's a third layer of intimacy. And I think that partly makes intimacy complex because those layers may be different. If you talk about managing intimacy on a one-to-one level, leader to team member, I think it's important to be situational because different members will be open to more or less intimacy, for different reasons. Maybe psychologically, some team members prefer distance, some team members prefer proximity. So, I think, on the leader team inter-face, I think you have to adapt your style partly to the expectations of the team member. From team member to team member, again, that's more challenging. But I think from a leadership point of view, what you're looking to build is a collective culture, where people respect each other, people find the right level of intimacy as a group in order that they can share information and get to results. And then, you know, that final one, leader to team, again, I think it comes back to building a culture via, very often, informal activities: dinners, team-building sessions, lunch-and-learns. And I think anybody listening to this might ask themselves, if they're leading a

team: "Do I do enough of that? Do I do enough relationship building, intimacy building at the total team level. It tends to happen around birthdays, around Christmas, around Easter, around religious festivals. I don't think it happens often enough.

Perry: How should leaders manage intimacy in their teams?

Dignen: Well, I think there are a number of different benefits. I mean, very obviously, I think work becomes a nicer place to come to when we work with people with whom we have a deep and positive relationship. I think that's kind of obvious and self-evident. I think positive relationships are likely to drive performance, they're likely to drive retention, people want to stay. Positive relationships can even drive recruitment, as people will sense a mood of intimacy when they turn up for the interview. And I think not having intimacy, what are the consequences of that? People don't listen to each other, people don't share information as positively as they might do. You often get little bits of conflict, which waste time, which undermine results. So, I mean, when you think in those terms, successful intimacy management is not really an option, it's something that you have to make happen.

Perry: Very interesting, Bob. Thank you for sharing those intimate thoughts with us.

Dignen: Thank you very much.

Business Spotlight 2/2022, pp. 36–39

drive sth.

► hier: etw. antreiben, fördern

facilitate sth.

► etw. fördern, ermöglichen

interface ► Schnittstelle

intimacy ► Intimität,
Vertrautheit

layer ► Schicht

one-to-one UK ► persönlich

proximity ► Nähe

recruitment

► Personaleinstellung

retention

► Zurückhalten; hier: Bindung von Mitarbeitern/Mitarbeiterinnen

self-evident

► selbstverständlich

turn up for sth.

► zu etw. erscheinen

undermine sth.

► etw. beeinträchtigen

work collaboratively

► zusammenarbeiten

LANGUAGE

SKILL UP!

Space

[21] Exercise: Idioms (I)

Erin Perry: OK, let's "skill up" on our language now with some idioms relating to space. First, listen to a dialogue between Kirsten and Eric. This time, they'll use simple language.

Eric: Congratulations on the new job, Kirsten! You must be very pleased. A chance like that doesn't come along very often.

Kirsten: Yes, I'm grateful every day. And the company's products are extremely good. It's go-

ing to be a challenge though, so I better return to normal sharpish.

Eric: You can do it. It's not very complicated, is it?

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

Eric: Congratulations on the new job, Kirsten! You must be over the moon. A chance like that comes along only once in a blue moon.

Kirsten: Yes, I'm thanking my lucky stars. And the company's products are out of this world. It's going to be a challenge though, so I better come back down to earth sharpish.

Eric: You can do it. It's not rocket science, is it?

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 you are very happy and excited about something, you are...
a) over the moon.
b) under the stars.
 ► **a)** is right. If you're "over the moon", you feel very pleased. Next one.
2. Something that occurs only very seldom, occurs...

- a) once on the planet.
- b) once in a blue moon.
 - b) is right. "Once in a blue moon" means "on very rare occasions". Next one.
- 3. If you feel grateful for good fortune, you thank...
 - a) your silver moon.
 - b) your lucky stars.
 - b) is right. You "thank your lucky stars" if you could avoid something bad happening to you. Next one.
- 4. Something that is incredibly exciting and impressive is...
 - a) out of this world.
 - b) off the blue sky.
 - a) is right. "Be out of this world" means "be extremely good and amazing". OK, next one.
- 5. If you return to reality, you come back...
 - a) down to earth.
 - b) down to the floor.
 - a) is right. You "come back down to earth" if you go back to reality after feeling excited or day-dreaming about something. And the last one.
- 6. If something is not at all difficult to do or understand, it's not...
 - a) rocket technology.
 - b) rocket science.
 - b) is right. "It's not rocket science" means "it's not complicated to do or understand".

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

good fortune ➤ Glück

rocket science

➤ Raketentechnologie;
hier: etw. Kompliziertes

sharpish UK ifml.

➤ unverzüglich

[22] Exercise: Idioms (II) M

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

Eric: You must be over the moon.

- You must be very pleased.

Eric: A chance like that comes along only once in a blue moon.

- A chance like that doesn't come along very often.

Kirsten: Yes, I'm thanking my lucky stars.

- Yes, I'm grateful every day.

Kirsten: And the company's products are out of this world.

- And the company's products are extremely good.

Kirsten: So I better come back down to earth sharpish.

- So I better return to normal sharpish.

Eric: It's not rocket science, is it?

- It's not very complicated, is it?

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.

rocket science

• Raketentechnologie;
hier: etw. kompliziertes

sharpish UK ifml.

• unverzüglich

[23] 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 the propulsion engine that is used to launch a spacecraft into space. Please translate this word.

German: Rakete

English: rocket

Ingram: Don't say "rocket", as this either refers to the sports equipment used to hit a ball or to a loud noise usually made by a group of people. The English translation of the German word Rakete is "rocket".

German: Der Start der Rakete musste erneut aufgeschoben werden.

English: The launch of the rocket had to be postponed again.

Ingram: Well done.

propulsion engine ▶ Antriebsmotor

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

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 "racket" or "rocket" instead of the beep. Then you'll hear the right sentence again. Ready?

1. Our neighbours were making such a [beep] last night that we couldn't sleep a wink.
• Our neighbours were making such a racket last night that we couldn't sleep a wink.

OK. Next sentence.

2. The [beep] Ariane 5 was developed for the European Space Agency, ESA.
• The rocket Ariane 5 was developed for the European Space Agency, ESA.

OK. Next sentence.

3. Wow! You'll win the tennis tournament with a [beep] like this!
• Wow! You'll win the tennis tournament with a racket like this!

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

4. [beep] are so loud when they take off; they make a real [beep]!
- Rockets are so loud when they take off; they make a real racket!

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

sleep a wink: not ~ ifml.

➤ kein Auge zu tun

tournament

➤ Turnier

[25] Exercise: Collocations

Erin Perry: For our final Skill Up! exercise, we'll look at some collocations. These are words that often go together. Listen carefully to someone talking about cleaning up space. We'll then do an exercise on it.

The European Space Agency is planning to launch a robotic-armed space junk collector into space in order to remove an item of space debris from orbit. Planned for 2025, ClearSpace-1 is the first space mission dedicated to removing an object in orbit. The ClearSpace space probe will track down Vespa — left in orbit by ESA's Vega launcher in 2013 — grab it and drag it out of orbit, with both spacecraft burning up in the atmosphere on the way back to planet earth.

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 word “space” from the text you've just heard. Then you'll hear the correct answer. OK, here's the first sentence.

1. A vehicle that is launched into space with astronauts on board is a...
 - **spacecraft.** A vehicle that is launched into space with astronauts on board is a spacecraft.

OK, next one.

2. An organization that is in charge of launching a spacecraft into space, is a...
 - **space agency.** An organization that is in charge of launching a spacecraft into space is a space agency.

Next one.

3. A spacecraft's journey into space for a specific reason is a...
 - **space mission.** A spacecraft's journey into space for a specific reason is a space mission.
- And the next one.

4. An unmanned space vehicle that is launched into space to explore something is a...
 - **space probe.** An unmanned space vehicle that is launched into space to explore something is a space probe.

The last sentence can be completed with two collocations from the text you heard at the beginning of this track.

5. All the objects in orbit that were once used in a space mission and are useless now are...

- **space debris or space junk.** All the objects in orbit that were once used in a space mission and are useless now are space debris. / All the objects in orbit that were once used in a space mission and are useless now are space junk.

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 2/2022, pp. 42–43

dedicated: be ~ to sth.

➤ etw. gewidmet sein; hier: sich etw. zum Ziel gesetzt haben

drag sth.

➤ etw. (weg)schleppen

grab sth. ➤ etw. greifen

launch sth. ➤ etw. starten

SHORT STORY

[26] Introduction E

Erin Perry: Welcome now to our Short Story section. Let's listen to James Schofield's latest short story about an app designed to help people to get revenge on their ex-lovers.

David Ingram: This story is read by Ken Taylor.

[27] Appar8 A

I got Appar8 by mistake.

I had wanted an app called Best Face for my smartwatch, but I accidentally clicked on Appar8 as well. Friends told me Best Face would help cheer me up after I'd been ghosted by a guy called Jason. He'd looked like a perfect long-term romantic interest, but disappeared after

two months with no explanation. He didn't call and just ignored my messages.

Best Face sent peppy pieces of advice to my smartwatch when it sensed from my pulse rate that I was upset. "Those who wish to sing, always find a song!" it told me after I dropped a bottle of milk on the floor one day. "Choose to be optimistic. It feels better!" I was informed after Jason's latest story popped up on Instagram. Then it would play Abba and suggest I dance around for a while to get some endorphins going.

A couple of weeks went by and — apart from the dancing — I couldn't really say Best Face was helping. Then one evening, with the help of a bottle of wine, I thought about why Jason had vanished after our last date. Not understanding this "why" was driving me crazy, so I decided to go round to his place and ask him. At that moment, the Appar8 icon lit up: "Do not leave the building!" ordered the message. "An apparition is apparating."

I looked up and found a middle-aged lady in a blue tracksuit with a clipboard on her knee, sitting on the end of my sofa. She put on her glasses and ran her finger down a list of names: "Potts?" she asked. "Ellie Potts? I'm Myrthe Williams from Appar8."

"Appar8?"

"You have our app on your smartwatch. It just sent us an emergency call. It seems you were

ghosted by a Mr...,” she looked at her list again, “...a Mr Jason Dix and you were about to go to see him. Bad idea — he’ll just make you feel worse. What you need is revenge.”

It was then that I noticed something strange. I could see right through her. My pulse rate must have exploded because Best Face decided to join in: “The best way to pay for a lovely moment is to enjoy it,” it suggested. For the first time, that sounded like good advice.

“Revenge?” I asked.

“Yes. At Appar8, we help people get revenge. I’m from the Bad Boyfriend department. All of us have had similar experiences to yours in our time, so we can help. And tonight, Mr Dix is about to start a live peloton class — with a new trainer.”

She snapped her fingers, my television turned on and there was Jason, sitting on his exercise bike and pressing buttons on its computer screen. He was very proud of this machine and had told me all about the live classes with music, the trainers shouting at you and the different statistics the sensors collected. Now that I think of it, he was pretty boring on the topic.

“What are we doing?” I asked.

“Teaching him a lesson,” she answered. “Or, rather, Moina is.”

She snapped her fingers again and this time, we could look over Jason’s shoulder at his screen. On the right were all the boxes to measure speed, heart rate and other statistics, while

in the middle was Moina, sitting on a bike and looking back at us. She was wearing a white leotard, her hair was up and behind her in the gym were more girls on bikes, just like her. Myrthe nodded, Moina smiled, music started and the class began.

After a couple of minutes, Moina began a kind of rhythmic chant:

“OK class, let’s go, let’s go!

Who’s the guy? We wanna know!

He’s the guy who made you blue,

Jason Dix — we’re here for you!”

On “you”, all the girls on their bikes pointed at Jason. He liked that. It had often annoyed me how he’d say girls were eying him when we went out together. I could see his heart rate was up to 150 beats per minute. Myrthe smiled: “Send him up a hill, girls.”

Moina nodded, adjusted her controls and I could see that Jason was now having to work harder. Then all the girls stood up on their pedals, put their arms in the air and started swaying from side to side. Jason did as well, which made everything even more difficult for him. I giggled.

“Faster, faster, you can’t stop,

Biking on until you drop.

One and two and three and four,

Even if your legs feel sore!”

Jason’s heart rate was now at 185, and his T-shirt was soaked with sweat. He sometimes

had **BO**, I remembered, so it must be smelling pretty bad in there. He tried to get off the machine, but his feet were held by special bike shoes, so he couldn't. I was enjoying this.

"Hey!" Jason shouted at the screen. "Stop!"

Moina looked at the camera, but Myrthe shook her head.

"The final sprint, please," she said.

Moina and the girls put their heads down and started pedalling so fast that their legs were just a **blur**.

"Ghosting girls, so that's your game,

Make them think that they're **insane**.

We'll decide your **ghastly** fate,

The ghostly girls from Appar8!"

Jason's heartbeat hit 200 and his face was now **purple**.

"OK," I said. "Enough."

"Really?" said Myrthe. "He's not dead yet!" But she gave a sign to Moina, the girls all disappeared and Jason **tumbled off** the bike. He lay on the ground, **sobbing** with relief. I picked up the **remote control** and turned off the television.

"Thanks, Myrthe," I said. "I can see it now. He's just a **prat**."

She **gave me a hug**. It was very cold. "Good," she said. "If you need us again, you know where we are."

When I went to bed, I slept properly for the first time in **ages**. To this day, I'm not really sure what happened that night. On the one hand, I

had drunk a lot of wine. But on the other, Jason sent a long letter of apology for his behaviour a couple of days later. Now, why would he do that?

Business Spotlight 2/2022, pp. 46-47

adjust sth.

► etw. anpassen, verstellen

ages: in ~

► seit Langem

annoy sb.

► jmdn. verärgern, aufbringen

apparate

► in Erscheinung treten (Kunstwort aus „apparatus“ und „appear“; Wortspiel mit „Appar8“ mit derselben Aussprache)

apparition

► Erscheinung, Gespenst

blue ifml. ► hier: traurig

blur: be a ~

► verschwimmen, undeutlich zu sehen sein

BO (body odour) ifml.

► Körpergeruch

chant ► Gesang;

hier: Anfeuerung

clipboard ► Klemmbrett

emergency call

► Notruf

eye sb. ► jmdn. beäugen

feel sore ► schmerzen

get some endorphins going

► die Endorphinproduktion ankurbeln

ghastly ifml. ► scheußlich, grässlich

ghost sb. ► jmdn. (plötzlich) komplett ignorieren

giggle ► kichern

give sb. a hug

► jmdn. umarmen

guy ifml. ► Typ

heart rate

► Herzfrequenz, Puls

insane ► verrückt

leotard ► (eng anliegender) Gymnastikanzug

peppy US ifml.

► schwungvoll, peppig

prat UK ifml. ► Idiot(in)

purple ► dunkelrot

remote control

► Fernbedienung

revenge ► Rache

soaked ► durchnässt

sob ► schluchzen

sway ► schwanken, schaukeln

sweat ► Schweiß

tumble off sth.

► von etw. kippen

tracksuit

► Trainingsanzug

upset ► verärgert; geknickt

vanish

► verschwinden

wanna ifml. ► want to

AND FINALLY

ONE QUESTION

[28] Introduction **E**

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

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

- I was born on 19 June in Bombay, British India.
- I went to Rugby School in the UK.
- I continued my education at King's College at the University of Cambridge.
- I was brought up as a Muslim, but I am an atheist.
- I once worked as a copywriter for Ogilvy & Mather, where I came up with memorable advertising slogans and catchphrases for brands such as Aero chocolate and American Express.
- *Grimus*, my first book, was published in 1975. It received bad reviews and was not a success.
- My second book, *Midnight's Children*, was awarded the Booker Prize in 1981.
- My literary work is known both for its magical realism and my controversial exploration of politics and religion.
- In 1989, Ayatollah Ruhollah Khomeini, the former Supreme Leader of Iran, famously called upon "brave Muslims" to kill me and

my publishers following the publication of *The Satanic Verses*.

- I went into hiding for ten years after this fatwa was issued against me.
- *The Satanic Verses* has been banned in many Muslim countries, was publicly burned in Bolton, UK, and even caused violent riots in Pakistan.
- Many booksellers were bombed for stocking and selling *The Satanic Verses*.
- I had an operation on my eye to correct my drooping eyelid.
- I am no longer in hiding.
- I have never stopped writing, despite many threats.
- I was knighted for my services to literature by Queen Elizabeth II in 2007.
- I have been married four times.
- I support Tottenham Hotspur FC and the New York Yankees.
- I love using Montblanc fountain pens.
- I mentor young Indian writers.
- I have lived in the United States since 2000.

So, who am I?

David Ingram: Do you know who our mystery person is? If you want to find out, go to our website at www.business-spotlight.de/who0222, where you'll find the answer.

ban sth. ➤ etw. verbieten

brand ➤ Marke

call upon sb.

➤ jmdn. aufrufen

come up with sth.

➤ sich etw. ausdenken

controversial ➤ umstritten

copywriter ➤ Werbetexter(in)

drooping eyelid

➤ Ptosis, hängendes Augenlid

fountain pen

➤ Füllfederhalter

issue sth. ➤ etw. ausstellen;

hier: erteilen

knighted: be - ➤ zum Ritter
geschlagen werden

memorable ➤ einprägsam

publisher ➤ Verleger(in);

Verlag

riot ➤ Aufruhr

stock sth. ➤ etw. führen,
am Lager haben

CONCLUSION

[30] For more information

David Ingram: Well, we've come to the end of Business Spotlight Audio 2/2022. We hope you've enjoyed it and have found our interviews, texts and exercises helpful.

Erin Perry: And remember: we offer Business Spotlight Audio both as a CD and a subscription download. For more information, and to find out about our range of products, visit our website at www.business-spotlight.de.

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

Perry: And Erin Perry...

Ingram: Wishing you success with your business English.

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