

ENGLISH FOR YOUR WORK AND LIFE



# Business Spotlight



**Business Skills**

## Talking about stage fright and tips to relax

**Head-to-Head**

Do we need  
human cashiers?

**English for...**

What to say when  
checking into a hotel

**Skill Up!**

Practise talking about  
manufacturing

**EASY E**

CEF level A2

**MEDIUM M**

CEF levels B1–B2

**ADVANCED A**

CEF levels C1–C2

CEF: European Framework of Reference for Languages

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## INTRODUCTION

### [1] Let's get started! **E**

**David Ingram:** Welcome listeners! It's great to have you here.

**Erin Perry:** We've got lots in store for you this issue, from women's access to careers in the arts in the UK to tips on how leaders can use their imagination effectively at work.

**David:** That's right. We've also got a debate about whether we really need human cashiers any more. Shall we get started?

**Erin:** That sounds like a plan. Let's go!

## NAMES AND NEWS

### [2] Introduction (I) E

**David Ingram:** When you switch on the television or go to your favourite news website, the news is often negative. But positive news does exist, and while it might not be on the front page of your newspaper, it should be celebrated. In Egypt, almost 100 female judges have started working for the country's State Council. Let's hear more about this sign of progress.

### [3] Egypt's good judgement **M**

For Radwa Helmy, and nearly 100 other women, it was a day to remember. Helmy was one of 98 female judges sworn in to Egypt's formerly all-male State Council in October 2021. At a celebration in Cairo, she told the Associated Press how important the event was to Egyptian women, past and present: "Being a woman in one of the chief judiciary institutions in Egypt and the Arab world was a dream."

In spring 2021, Egypt's president, Abdel Fattah el-Sissi, said that women should be allowed to join two judicial organizations: the State Council and the Public Prosecution. Women's rights activists and female judges welcomed the statement. Female judges had applied to work for the council before, but their applications had always been rejected. In recent years, female applicants had started to challenge the rejections. Women's rights activists see the move as a sign that the Egyptian government wants to give women more power.

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**applicant** ➤ Bewerber(in)

**application**

➤ Bewerbung

**apply to do sth.**

➤ sich bewerben, etw. zu tun

**judiciary** ➤ Justiz-

**public prosecution**

➤ Staatsanwaltschaft

**reject**

➤ etw. ablehnen

**state council**

➤ Staatsrat

**swear sb. in**

➤ jmdn. vereidigen

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

**Erin Perry:** Difficult experiences can be life-changing. That was the case for Sharif Tabebordbar, whose father's disease shaped his future career. Let's find out more about this inspiring story.

## [5] A son's dedication M US

Sharif Tabebordbar grew up watching his father's physical health slowly get worse. His father had a muscle-wasting disease, but nobody knew how to treat it. Tabebordbar has spent his life finding a cure.

He studied biology and joined a research organization. He now spends long hours developing a treatment for muscle-wasting diseases such as the one his father had. "He works all the time and has this incredible passion and incredible dedication," Amy Wagers told *The New York Times*. She is a professor and co-chair of the department of stem cell and regenerative biology at Harvard.

Recently, Tabebordbar made a discovery. In a paper published in the journal *Cell* in September 2021, he described how he has developed viruses that can deliver gene therapy directly to muscle cells without ending up in the liver, which can harm patients.

It is too late for the scientist to help his father, but Tabebordbar plans to keep working hard to prevent others from suffering. "It is amazing that we achieved this," he said, "but now we need to get to work. What's next?"

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**amazing** ➤ fantastisch

**co-chair** ➤ Co-Vorsitzende(r)

**cure** ➤ Heilmittel, -methode

**dedication**

➤ Hingabe, Engagement

**department** ➤ hier: Fakultät

**incredible** ➤ unglaublich

**liver** ➤ Leber

**muscle-wasting disease**

➤ Muskelschwundkrankung

**research** ➤ Forschung

**stem cell** ➤ Stammzelle

## WOMEN AT WORK

### Working in the arts

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

**David Ingram:** Thanks to the pandemic and a number of lockdowns, many of us started watching more films, listening to more music, reading more books and painting more pictures. In other words, we turned to the arts as a source of comfort. But many people working in the arts experienced financial difficulties as a result of the pandemic. It seems that working in the arts isn't always that easy, especially if you're a woman. You can now listen to this column by Ri Chakraborty.

## [7] “Financial insecurity does not produce good art” M

“To create one’s world in any of the arts takes courage,” said American artist Georgia O’Keeffe. Never has this quote been more meaningful than in the post-pandemic world.

In 2020, the organization Women in Film & TV (UK) surveyed its members and found that 96 per cent of them had either temporarily or permanently lost their total income as a result of the Covid-19 pandemic. We have seen artist revenue streams dramatically decrease, while appetites for viewing all art forms have risen exponentially.

Many women are leaving the sector — or not entering it at all — because of the reality or prospect of financial hardship.

A 2021 survey carried out by the UK Office for National Statistics showed the gender pay gap for artists to be 25.3 per cent, with female artists earning an average of £13 (£15.60) an hour. Breaking the glass ceiling can feel like an enormous task. The UK creative arts industry is worth about £112 billion (£134 billion). Globally, the sector represents three per cent of the world’s total GDP. Art is everywhere, but women are not, it seems.

While gender equality has improved, the creative sector is still behind other industries. Women earn less money and win fewer awards — and society is weaker because of this. The

idea of the poor artist suffering for her art is outdated. Financial insecurity does not produce good art.

As theatres and music venues closed during the pandemic, women were hit the hardest. However, we do have opportunities to empower women in the sector. Mentoring and training can inspire women who are starting out in the industry. For those who already work in the arts, it is important that pay gaps are monitored and that equal access is allowed — both on and off-screen — to people of all ages and backgrounds. By finding allies in the sector and celebrating each other’s achievements, women can create a support system that helps them.

Only by levelling the playing field will this sector benefit from the diversity that comes with equality.

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access ► Zugang

achievement ► Leistung

ally ► Mitsstreiter(in)

appetite

► hier: Lust, Verlangen

billion ► Milliarde(n)

empower sb.

► jmdn. stärken

GDP (gross domestic product)

► BIP (Bruttonlandsprodukt)

glass ceiling

► gläserne Decke, unsichtbare Barriere

hardship

► Not(lage), Härte

level the playing field

► gleiche Voraussetzungen schaffen

monitor sth.

► etw. überwachen

on and off-screen

► hier: vor und hinter den Kulissen

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**outdated** ➤ überholt

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**pay gap** ➤ Lohngefälle

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**quote** ➤ Zitat

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**revenue stream**

➤ Einnahmequelle

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**survey (sb.)**

➤ Umfrage; jmdn. befragen

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**venue**

➤ Veranstaltungsort

## HEAD-TO-HEAD

### Do we need human cashiers?

#### [8] Introduction E

**Erin Perry:** When you go to the supermarket, would you prefer to talk to a cashier or just use a self-checkout? There are advantages and disadvantages to both. Two of our colleagues seem to have quite different opinions on this topic. Let's hear what they have to say.

## [9] Conversation: Advantages and disadvantages **A**

**Richard:** I think supermarkets would be so much better without the queues and the waiting.

**Owen:** Actually, I disagree. It's so annoying to use that clunky, glitchy technology. You go up, and you try to scan your products, and the scanner won't work, and you try again, and then you start to sweat. The people behind you are looking at you, and it's embarrassing. Oh, I just want to deal with a human.

**Richard:** I think because we could fit more machines into the space available, then you wouldn't have to line up, and there wouldn't be people behind you because that would cut the waiting times for all customers.

**Owen:** That's fair enough, but what happens when I want some information or some advice? Then I can't ask the machine. The machine just looks at me scarily.

**Richard:** I think there would still be people working in the supermarket. Besides, if we had more machines in these businesses, there would be greater incentive to improve them and make the whole experience better.

**Owen:** That's fair enough, but do you not think that it's just the companies trying to cut costs? And in the end, we're doing their job.

**Richard:** I think cutting costs is OK for companies, because ultimately customers benefit from that, too. And I think being a cashier in the supermarket, honestly, must be a terrible job for any person. Maybe that's why they're always so grumpy. I mean, yes, it might be nice to have a friendly chat with another person, but how often does that really happen in the supermarket? If you're lucky, you get a "good morning" or "hello", sometimes they just grunt, and it's not exactly a quality conversation.

**Owen:** That's true. I would admit that I have not had the most enlightening conversations at the checkout aisle. What about for people who find technology intimidating? So, even if working as a checkout is a tough job, it is, after all, a job and people do depend on that money. In the end, if cashiers are all replaced by self-service checkouts or robots of some type, that will reduce a huge amount of jobs, and those people will be out of work. I think that can't be good for the economy either.

**Richard:** Maybe. That happens a lot in business. Obviously, technological change causes some jobs to disappear. It can also mean that other jobs might be created. People will still need to work in supermarkets to restock the shelves, to talk to customers who might have a problem. So, there's still work that needs to be done, and there's still a need for employees.

**Owen:** Fair enough. Then we'll have to agree to disagree on this one.

**Richard:** Well actually, you haven't heard my main argument yet...

**Owen:** Oh, OK.

**Richard:** ...for why we need automated check-out machines: 'cos I find the biggest problem is not usually the cashiers themselves. It's the other shoppers.

**Owen:** What's wrong with the other shoppers?

**Richard:** Well, there are always those people who spend ages searching for coins in their wallet or the people who don't pack up their shopping quickly enough. They're the ones that drive us crazy. And if we get rid of the cashiers and we don't have to stand in line any more, then we don't have to put up with those annoying people either.

**Owen:** Though, I often find that the cashiers want exact change and I have to go racing or searching for pennies. But I will accept that argument. That's a good one.

**Richard:** Good.

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**aisle** ➤ Gang

**annoying**

➤ ärgerlich, nervig

**cashier** ➤ Kassierer(in)

**embarrassing**

➤ peinlich

**enlightening**

➤ aufschlussreich

**fit sth. into sth.**

➤ etw. in etw. hinein bekommen

**glitchy** ifml. ➤ störanfällig

**grumpy** ➤ mürrisch

**grunt** ➤ grummeln

**incentive** ➤ Anreiz

**intimidating**

➤ einschüchternd

**line up** ➤ sich anstellen

**pack sth. up**

➤ etw. einpacken

**queue** UK

➤ (Warte-)Schlange

**restock the shelves**

➤ die Regale auffüllen

**scarily** ➤ beängstigend

**self-service checkout**

➤ Selbstbedienungskasse

**That's fair enough.**

➤ Dagegen ist nichts einzuwenden.

**ultimately**

➤ letztendlich

**wallet**

➤ Geldbeutel

**checkout**

➤ Kasse; hier: Kassierer(in)

**clunky** ➤ klobig

**drive sb. crazy**

➤ jmdn. wahnsinnig machen

## COMMUNICATION

### BUSINESS SKILLS

#### In front of an audience

#### [10] Introduction **E**

**David Ingram:** Imagine you're standing in front of a group of 50 people. You have been asked to give a talk. How do you feel? Are you feeling calm or nervous? Here is some useful advice to help you to do the best you possibly can when speaking in front of an audience. While listening to the following track, see if you can answer this question: How can taking slow, deep breaths before speaking in public help you to perform better? You can now listen to this article written by Ken Taylor.

## [11] Public speaking? No problem! M

Do you find it difficult to speak in front of a group of people? Do your hands and voice begin to tremble? Does your mouth get dry and your brain freeze up? These are the classic signs of suffering from stage fright — that nervous feeling you get when you have to speak in public.

You can get stage fright when you are making presentations, but it can also affect you in many other situations. Perhaps you find it difficult to speak up on Zoom, in meetings with colleagues, in parent-teacher meetings, in job interviews or when you have to make a short speech in front of family and friends. Just talking to the boss might cause you to break out in a sweat.

If you ever suffer from stage fright, here are a few simple tips to help you overcome your nervousness.

### 1. Don't be afraid

Nervousness is a natural reaction to a stressful situation. It's temporary and it disappears once the stressful event has passed. It can even have a positive effect. It boosts your adrenaline production and enhances your alertness and energy levels.

So, nervousness is a natural response to a situation outside your comfort zone. It's your body's way of preparing you for what is coming. Knowing and accepting that this is a natural occurrence can help you let go of some of your fears.

### 2. Prepare in advance

Being prepared for the task that makes you nervous can help make you more self-assured.

If you are required to make a presentation or give a short speech, practise it several times, until you feel comfortable with what you are saying. Learn the opening by heart. Know exactly what you want to say to get off to a good start.

For a job interview, do research on the organization and the position so that you can speak about them knowledgeably. Think about what questions might come up and plan your answers.

Carefully check the agenda of any meeting you have to attend. Decide what your opinion is on the key issues. Prepare two or three arguments to support your point of view.

### 3. Think positively

Visualize yourself doing well. In your head, walk through the event that makes you nervous. Imagine yourself being calm and successful.

Think of yourself in front of your audience making a relaxed presentation. Imagine the audience's positive reactions. Visualize yourself answering your interviewer's questions. Provide good, clear answers. Then you get offered the job. Imagine convincing your colleagues about a key departmental issue in your next staff meeting.

Various studies show that positive thinking can change the way you feel about yourself and

others. You can't change the world, but you can change how you perceive it and how you react to it.

#### 4. Relax

Take a few minutes to relax before an event that makes you feel nervous.

Adrenaline makes your knees tremble and your hands shake. Walk up and down a flight of stairs or along a corridor to get rid of this nervous energy.

Sit in a quieter space for a few minutes. Calm yourself down and think positive thoughts.

Relax your body. Do this progressively. Tighten the shoulders and then relax them. Then tighten your arm muscles and relax them.

#### 5. Breathe

When we are nervous, our heart rate speeds up and we start to hyperventilate — this means that our breathing is too fast and too shallow. It can make you feel weak and light-headed. Your chest begins to hurt, and your mind starts to race.

Just before you speak in public, concentrate on your breathing. Think about breathing slowly. This not only calms you down, but also disrupts you from your nervousness.

Take ten deep breaths. Focus on taking the air in through your nose. Concentrate on filling your lungs and then feel the air leaving your body through your mouth, taking a few seconds longer to breathe out than in. Breathing

in this way helps you stay calm and focus your thoughts and energy.

#### 6. Avoid caffeinated drinks

Many like an extra cup of coffee to increase their energy levels. But it's probably better to avoid caffeinated drinks before an event. Caffeine is known to make people feel nervous and jumpy. And it's not just coffee that contains caffeine. Energy drinks do, too.

Have a citrus juice half an hour before the event. Citrus juice can lower your blood pressure and ease your anxiety. Alternatively, drink a calming herbal tea.

#### 7. Talk to someone

Talk to a friend, parent or mentor about your nervousness and how it makes you feel. Simply talking about the problem can help lower your anxiety levels.

Getting someone else's perspective on the situation can also help. You might find, for example, that when you are presenting, you seem confident to those listening. Getting positive feedback can help you feel positive about yourself.

The person you talk to might have had similar problems and overcome them. You can pick up some useful tips from others.

Remember that nobody knows that you are feeling nervous. Most people feel more nervous than they actually appear. It's good to be reminded of that by someone who has seen you in action.

**affect sb.**

- jmdn. beeinträchtigen

**agenda** ➤ Tagesordnung**alertness** ➤ Aufmerksamkeit, Wachsamkeit**anxiety**

- Angst (Gefühl), Beklemmung

**audience** ➤ Zuhörer(innen)**boost sth.** ➤ etw. ankurbeln**break out in a sweat**

- ins Schwitzen kommen

**caffeinated** ➤ koffeinhaltig**departmental** ➤ Abteilungs-**distract sb. from sth.**

- jmdn. von etw. ablenken

**ease sth.**

- etw. lindern, verringern

**flight of stairs** ➤ Treppe**freeze up**

- zufrieren; hier: blockiert sein

**get off to a good start**

- einen guten Start hinlegen

**heart rate**

- Herzfrequenz, Puls

**heart: learn sth. by ~**

- etw. auswendig lernen

**herbal tea** ➤ Kräutertee**issue** ➤ Thema, Problem**job interview** ➤ Bewerbungs-, Vorstellungsgespräch**jumpy** ifml.

- nervös, aufgeregt

**knowledgeably**

- sachkundig, kompetent

**light-headed** ➤ benommen**occurrence** ➤ Vorkommnis**opening**

- hier: Einführungssätze

**perceive sth.**

- etw. wahrnehmen

**research** ➤ Recherche(n)**self-assured** ➤ selbstsicher**shallow** ➤ flach**speak up** ➤ sich äußern**stage fright**

- Lampenfieber

**tremble** ➤ zittern

**[12] Response** 

**David Ingram:** Did you get the answer to my question? How can taking slow, deep breaths before speaking in public help you to perform better? Here is the answer: Breathing slowly calms you down, but also distracts you from your nervousness. Taking deep breaths also helps you to stay calm and focus your thoughts and energy. Let's take a deep breath before we move on to some more exercises on the topic of public speaking.

### [13] Essential phrases for public speaking

**David Ingram:** Let's now practise some phrases that are useful when you need to speak in public. 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. Repeat to yourself that you do not have to be afraid of being nervous.
  - Use "stage fright", "natural reaction" and "stress".
  - Stage fright is a natural reaction to stress.
2. Get prepared and think about what your audience might want to know.
  - Use "what", "key questions", "I" and "be asked".
  - What are the key questions I might be asked?
3. Think positively by remembering a similar situation in the past.
  - Use "have done", "before" and "went well".
  - I've done this before and it went well.
- 4 Remember some expert advice to feel relaxed.
  - Use "relax", "shoulders", "let" and "drop".
  - Relax your shoulders. Let them drop.

5. Avoid caffeinated drinks that could make you nervous.
  - Use "I'll", "have" and "orange juice".
  - I'll just have an orange juice, please.
6. Talk to someone about your nervousness and ask them for advice.
  - Use "how", "cope with" and "stage fright".
  - How do you cope with stage fright?

**David:** Excellent. Well done!

#### audience

- Zuhörer(innen)

#### caffeinated

- koffeinhaltig

## [14] Essential words for public speaking

**David Ingram:** In this exercise, you'll first hear a dialogue between Sandra and Phil. Then, we'll test you on some of the words used. OK, first listen very carefully.

**Sandra:** How did your presentation go, Phil?

**Phil:** I haven't done it yet. It was postponed until this afternoon. It's in half an hour. I'm so nervous. Look! My hands are trembling.

**Sandra:** Oh, Phil. Do you suffer from stage fright, too? I'm terrible — I break out in a sweat, my mouth goes dry and my brain freezes up.

**Phil:** I've been preparing all week, but so far it hasn't helped make me feel more self-assured.

**Sandra:** Nervousness is a natural response to a situation that's outside your comfort zone. It's your body's way of preparing you. It boosts your adrenaline production and increases your energy levels.

**Phil:** I suppose that makes sense. Thanks, Sandra. I'll go and have a herbal tea. That might help ease my anxiety.

**Sandra:** Good luck, Phil. I'm sure your presentation will go really well. Nobody will notice that you're feeling nervous.

**David:** 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: “rumbling” OR “trembling”

**Phil:** Look! My hands are [beep].

► Look! My hands are trembling.

2. And here's the next pair of words: “fear” OR “fright”

**Sandra:** Do you suffer from stage [beep], too?

► Do you suffer from stage fright, too?

3. And another pair of words to choose from: “sweat” OR “sweet”

**Sandra:** I break out in a [beep],...

► I break out in a sweat,...

4. And one more pair of words: “self-assured” OR “self-sure”

**Phil:** I've been preparing all week, but so far it hasn't helped make me feel more [beep].

► I've been preparing all week, but so far it hasn't helped make me feel more self-assured.

5. And the next pair of words: “boasts” OR “boosts”

**Sandra:** It [beep] your adrenaline production and increases your energy levels.

- It boosts your adrenaline production and increases your energy levels

**6.** And the last pair of words to choose from: “anxiety” OR “anxious”

**Phil:** That might help ease my [beep].

- That might help ease my anxiety.

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

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#### **anxiety**

- Angst (Gefühl), Beklemmung

**boost sth.** ► etw. ankurbeln

#### **break out in a sweat**

- ins Schwitzen kommen

#### **freeze up**

- zufrieren; hier: blockiert sein

**herbal tea** ► Kräutertee

#### **postpone sth.**

- etw. verschieben

**self-assured** ► selbstsicher

**stage fright** ► Lampenfieber

**tremble** ► zittern

## CAREERS

### CAREER COACH

**“Gain the respect you deserve”**

#### [15] Introduction E

**Erin Perry:** Now, it's time to hear from Bo Graesborg, our career coach. Have you ever felt that your colleagues or superiors don't show you enough respect because they see you as young and inexperienced? Let's listen to what the career coach has to say about this topic.

**[16] Column: Bo Graesborg** 

I recently coached a 24-year-old newly appointed team leader, Anita, who felt that her more senior colleagues did not respect her enough. What can an ambitious 20-something just entering the workplace do to get people to listen to them and take them seriously?

First, define goals. Anita wanted to be seen as respectful but not deferential, assertive but not arrogant, determined but not pushy, and calm but not passive. These goals gave her direction on how to behave in any given situation.

To achieve this, we identified four key actions that she could directly implement:

**One.** Look professional on camera. This includes not only your appearance but also the quality of your lighting and sound. This may sound obvious, but few people pay enough attention to this.

**Two.** Try to understand before you try to be understood. When you are faced with a wall of resistance, choose a strategy that reduces the size of the wall while you are climbing it. Instead of always pushing with phrases such as “I think we should do this”, try to vary your approach and ask, “How was this done in the past?” or “What’s good about how this has been done so far?” We all want to be respected and understood. Asking targeted questions is an excellent way to signal that you are interested in the best results.

**Three.** Know your stuff. Do your research. It can really hurt you if you don’t.

**Four.** Ask for advice. Seek feedback on how you come across. Ask senior colleagues to share their ideas, experience-based knowledge and tips with you. Anita was initially hesitant in this respect, because she was afraid this would be seen as a weakness. But by asking respectfully, not deferentially, she found that her colleagues responded positively to her request for feedback when she was open about her desire to improve.

British comedian Ricky Gervais once said: “No one else knows what they are doing, either.” Anita is a fan of his, and she found this comforting. You may not know everything, but there are steps you can take to gain the respect you deserve.

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**20-something** *jfm.* ▶ Person, die zwischen 20 und 30 Jahre alt ist

**achieve sth.** ▶ etw. erreichen

**appoint sb.** ▶ jmdn. ernennen

**assertive** ▶ selbstbewusst

**come across** ▶ wirken

**deferential** ▶ ehrerbietig

**faced: be ~ with sth.**

▶ sich etw. gegenübersehen

**goal** ▶ Ziel

**hesitant** ▶ zögerlich

**hurt sb.** ▶ hier: sich negativ für jmdn. auswirken

**know one’s stuff** *jfm.* ▶ sich in seinem Metier auskennen

**pushy** ▶ penetrant

**research** ▶ Recherche(n)

**senior** ▶ ranghoch; dienstälter

**targeted** ▶ gezielt

## LEADERSHIP

### The power of imagination

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

**Erin Perry:** Good leaders are not scared to use their imagination. Sometimes, it is by thinking outside the box that you find the best solutions. Bob Dignen spoke with me about the power of using your imagination.

**[18] Interview: Bob Dignen [A](#)**

**Erin Perry:** Hi, Bob. Great to have you with us. So, here's my first question: How can you use your imagination to help you to succeed at work?

**Bob Dignen:** Well, I think there are a couple of obvious answers to this. Particularly when it comes to problem-solving. I mean imagination can help you identify the possible causes of issues more effectively: you know, overcoming your assumptions, not thinking that you know the answer too quickly, finding the underlying cause by forcing yourself to imagine, "Well, what could be the problem here? Why is this happening?" A bit like the lean approach, where you ask yourself five "whys" to get to the root cause. So, I think that's kind of one thing: imaginatively finding answers to complex problems. And the obvious second answer is finding good solutions, thinking more creatively, bringing a "challenge your mindset" to your own thinking so that you don't find good answers when you can find excellent answers by just being a bit more imaginative.

**Erin:** You also wrote about positivity in your article. What's the link between imagination and positivity in your opinion?

**Bob:** In a lot of the leadership training I do, I think one of my core focus points is about imagining positive intentions in the people around you. This is such a fundamental competence in

the world today. It is very easy in life when you get the dumb email or people don't do what you want them to do, to criticize them. The much harder thing is to try to imagine, "What was the positive reason behind their action?" — to try to imagine their positive motivation. And when you try, and when you live this kind of mindset, empathy increases, you often discover that there is a positive logic to other people's actions and then you start to communicate more respectfully, it creates a positive communication culture, and all of this comes from imagining the positive motivation behind other people's motivations.

**Erin:** Sometimes, people can be a bit scared of using their imagination at work. How can we make people see being imaginative as a more normal part of working life?

**Bob:** Yeah, I think that is true to a degree, and I think there are two answers to that. Firstly, perhaps people aren't imaginative enough because they're not imaginative enough. Imagination is also kind of a competence. It's a thinking style, which kind of needs an element of practice. And I think one of the reasons why people don't imagine enough is they're not trained to imagine. They're trained in analytics. They're trained in problem-solving. They're trained in finding solutions. They're not trained in generating possibilities. So, I think one of the reasons

is not simply fear. It's actually that they're not very good at it. It's actually a capability that you need to refine. But there is, I think, an element of fear because if you step into the world of imagination, you start coming up with stupid ideas. You start stepping into the world of the unknown. You have to start talking about things where you're not expert. And all of that, you know, talking about half ideas, exposing and stepping into the world of the unknown. That's, again, not a very comfortable place for many business professionals who prefer an identity which is based upon what they know and what they're good at.

**Erin:** How has using your imagination at work helped you personally?

**Bob:** My engagement with imagination makes me enter a meeting, I think, with an open mind. I don't walk into a meeting, virtual or physical, with the objective to tell people what I know and to convince people that I'm right and they're wrong. I mean that's simply an old modality for dealing with a complex business world. I come into meetings and my main value is to stimulate creative thinking. Of course, we need to share what we know, but what we know is unlikely to take us forward into the future in the best way. And so, it's not about having a single example. It's actually about — let's call it a modality. It's about coming into meetings and

constantly looking to exit a meeting with an idea or a decision which was not present in the minds of anybody before the meeting started. And that I see happening pretty much in all my meetings, all my trainings and all my coachings. Somehow, if you commit to questioning, to thinking about the unthinkable you get to very good places, and I think that's one of my core values, actually, as a coach and as a trainer and as a business professional.

**Erin:** Thanks very much, Bob.

**Bob:** Thank you very much.

*Business Spotlight 3/2022, pp. 36–39*

#### assumption

• Annahme, Vermutung

#### commit to sth.

• sich zu etw. verpflichten

#### core ➤ Kern; hier: zentral

dumb US ifml.

• dumm, dämlich

#### expose sth.

• sich etw. aussetzen

#### link ➤ Verbindung,

Zusammenhang

mindset ➤ Denkweise, Einstellung

#### objective

• Ziel(setzung)

#### refine sth.

• etw. verfeinern;  
hier: weiterentwickeln

#### root ➤ hier: tiefere, Grund-

scared: be - of sth.

• vor etw. Angst haben

#### underlying cause

• eigentliche Ursache

## LANGUAGE

### SKILL UP! Manufacturing

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

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

**Sophie:** I'm always really impressed by our visits to the factory. It's usually full of people who are really busy. Everything works very smoothly and effectively.

**Marty:** Especially if you think that, not long ago, the pandemic caused so many difficulties and everything slowed down and then stopped.

**Sophie:** Indeed. And they just keep producing new varieties so quickly — even if they are pretty ordinary.

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

**Sophie:** I'm always really impressed by our visits to the factory. It's usually a hive of industry. It's a very well-oiled machine.

**Marty:** Especially if you think that, not long ago, the pandemic threw a spanner in the works and everything ground to a halt.

**Sophie:** Indeed. And they just keep churning out the new varieties — even if they are pretty run-of-the-mill.

**Erin:** 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. A place with people who are very busy and working hard is a...

**a)** melting pot.

**b)** hive of industry.

➤ **b)** is right. A "hive of industry" is a place full of people who are very busy. Next one.

2. Something that works smoothly and effectively is a...

**a)** well-oiled machine.

**b)** perfect machinery.

➤ **a)** is right. Something that works well and without any problems is a "well-oiled machine". Next one.

3. If you do something that prevents an activity from being successful, you throw a spanner...

**a)** in the works.

**b)** in the engine.

- **a)** is right. If you do something that causes many difficulties to an activity and finally spoils it, you “throw a spanner in the works”. Next one.

4. Something that gradually becomes slower until it completely stops...

- a) reaches a standby.
- b) grinds to a halt.
- **b)** is right. “Grind to a halt” means “slow down and then stop”. OK, next one.

5. If products are produced quickly and in large amounts, they are...

- a) thrown out.
- b) churned out.
- **b)** is right. Products are “churned out” if they are manufactured very fast in large amounts. And the last one.

6. Something that is pretty ordinary is...

- a) run-of-the mill.
- b) run-from-the-mill.
- **a)** is right. Something that is “run-of-the-mill” is very common and not outstanding.

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

#### churn sth. out

- etw. ausstoßen, am laufenden Band produzieren

#### hive of industry: a ~

- etwa: ein Ort emsigen Treibens  
(hive ➤ Bienenstock)

#### run-of-the-mill

- 08/15 (nullacht-fünfzehn), Allerwelts-

#### smoothly ➤ reibungslos

#### throw a spanner in the works UK

- Sand ins Getriebe streuen, (jmdm.) einen Knüttel zwischen die Beine werfen

#### grind to a halt

- zum Erliegen kommen

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

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

**Sophie:** It's usually a hive of industry.

- It's usually full of people who are really busy.

**Sophie:** It's a very well-oiled machine.

- Everything works very smoothly and effectively.

**Marty:** Especially if you think that, not long ago, the pandemic threw a spanner in the works...

- Especially if you think that, not long ago, the pandemic caused so many difficulties...

**Marty:** ...and everything ground to a halt.

- ...and everything slowed down and then stopped.

**Sophie:** And they just keep churning out the new varieties —...

- And they just keep producing new varieties so quickly —...

**Sophie:** ...even if they are pretty run-of-the-mill.

- ...even if they are pretty ordinary.

**Erin:** 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.

**David:** Our word is used for a building where products are made. Translate this word, please.

**German:** *Fabrik*

**English:** factory, plant

**David:** Don't say "fabric", as this refers to woven cloth. The German word *Fabrik* is translated as "factory" or "plant" in English. Please translate this sentence.

**German:** *Die alte Fabrik wurde abgerissen.*

**English:** The old factory was demolished.  
The old plant was demolished.

**David:** Well done.

**[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 "factory" or "fabric" instead of the beep. Then you'll hear the right sentence again. Ready?

1. Following the workers' protests, the working conditions in this textile [beep] were improved.
  - Following the workers' protests, the working conditions in this textile factory were improved.

OK. Next sentence.

2. This [beep] is made of organic cotton.
  - This fabric is made of organic cotton.

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

3. High-quality [beep] is used for the clothes produced in this [beep].
  - High-quality fabric is used for the clothes produced in this factory.

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

## [23] Dialogue and exercise:

### Collocations M

**Erin Perry:** For our final Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. Listen carefully to someone talking about advanced manufacturing. We'll then do an exercise on it.

The **advanced manufacturing sector** is greatly influenced by developments in **manufacturing technologies**, such as:

- the computerization of **manufacturing processes** (**computer-integrated manufacturing**), as well as **computer-aided design** (CAD) and custom-designed software solutions
- a move to shorter production runs and more tailored products, which is facilitated by new **manufacturing techniques** such as 3D printing (**additive manufacturing**)

**Erin:** 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 "manufacturing" from the text you just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

1. Computer-aided design software or three-dimensional object scanners are used in...

- ▶ **additive manufacturing.** Computer-aided design software or three-dimensional object scanners are used in additive manufacturing.

OK, next one.

2. The approach in manufacturing using computers to control the production process is called...

- ▶ **computer-integrated manufacturing.** The approach in manufacturing using computers to control the production process is called computer-integrated manufacturing.

Next one.

3. The part of the economy involved in the production of things is the...

- ▶ **manufacturing sector.** The part of the economy involved in the production of things is the manufacturing sector.

And the next one.

4. An important step in the conversion of raw materials into finished products is the...

- ▶ **manufacturing process.** An important step in the conversion of raw materials into finished products is the manufacturing process.

The last sentence can be completed with two collocations from the text you heard.

5. 3D printing and CAD are...

- **manufacturing techniques or manufacturing technologies.** 3D printing and CAD are manufacturing techniques or manufacturing technologies.

**Erin:** 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 3/2022, pp. 42–43

#### approach

- Vorgehensweise, Methode

#### custom-designed

- maßgeschneidert

#### facilitate sth.

- etw. ermöglichen

**tailored** ► maßgeschneidert,  
(an ein Bedürfnis) angepasst

## ENGLISH FOR...

### At the hotel reception

#### [24] Introduction E

**David Ingram:** Now, let's move on to a dialogue between a receptionist and a guest at a hotel. The guest has just arrived in Dublin on a business trip and needs to check in. While listening to this dialogue, see if you can hear a word with the same meaning as the noun "lift". Listen carefully! Now, let's get started.

**[25] Dialogue: Checking into a hotel** 

**Guest:** Hi there!

**Receptionist:** Hello, sir. What can I do for you?

**Guest:** I would like to check in, please. My name is Viraj Acharya.

**Receptionist:** No problem. I will just look up your booking. How do you spell your last name, please?

**Guest:** Acharya. That's A-C-H-A-R-Y-A.

**Receptionist:** Ah, great. There you are. You've got a single room in the east wing of the hotel on the fifth floor. There are great views of the city from that room. You'll love it.

**Guest:** That sounds brilliant. This is my first time in Dublin, so I am quite excited to explore the city after work.

**Receptionist:** It is a lovely place. Are you here on business, sir?

**Guest:** Yes, I am a management consultant. I travel a lot for work.

**Receptionist:** Oh, that sounds like good fun.

**Guest:** It is, but it can be a bit tiring at times.

**Receptionist:** I can imagine. Please may I have your passport?

**Guest:** Of course, no problem. Here it is.

**Receptionist:** Will you need a printed copy of your bill, sir?

**Guest:** No, thank you. But it would be great if you could send me a copy via email. Then I will forward it on to the accounts team at work.

**Receptionist:** No problem. What's your email

address? Is it the same one you used when you made your booking?

**Guest:** Yes, that's my work email.

**Receptionist:** Here is your chip card, sir. You will be staying in room number 505.

**Guest:** Great, thank you. How do I access the Wi-Fi, please?

**Receptionist:** You will find the Wi-Fi password in the welcome pack in your room. It is accessible in your room and in the lobby.

**Guest:** Perfect. And what time is breakfast served, please?

**Receptionist:** The breakfast room opens at six, and it closes at midday.

**Guest:** Oh, wow. You have nice long opening hours. I've got quite a few meetings planned, so I will have to have breakfast relatively early, but I might treat myself to a lie-in on Saturday.

**Receptionist:** You should definitely do that. It sounds like you will have earned it after a busy week working with your clients.

**Guest:** Oh, one last thing: What time will I have to vacate my room on the last day of my stay?

**Receptionist:** The checkout time is 11 o'clock in the morning.

**Guest:** Ah, I see. My flight on Sunday is quite late in the evening. Would it be possible to leave my luggage here for a few hours before heading to the airport?

**Receptionist:** Sure. We have a luggage room by the elevator. Just tell the receptionist working

that day that you would like to store your bag in there, and they will arrange everything for you.

**Guest:** Great, thank you.

**Receptionist:** Have a great stay, sir! And if you need anything, then do not hesitate to ask one of our members of staff. The reception desk is manned 24/7.

**Guest:** Thank you so much. Have a lovely day.

**Receptionist:** You too, sir!

**David:** Did you get the answer to my question? Another word for the noun “lift” is “elevator”. If you didn’t get this the first time, then go back and listen to the dialogue again.

*Business Spotlight 3/2022, pp. 40–41*

**24/7** *ifml.* ➤ rund um die Uhr

**access sth.**

➤ Zugang zu etw. haben

**accessible** ➤ zugänglich

**accounts team**

➤ hier: Buchhaltung

**brilliant** *UK ifml.* ➤ großartig

**elevator** ➤ Aufzug, Lift

**forward sth.**

➤ etw. weiterleiten

**head to a place**

➤ zu einem Ort gehen/fahren

**lie-in: treat oneself to a ~** *UK*

➤ etwa: sich mal so richtig ausschlafen

**lobby** ➤ Foyer

**management consultant**

➤ Unternehmensberater(in)

**manned** ➤ besetzt

**store sth.** ➤ etw. aufbewahren (lassen)

**tiring** ➤ ermüdend, anstrengend

**vacate one's room**

➤ sein Zimmer räumen

**Wi-Fi** ➤ Wlan

## SHORT STORY

### [26] Introduction E

**Erin Perry:** Let's listen to James Schofield's latest short story. The story is about artificial intelligence and the often male-oriented concepts behind this type of innovation.

## [27] Arthur AUS

I'm sitting in my wheelchair at the side of the stage waiting for my part in my boss's presentation. She gives a sign, and I'm pushed into the spotlight.

"So, let me introduce my research assistant, Arthur," she says to the audience. We're in the main auditorium of an American university. There are around two thousand people here, and it's full. Dr. Carla Rice is a conference superstar.

"Arthur," she continues, "is Western culture's default human being: male, white, 168 pounds and 71 inches tall. He's also — as you can see — a bit of a dummy."

She gets a good laugh with that joke, because I'm built to look like a crash-test dummy, and my wheelchair is designed to look like a car seat. A seat belt holds me in place.

"So, why do I say he's our default model?" Carla asks, putting a hand on my shoulder. "Very simple. Because nearly all products and processes in our culture are designed around him. Let me give you some facts..."

She has a long list. The fact that drugs are tested for men my size. The fact that office buildings have standard heating settings that are perfect for men but too cold for women to feel comfortable. The fact that cinemas and theaters give the same floor space for toilets to men as to women, although women need twice as long as

men, meaning the lines for women's restrooms are always endless.

In the audience, women are looking at each other and nodding. Most of the men look embarrassed and a few seem angry.

"Now, you may think that this is unimportant, but sometimes, it's not. Sometimes, not designing things around women's specifications can be fatal. Let's talk about cars.

"Women have the final say on 65 percent of cars that are bought," she tells them, "but car design is not female-friendly. If a woman is involved in a car crash, she's 47 percent more likely to be seriously injured than a man because seats, seat belts, controls — everything — is designed around Arthur here!" She slaps me on the back, quite hard, but it doesn't bother me because I'm a robot, an artificial intelligence-driven robot from Carla's laboratory. I raise my hand and wave at the audience. There is a moment of shock and then laughter when they realize what I am.

"Now, Arthur here was a pretty great robot when he came to our lab," she says. "He could stand, walk and talk, but — like a lot of men — he wouldn't listen to women. Check this out." She turns on a video. It shows Carla and me in the laboratory a couple of years earlier.

"Arthur, stand up, please," she says. Nothing happens. She tries several times and even shouts at me. I ignore her. Then she signals to one of the

male lab technicians to try. Immediately, I obey.

“Do you want to know why he won’t respond to me?” she asks. “Because the voice-recognition program he was trained on was built by male programmers using male voice-recording databases. Arthur just can’t hear me. Well, ladies, we know what that’s like, am I right?”

This time, the laughter is huge, but as it dies away, I hear something else. There are angry voices at the back of the auditorium, then something flies through the air and lands at the front of the stage. It’s a loud firework, which explodes, filling the air with smoke. People start screaming, while Carla spins my wheelchair around and hurries offstage to where the conference organizer is standing.

“I’m so sorry, Dr. Rice,” she says. “It’s some of those AlphaBoyz protestors. Security is throwing them out.”

AlphaBoyz is a male pressure group that doesn’t like Carla and, whenever possible, they interrupt her talks. They call her a femifascist, and you don’t want to read what they say about her on social media. After about ten minutes, the security people have done their job, so we go back on, she finishes her talk and we all go home.

Two evenings later, I’m in the laboratory in Boston and it’s the end of the day. The rest of the team has left, Carla is writing up her results and I’m standing next to her, watching. I like this

time, and I play Nina Simone, Carla’s favorite singer. She’s enjoying the music, when the lab door opens and two men wearing masks come in. Carla gives a little scream and jumps to her feet.

“Be quiet and you won’t be hurt!” one of them says. “We’re here to liberate Arthur.” The guy’s about 40, and fat.

Carla is confused. “What?”

“We’re rescuing Arthur from this femifascist hellhole and taking him to a place where he’ll be surrounded by men he can relate to.” This one is thin and very nervous.

“What do you mean?”

“We saw how you treated him at the lecture several days ago,” says the fat guy. “And he can’t understand you — you said so yourself. So, we’re taking him somewhere where he’ll be appreciated.”

“OK,” Carla says and sits down again. “Do you think he wants to go?”

They’re surprised at that. She looks at me and winks.

The thin one opens the door. “Hey, Arthur! Come here, boy.”

He’s obviously more used to dogs than robots, but I turn my head and begin to move slowly across the room. The fat guy laughs.

“Well, that answers your question, lady.” He goes and joins his friend by the door. “Hurry up,

Arthur!"

"By the way," says Carla, "if you'd listened to the rest of the lecture..."

I reach the door and stand between them.

"...you'd have found out that we reprogrammed Arthur to understand me..."

I put my hands on their shoulders.

"So, Arthur, would you take out the garbage?"

And then I bang their heads together hard. They fall to the ground, stunned.

"Thank you, Arthur," Carla says.

Then she asks me to call the police, and I do — gladly.

Business Spotlight 3/2022, pp. 46–47

**appreciate sb.** ► jmdn.  
schätzen; hier auch: verstehen

**audience** ► Publikum

**bang people's heads together** ► zwei oder mehr Personen den Kopf zurechtrücken (wörtlich: die Köpfe von zwei oder mehreren Personen zusammenknallen)

**bother sb.** ► jmdn. stören

**control**  
► Bedienelement, Einstellknopf

**database** ► Datenbank

**default** ► Standard

**drug** ► Arzneimittel

**dummy** ► Testpuppe

**embarrassed** ► verlegen

**fatal** ► tödlich

**femifascist** ► feministische(r) Faschist(in)

**final say: have the ~**  
► das letzte Wort haben

**firework** ► Feuerwerkskörper

**floor space** ► Grundfläche

**guy** ifml. ► Typ, Kerl

**hellhole** ► Hölle

**hurry offstage**  
► schnell hinter der Bühne verschwinden

**inch** ► Zoll (2,54 cm)

**lab** ifml. ► Labor

**lecture** ► Vortrag

**liberate sb.** ► jmdn. befreien

**line** US ► (Warte-)Schlange

**nod** ► nicken

**pound** ► Pfund (454 g)

**relate to sb.** ► sich mit jmdm. identifizieren

**rescue sb.** ► jmdn. retten

**research assistant**  
► Forschungsassistent(in)

**restroom** US ► Toilette

**scream** ► schreien

**setting** ► Einstellung

**slap sb. on the back**  
► jmdm. auf die Schulter klopfen

**spin sth. around**  
► etw. (schnell) drehen

**spotlight** ► Rammenlicht

**stunned** ► benommen; hier auch: fassungslos, geschockt

**take out the garbage** US  
► den Müll rausbringen

**technician** ► Techniker(in)

**wheelchair** ► Rollstuhl

**wink** ► zwinkern

## CONCLUSION

### [28] For more information

**Erin Perry:** So, we've come to the end of another issue.

**David Ingram:** We hope that you've enjoyed listening to our articles, dialogues, interviews and exercises.

**Erin:** Take care and we'll see you next time!

**David:** Bye, everyone!

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