ZEIT

ENGLISH FOR YOUR WORK AND LIFE

Business Spotlight

How to give your brain a

Head-to-HeadTalking about your salary

break

English for...

Exhibiting at a caravan trade fair

Profile

Lyonel Dougé on making money with social media



MEDIUM M ADVANCED A

CEF level A2 CEF levels B1-B2 CEF levels C1-C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! E

James Phoon: Welcome to Business Spotlight Audio! It's great to have you with us. I'm James. Elisa Moolecherry: And I'm Elisa. And we'll be guiding you through this issue.

James: We've got useful tips and tricks to help you give your brain a break at work, and we even pay a visit to a caravan trade fair.

Elisa: It sounds like we are getting ready for summer, but before we all drive off into the sunset in a caravan, let's practise some business English. Are you ready?

Iames: Let's start!

TRENDS

NAMES AND NEWS

[2] Introduction (I) E

Elisa: Have you heard of Elvira Nabiullina? Let's find out more about the woman who has been keeping the Russian economy going since the Russian invasion of Ukraine.

[3] Defending Russia's war economy M

If Vladimir Putin is the most important man in Russia, then Elvira Nabiullina is surely the most important woman. As head of the Central Bank of Russia, Nabiullina has been guiding the country's financial defences against Western sanctions. She has managed the economy's recovery since the rouble lost a quarter of its value right after the invasion began. With capital controls and interest rates of 20 per cent, the 58-year-old prevented a market panic and potential run on the banks. Since starting the job in 2013, Nabiulling has modernized the central bank and fought corruption in the financial system, both of which are politically risky. This has given her a reputation as a tough decision maker — in 2015, she was named "Central Bank Governor of the Year" by Euromoney magazine. Now, with a bad recession and inflation that could reach 23 per cent this year, there are more tough decisions ahead. Sergei Guriev, a Russian economist and professor at Sciences Po in Paris, told The New York Times: "I think that she is actually propping up Putin's war economy. She is actually doing something that she didn't sign up for."

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interest rate ► Zinssatz
prop sth. up ► etw. stützen
rouble ► Rubel
run ► hier: Ansturm

sign up for: sth. that she didn't - hier etwa: etw., das sie nicht als ihre eigentliche Aufgabe versteht (sign up for sth. sich für etw. (an) melden)

[4] Introduction (II) E

James: Hierarchies can stop people at the top from getting real-life experience. That is why the US food delivery app DoorDash makes sure that managers get out of the office and on to the street.

[5] Bosses get a taste of the real world M

"Never ask someone to do something you're not prepared to do yourself!" This classic piece of leadership advice may still be relevant today. When the US food delivery app DoorDash started, in 2013, the <u>founders</u> themselves made deliveries because they didn't have any workers. Now, however, this is part of their management philosophy. The company's "WeDash" programme requires employees in Canada, Australia and the US to go out regularly and make deliveries, to experience what it's really like. "It <u>ties</u> to one of our values of being <u>customer-obsessed</u>," DoorDash co-founder and head of <u>consumer engineering</u> Andy Fang told the Financial Times.

Testing your own product or service is known as "dogfooding" in the tech world. The phrase "eat your own dogfood" was popularized by Microsoft manager Paul Maritz in the late 1980s. Maritz insisted on testing new software internally before selling it. Since then, the term has spread to include programmes in which managers and other employees spend time on the front lines.

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consumer engineering

- Marketingstrategie(n) mit
 Fokussierung auf (Neu-)Kunden
 customer-obsessed: he «
- die Kunden/Kundinnen in den Fokus rücken
- founder ➤ Gründer(in)

on the front line(s)

- an vorderster Front
- ties: sth. ~ to sth.
- etw. ist mit etw. eng verknüpft

[6] Introduction (III) E

Elisa: The English language seems to be becoming less important in China, at least if Chinese policy is anything to go by. Let's find out more about this trend.

[7] Is China turning away from English? E

In 2001, China made learning English <u>compulsory</u> for all <u>primary-school</u> students. This was seen as an opening up to the rest of the world — it joined the World Trade Organization in the same year. Today, however, Chinese feelings towards English (and the world) may have changed.

With rising nationalism, the government has been taking steps to downplay the importance of English and other foreign languages. In Beijing underground stations, for example, English has been removed from some signs and maps. Hainan Province, in the country's far south, has started a campaign to purge English words from kindergarten names — such as "global", "bilingual" and "international".

Policy in China can often take sudden and unexpected turns — some are short-lived, others last longer. The anti-English feeling may be in answer to President Xi Jinping's <u>call</u> for Chinese people to show more "cultural confidence", while others see this as a push for ideological <u>purity</u>. Certainly, the pandemic has intensified China's inward turn, as its borders have been mostly closed for more than two years.

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call • Aufruf, Forderung
compulsory • verpflichtend
primary school UK
• Grundschule

purge sth. ► etw. säubern; hier: eliminieren purity ► Reinheit, Unverfälschtheit

INNOVATION Engineering and optics

[8] Introduction (I) E

Elisa: When you think of plastic, you might think of plastic bags or water bottles, but you probably don't think of buildings or bridges. A group of chemical engineers have made a plastic that could change our perception of plastic.

[9] A better building material M

How would you feel crossing a bridge that was made of plastic? Probably a little nervous. However, <u>chemical engineers</u> at the Massachusetts Institute of Technology (MIT) have created a new material that is as light as plastic but also stronger than steel.

The new material is a polymer, which is a substance made up of many small <u>units</u> stuck together, forming one-dimensional, spaghetti-like chains. All plastics, for example, are polymers. What's different is that this new substance is two-dimensional. Using a new polymerization process, the MIT engineers created <u>sheets</u> called "polyaramides" — something scientists had believed to be impossible.

The material can be easily produced in large quantities and could have a very wide variety of uses, from <u>lightweight protective coatings</u> to <u>building blocks</u> for bridges or other large structures. "We don't usually think of plastics as being something that you could use to support a building, but with this material, you can enable new things," says Michael Strano, professor of chemical engineering at MIT, in a statement from the university.

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building block - Baustein

chemical engineer
Chemieingenieur(in)
lightweight
leicht(gewichtig)

protective coating

Schutzschicht

sheet ► Folie
unit ► Finheit. Bestandteil

[10] Introduction (II) E

Elisa: Have you heard of "event cameras" before? Their sensitivity to light and their way of recording could be very helpful indeed. Let's find out more.

[11] Event cameras as robotic eyes M

Computers generally "think" faster than humans, but they're not always so quick at <u>perceiving</u> their environment. Compared to the human eye, conventional cameras are quite slow. Event cameras, however, could help robots, <u>drones</u> and driverless <u>vehicles</u> to see and work better.

Traditionally, a camera records an image as a collection of <u>dots</u> when a real or virtual <u>shutter</u> lets light in. In event cameras, each dot operates independently, reacting only when the light changes. As changing light is often caused by movement, the cameras record events rather than objects — and this is particularly valuable if the camera itself is moving.

Event cameras respond in microseconds and are extremely good at identifying how fast objects are moving. Davide Scaramuzza, professor of robotics and perception at the University of Zurich, told Robohub: "Robots are useful in repetitive actions, but only if they are more efficient [than humans]. That means if they are really able to perceive faster." The pictures may not be Instagrammable, but event cameras could be a breakthrough for robotic eyes.

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drone Drohne
perceive sth.
etw. wahrnehmen

perception • Wahrnehmung shutter • Verschluss, Blende vehicle • Fahrzeug

PROFILE Paid social media

[12] Introduction E

James: In 2016, entrepreneur Lyonel Dougé realized that a lot of money could be made by creating exclusive content for paying fans and followers on social media. That is why he started the subscription platform TipSnaps. Now, the service has got 450,000 users and the site's 60,000 creators have received over \$2.5 million. Talitha Linehan spoke to Dougé about the journey so far.

[13] Interview with Lyonel Dougé M US

Talitha Linehan: So, tell me about the launch of TipSnaps. I know you launched in 2017. What was involved in that?

Lyonel Dougé: The idea came to me in 2016, kind of scrolling through social media, just kind of recognizing that there are everyday people going from a hundred to five thousand to 50,000 to 100,000 to a million followers overnight - not overnight, but over several months, which is kind of overnight. And it's happening en masse. It's not just one or two people here and there. It's like thousands and thousands of people. And back then, the term "influencer" wasn't really broadly a term. It was a term, but not really a household term.

And then the term creator was definitely not a term. And so, my vision was like these everyday people, whether it's a fitness trainer, a bartender, a musician or whatever — they can monetize their fanbase. And so, my vision was I need to build a version of Instagram that has a paywall. That was like what I told myself. And I'm like, "That would be huge." I knew it would be huge, and I just said, "Well, I'm going to start building, nights and weekends." So, for about eight months, I just was coding in this room. I didn't have any kids at that time and, you know, about eight months later, I was in a place ready to launch.

I went live in March of 2017. I literally started DMing (direct messaging) people, saying, "Hey, vou have like a million followers. You have no link in your bio (back then that wasn't a thing). You're not promoting a product." Not every influencer is business savvy enough to, like, talk to a Target or a Disney and get a deal, right? And it's like. "Well, what else can I do with all these followers? Maybe I could get, like, an event scheduled — like somebody who wants to pay me to come to an event, but aside from that, I don't know any other monetization routes." And I'm like, "This is for you." And so, we got one fitness trainer with a million followers within a week of being live. And that led to a network effect. Basically, other people, all her followers were, like, "What is this TipSnaps thing?" And so that's how we were able to kind of bootstrap to from zero to fast-forward, you know, now to basically half a million registered users. You know, I didn't spend money in paid media. I didn't have any big grand partnerships with any media company. It was just me.

Talitha: It's kind of surprising to me that people are willing to pay for social media content. So, I'm like, why do people do that? There's so much available out there for free

Lyonel: Ultimately, it comes down to superfans or true fans. You know someone with a million followers has what we typically think is 0.5 to one percent of your fanbase would subscribe to you at least once. And then, depending on how good you are of a creator, meaning your frequency of posting, the quality of your content, you will get resubscriptions, and you should hit around, like, a 60 to 70 percent resubscription rate, if you do, like, what we say, which is, like, post multiple times a week, make sure your content is longer on your premium versus your free. So, the idea is, like, if you do hair tutorials on YouTube and you upload one tutorial a week, upload a 60second kind of teaser on YouTube or maybe two minutes, but then upload the ten-minute clip on TipSnaps or behind your paywall. And, yeah, there are many people who will pay for that because they love 'em. It's hard to engage on a platform like Instagram, where somebody has a million followers. If you DM them, they're not going to reply. But if you subscribe to them, they might reply.

Business Spotlight 7/2022, pp. 12-15 bootstrap launch (sth.) etw. aus eigenen Kräften Start, (Markt-)Einführung; etw. schaffen starten lancieren broadly literally - buchstäblich hier: allgemein, eigentlich monetize sth. engage on sth. etw. zu Geld machen sich auf etw einlassen. resubscription household term erneutes Abonnement allgemein bekannter Begriff savvy ifml. versiert I'm like ifml. schedule sth. ich sage etw anheraumen

subscribe to sb.

imdn. abonnieren

teaser - Aufmacher tutorial

(Anleitungs-)Seminar

HEAD-TO-HEAD Pay transparency

[14] Introduction E

James: How much do you earn? Does that question make you feel uncomfortable or would you be happy to answer it? Let's listen to this short dialogue on the topic of pay transparency and see what these two friends think about it.

[15] Dialogue: Talking about your salary E

Samantha: How's work been recently?

Ariel: It's not too bad, but I can't help but feel that I am being underpaid for what I am doing. Samantha: Oh, really? I don't mean to be <u>nosy</u>, but what are you earning?

Ariel: It's fine. I'm all for pay transparency. How else are things supposed to improve? They're only paying me £19,000 a year. I know it's an entry-level job, but my boyfriend also works as a content editor at another company, and his starting salary was £25,000. We're the same age and we did exactly the same degree. It's just yet another example of the gender pay gap.

Samantha: That does sound unfair. Have you spoken to HR about getting a raise?

Ariel: I have thought about it, but I wanted to do my homework first and find out what my colleagues are earning. But I have to admit, many of my colleagues didn't want to disclose their salaries to me. It was a bit awkward when I asked.

Samantha: Well, I suppose I can understand that, too. It is quite a personal thing to ask. I mean, I think it's great that you are trying to find out more, but maybe asking people directly isn't the best way of getting the information, especially if there isn't a culture of transparency in the company. Finding out about differences in salary can lead to conflict, too. And when people don't feel valued, then they aren't as motivated to work hard. It can also make employees feel

less <u>committed</u> to the company they work for, so I suppose there are two sides to it.

Ariel: Well, what else can I do? Have you got any ideas?

Samantha: If I were you, I would go to HR and tell them that you would like the company to be more transparent about the salaries they pay their employees. You could suggest a seminar on pay transparency for all employees. Then you could tell them that you are not satisfied with your salary and that you will look for another job if you don't see an improvement in transparency. If you want them to be transparent with you, then you've got to be transparent with them, too.

Ariel: I suppose you're right. I will <u>schedule</u> a meeting with HR next week and tell them how I feel.

awkward • heikel	HR (human resources) ◆ Personalabteilung
committed: feel ~ to sb./ sth. > sich jmdm./etw.	nosy - neugierig
verpflichtet fühlen	
degree ► (Studien-)Abschluss	pay gap ► Lohngefälle (gap ► Lücke, Kluft)
disclose sth. ◆ etw. offenlegen	raise US ► (Gehalts-)Erhöhung
editor - Redakteur(in)	schedule sth.
entry-level job	 etw. anberaumen
 Einsteigerjob 	

[16] Exercise: Pay transparency vocabulary E

James: Now, let's practise some of the vocabulary related to the <u>topic</u> of pay transparency. Complete the following sentences by choosing option

- $a) \ \mbox{or} \ b).$ You will hear the answers after the beep.
- 1. If you ask someone to tell you how much money they earn per month, you ask them to...
- a) reveal their payment.
- b) disclose their salary.
- The correct answer is b). When you "disclose something", you release information or talk about something that was previously private. "Salary" is the word for an employee's regular yearly earnings. A salary is paid on a monthly basis. OK, here's the next one.
- 2. The difference between how much men and women get paid is known as the...
- a) gender pay gap.
- b) sex salary gap.
- The correct answer is a). The "gender pay gap" refers to the difference between how much men and women earn. And here's the next one.
- 3. If an employee is loyal to the company they work for, he or she could be described as...
- a) committed.
- b) conscious.
- The correct answer is a). A "committed" employee is likely to stay with the same company for a long time.

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previously > zuvor release sth.

etw. veröffentlichen

topic - Thema

COMMUNICATION

INTERCULTURAL BUSINESS Transitions

[17] Introduction (I) E

Elisa: Business Spotlight correspondent Talitha Linehan spoke to Kerstin Ewelt, the head of international community development at Quora, to find out about her transition from working in Germany to working in the US. Ewelt, who used to work as a director at the Frankfurter Allgemeine Zeitung, has now been based in the US since 2010. She talks about American and German communication styles, improving her English and how she started working in Silicon Valley.

[18] Interview with Kerstin Ewelt M US

Talitha Linehan: So, when you first came here, what level of English could you speak? And then did you take any steps to improve your English?

Kerstin Ewelt: My English was very rudimentary. I don't belong to the generation in Germany that learned English in <u>elementary school</u>. I never needed English for my professional life. So, for the first six months, I went to the Berlitz language school in Pittsburgh and watched a lot of TV, mostly children's shows.

Talitha: Interesting. Now, the way Germans and Americans communicate in the workplace — how does that differ?

Kerstin: I really do think that Germans communicate much more direct and straightforward than Americans. So, there's no need for guesswork when you talk to Germans, I think. My boss once said, "What you see is what you get." Americans are much more polite in their communication. They paraphrase a lot. Still to this day, I often have to read between the lines. People rarely just say no. There's a lot of things that are framed in positive terms. On the other hand. Americans are much more informal, like people are usually called by their first names. I also often find that Americans like the direct. open communication of Germans. But I have also put my foot in my mouth often enough. That's the downside.

Talitha: So, what drew you then to working in the tech industry? Was it just because you ended up in Silicon Valley?

Kerstin: No, I was not even looking for a job because I thought, "You go to America. You learn English. You start a family. You come back after three years. You start at the FAZ again." And once we arrived at the valley and the second child came, in total then I was already out for six, seven years until I realized, "It's not happening. We're not going home anytime soon. So you need to do something." It was not easy because nobody was really paying attention to what I have done in the past, you know? And I was also stuck and caught up in the idea that I had to pick up where I left off in Germany at the Frankfurter Allgemeine Zeitung. And that was on a director level and that mindset paralyzed me for a moment. "The Frankfurter Allgemeine Zeitung is the equivalent of The New York Times" didn't really trigger any high respect here — different than in Germany. So what worked, though, is the idea from, I think, which the whole country is kind of formed: being a blank slate. I think this is how I was looked at — the same way. You take the first steps. You show that you're willing to learn. You adapt, you run the extra mile here and there, and from that point on, one door after the other opens. So, since all these contractor positions are running out after 12 months, so I always made sure that there is another contract

position afterwards. So after Google, I worked for a little small start-up. We did online gaming for kids. I did it for the German market again. and after that, I worked for LinkedIn, and I did localization for LinkedIn, also contract, After that, I went to Apple and evaluated the content at the Apple Store, also for Germany and also contract. And then I got my first FTE position at Yahoo!, and that was a game changer. 'Cos all of a sudden, right, you are in another category in terms of benefits and security and salary. And it was a good job, and it was a mix. So, here, I started to work for the English market and the German market. And then Quora came along. And I'm at Quora for five years. They're treating me very well. And I started off to launch Ouora in German. And now, five years later, I'm running the international community department with 23 languages — everything except English.

Talitha: Wow. That's <u>incredible</u>. Congratulations. What a fantastic trajectory.

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benefits	elementary school US
 Zusatzleistungen 	Grundschule
blank slate	evaluate sth.
 unbeschriebenes Blatt 	 etw. auswerten, beurteilen
(slate - Schiefertafel)	frame sth etw. (ein)
contractor Auftragnehmer(in)	rahmen; hier: formulièren
	game changer
'cos ► because	 bahnbrechende Neuerung; hier: grundlegende Wende
downside • Kehrseite, negativer Aspekt	

guesswork ifml. put one's foot in one's Vermutung(en) mouth ifml. ins Fettnänfchen treten incredible - unglaublich run the extra mile here and in terms of hinsichtlich. there - sich immer wieder in puncto besonders anstrengen launch sth. straightforward etw. starten geradlinig, direkt mindset - Denkweise. trajectory - Flugbahn; Einstellung hier: Laufbahn paralyze sb. trigger sth. - etw. auslösen imdn. lähmen paraphrase sth. • (etw.) umschreiben

pick up ifml. - hier: weiter-

machen

[19] Introduction (II) E

Elisa: If you were listening carefully to Kerstin Ewelt's responses in the previous track, you might have heard the expression "to put one's foot in one's mouth". Let's listen to the context that Ewelt used this sentence in again:

Kerstin: I also often find that Americans like the direct, open communication of Germans. But I have also put my foot in my mouth often enough. That's the downside.

Elisa: This expression means "to say something embarrassing or tactless". For example, if you asked someone when their baby was <u>due</u> when they weren't pregnant, this would be an example of "putting your foot in your mouth". There are lots of body-related idioms in the English language. Let's practise some more in the following exercise.

due: a baby is ~ ● ein Baby soll geboren werden (due ● fällig)

[20] Exercise: Body idioms M

Elisa: First, we'll give you three parts of the body. Then you'll hear a sentence with the description of a situation and a body idiom — but instead of the part of the body, you'll hear a beep. In the pause, choose the correct option to fill the gap. After the ping sound, you'll hear the answer. OK? Here's the first one.

1. hands-head-neck

If you are in a difficult situation and aren't able to <u>cope with</u> it, you are in over your [beep].

 head. If you are in a difficult situation and aren't able to cope with it, you "are in over your head".

2. hands-eyes-fingers

If you do not want to get involved in something, you wash your [beep] of it.

 hands. If you do not want to get involved in something, you "wash your hands of it".

3. nose-mouth-ear

If you improvise something, you play it by [beep].

 ear. If you improvise something, you "play it by ear".

4. eye-face-shoulder

If you bear the consequences of what you did, you [beep] the music.

- face. If you bear the consequences of what you did, you "face the music". Here, "face" is used as a verb.
- hand eye arm (you need the right body part twice)

If you and another person are in agreement about something, you see [beep] to [beep].

eye. If you and another person are in agreement about something, you "see eye to eye".
 Elisa: Well done. Did you get all the words right? If not, go back and try the exercise again.

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cope with sth. mit etw. klarkommen, etw. bewältigen

BUSINESS SKILLS Food for thought

[21] Introduction E

James: Are you kind to your brain? Think about that for a second. Our daily habits impact the way we think, our productivity and our attention span. Ken Taylor's article includes a quick quiz to help you separate fact from fiction and understand your brain better.

[22] Give your brain a break M

The brain is the most complex part of the body. It is the seat of intelligence. It controls behaviour and interprets the world. A healthy, functioning brain is the source of those qualities that define each person as an individual. It needs to be looked after.

Let's start by finding out how much you know about your brain. Here are ten statements — decide whether you think each statement is true or false. You'll hear a sound after each statement and then you'll hear if it is true or false.

True or false?

- 1. There are about 100 million cells in your brain.
- This statement is false. There are about 100 <u>billion</u> cells in your brain. Here's the next one.
- 2. The right side of the brain is used more than the left side.
- This statement is false. No one side is used more than the other. Here's the next one.
- 3. A seafood diet is good for your brain.
- This statement is true. The <u>fatty acids</u> improve memory. Here's the next one.
- **4.** Information in the brain moves at a speed of over 430 km/h.
- This statement is true. It's considerably faster than a Formula One car. Here's the next one.
- **5.** The brain uses about 10% of our total energy.
- This statement is false. It uses about 20% of our energy. Here's the next one.

- 6. Our attention spans are getting shorter.
- This statement is true. According to <u>research</u>, in 2000, the average person's attention span was 12 seconds. In 2020, it was only 8 seconds. Here's the next one.
- 7. Listening to Mozart can improve your memory.
- This statement is false. This is an <u>urban</u> <u>myth</u>. Here's the next one.
- **8.** Stress causes your brain to get smaller.
- True. Both stress and depression shrink the brain. Here's the next one.
- 9. We use only 10% of our brains.
- This statement is false. We use most of our brains most of the time. Here's the last one.
- **10.** Up to 50% of decisions take place in the <u>sub</u>conscious.
- This statement is false. Research suggests that 95% of our decisions take place in our subconscious.

For centuries, very little was known about the brain. The way it functions <u>puzzled</u> both scientists and philosophers. Now, neurological and behavioural science is making progress at <u>unlocking</u> the brain's secrets. We've learned more in the past 20 years than in the <u>previous</u> 20 centuries, and this has given us some <u>hints</u> on how we can keep our brains healthy — especially when living stressful working lives.

You need to give your brain a <u>break</u>. It is estimated that your brain might have to make up

to 35,000 decisions during a typical working day, which can lead to mental <u>fatigue</u>. Having to process so much information in our hyperconnected world simply adds to the stress. Several studies have found that the maximum time for <u>sustained</u> attention, for most people, is somewhere between 30 and 45 minutes. You then need to shift your focus elsewhere.

Ten simple ideas to help your overworked brain

- Shut down your screens. Also, put your phone on "Do not disturb" and close your laptop. This is a signal to your brain that you're shifting your attention. Then, do one or two of the following activities:
- Go outside for five minutes. Daylight, especially sunshine, increases your production of vitamin D and serotonin and it just feels good.
- Sit and let your mind wander for five minutes. Besides being relaxing, it can have the added benefit of helping in problem-solving through so-called "creative incubation".
- Be physically active. It doesn't have to be a full workout. A walk around the block, some stretching exercises or even using a standing desk can help recharge your batteries.
- Take a few minutes to do something you love. That's the idea behind all those games in Silicon Valley offices. You switch focus and

lift your mood.

- Practise simple meditation. You don't need to wear <u>saffron robes</u> and sit for hours in the lotus position in order to meditate. Just sit quietly and follow the <u>sensation</u> of your breath as it goes in and out. If your attention wanders, simply return to thinking about your breath. Do this for five minutes.
- Take a short <u>power nap</u>. This might not be easy to do in an office although some offices have <u>sleep pods</u> now. But if you are working from home, a short ten-minute <u>snooze</u> is a great brain break.
- Drink a glass of water slowly. Also, splash some water on your face — hot to relax; cold to energize yourself.
- Tidy your desk. It feels relaxing and useful at the same time.
- Take ten slow, deep breaths. As you take a
 breath in through your nose, imagine a balloon being blown up in your stomach. When
 you exhale, breathe out through your mouth
 as though blowing out through a straw. Deep
 breathing has been proven to help lower your
 stress levels.

The myth of multitasking

We often get <u>tied up</u> in the work we are doing. We try to save time by multitasking — checking emails while writing a report or responding to a <u>text message</u> while sitting in a meeting.

moderner Mythos

This does not make us more productive. Multitasking slows down thinking and <u>output</u>. Forcing our minds to switch back and forth quickly between tasks fatigues the <u>frontal lobe</u>, slowing its efficiency and performance. A brain break gives you much needed time to rest your eyes, move around and get more blood and <u>oxygen</u> flowing to the brain. It requires some self-discipline. Very often, we are only reminded that we have been sitting without a break when our bodies protest. So set an alarm on your phone to remind yourself to take a brain break

Taking some simple steps to keep your brain healthy can also have <u>long-term</u> benefits. It can help reduce the risk of dementia later in life. Changes in the brain connected to dementia begin many years before any symptoms appear. There is no sure way to prevent dementia, of course, because genetics and age play decisive roles, but taking care of your brain will help increase the odds in your favour.

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attention span	fatigue - Ermüdung
 Aufmerksamkeitsspanne 	fatty acid Fettsäure
billion • Milliarde(n)	frontal lobe
break - Pause	 Frontalhirn, -lappen
creative incubation	hint - Hinweis
 hier etwa: Ideenfindung in 	long-term ► langfristig
einer Entspannungsphase exhale • ausatmen	odds: the ~ ► die Chancen
	output • (Arbeits-)Leistung

oxygen - Sauerstoff	sleep pod
power nap	 Schlafkapsel, -kabine
 erholsamer Kurzschlaf 	snooze Nickerchen
previous	subconscious: the ~
 vorangegangen 	 das Unterbewusstsein
puzzle sb.	sustained - andauernd
jmdn. verwirren	text message - SMS
recharge sth. etw. wiederaufladen	tied up: get ~ in sth. hier: in etw. total eingebun-
research - Forschung	den werden
saffron robe	unlock sth.
 safranfarbiges Gewand 	hier: etw. aufdecken
sensation	urban myth UK

Wahrnehmung

[23] Essential phrases: Be kind to your brain M

James: Now, let's practise some useful phrases related to giving your brain a break. I'll tell you what to say and give you some of the words you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

- 1. You talk about your tiredness.
- Use "exhausting", "working", "without" and "break".
- Working without a <u>break</u> is <u>exhausting</u>.
- 2. You talk about stress.
- Use "hard", "cope with things", "when" and "feel stressed".
- It's hard to <u>cope with</u> things when you feel stressed.
- 3. You talk about your brain.
- Use "your brain", "need", "switch focus" and "frequent intervals".
- Your brain needs to switch focus at frequent intervals.
- **4.** You talk about taking a break. Use "need", "switch off" and "while".
- ► I need to switch off for a while.

Iames: Excellent, Well done!

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break	Pause	
cope with sth.		
etv	v. bewältigen	

exhausting erschöpfend, ermüdend

switch off abschalten

[24] Essential words: Breaks for your brain M

James: First, you'll hear a dialogue between Shaz and Gary. Then, we'll do an exercise in which we'll test you on some of the words used. OK, listen very carefully.

Shaz: Are you OK, Gary? You look <u>exhausted</u>. Gary: I feel <u>wiped out</u>. I just came down to the storeroom to switch off for a while.

Shaz: Oh, my goodness, I'm sorry I disturbed you. You take all the time you need. I could do with a short <u>timeout</u> myself. I find it hard to cope with things when I feel stressed.

Gary: Tell me about it. We have this really stressful situation in our department at the moment and it's so <u>draining</u>. I can feel how <u>tense</u> my shoulders are.

Shaz: Be careful, Gary. Too much stress can cause burnout. Maybe you should take a couple of days off work.

Gary: Well, I think I'll have to do something. I just can't think straight any more.

James: 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: "whipped out" OR "wiped out"

Gary: I feel [beep].

- I feel wiped out.
- 2. And here's the next pair of words: "cut off" or "switch off"

Gary: I just came down to the storeroom to [beep] for a while.

- I just came down to the storeroom to switch off for a while.
- And here's another pair of words: "out time" or "timeout"

Shaz: I could do with a short [beep] myself.

- I could do with a short timeout myself.
- **4.** And here's the next pair of words: "coop with" or "cope with"

Shaz: I find it hard to [beep] things when I feel stressed.

- I find it hard to cope with things when I feel stressed.
- **5.** And another pair of words to choose from: "drained" or "draining"

Gary: It's so [beep].

- It's so draining.
- **6.** Here's the last pair of words: "straight" or "straightly"

Gary: I just can't think [beep] any more.

I just can't think straight any more.

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

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abschalten

cope with sth. etw. bewältigen draining entwässernd; hier: auslaugend, kraftraubend exhausted erschöpft switch off etess angespannt, verspannt think straight hier: klar denken timeout Unterbrechung, Pause wiped out ifml. erledigt, fertig

CAREERS

CAREER COACH Getting back up again

[25] Introduction E

Elisa: Our Career Coach Frank Peters reflects on the importance of resilience in a work environment. When something doesn't go to plan, it doesn't necessarily mean that it is a complete disaster. Let's find out more...

[26] Qualities of resilience M

What does riding a bike have to do with leadership and <u>resilience</u>? More than you might think. When I was a kid, I had a really hard time learning how to ride a bike. I started with <u>stabilizers</u> left and right of the <u>rear wheel</u>, and they made riding so easy that I never learned to keep my balance. When my father finally took the stabilizers away, I had become so used to them, it took me days to find my balance and learn to ride my bike without falling down.

Last year, my daughter Ruby got a bike for her birthday, and this time, there were no stabilizers. Guess how long it took her to learn to ride the bike by herself? Not even 30 minutes!

There's a simple reason for this. My daughter had already learned to ride a <u>balance bike</u> as a kid. She fell off quite often and sometimes cried, but she always got back on the bike. In doing this, she learned two extremely valuable things: she learned to keep her balance and that falling down is not the end of the world — she learned to pick herself up after a failure and try again.

If you are a leader, you can't fully prevent your team from falling down. Falling down as a team could mean a number of things: not hitting your targets, being torn apart as a result of restructuring, a joint project that failed. There might even be a personal crisis or a dip in team morale because popular co-workers have left. The fact is, every now and then, your team — or part of it —

will go through a crisis of some kind. When that happens, the team needs its leader. You should lead by example and provide orientation.

Right to be resilient

Before the next crisis, however, you can prepare your team and help them become more <u>resilient</u>. Resilience is often misunderstood as having the same meaning as "stress-resistant", but they are not really the same. Stress resistance is about not being harmed by stress, while resilience is more about how you respond to stress. It is about getting back up after falling down.

This idea originally comes from physics. It refers to the ability of a material to return to its original form or position after being bent, <u>compressed</u> or stretched out of shape. With regard to human behaviour, resilience is a person's ability to adapt to or recover from a crisis or major change in life.

More resilience is obviously a good thing, but how does that work in practice? Research in this field has identified seven to eight qualities and factors that leaders can work on to strengthen resilience. There are specific exercises that individuals can do to strengthen these, such as self-regulation. When I work with teams on resilience, however, I often use an exercise I call the Quality Walk.

The <u>beauty</u> of this simple exercise is that it takes only about 20 minutes, but it strengthens your

resilience across all of these factors and, as a nice side effect, it is a handy team-building tool as well.

Step 1: Write down your qualities and factors that affect you. Spend ten minutes doing this.

Find a partner to work with. In this exercise, I work with five qualities and factors. For each one, there's a question that helps you better understand yourself in that area.

- **1. Optimism:** What are five things you can do extremely well (e.g. "listening to other people's success and failure stories")?
- **2. Solution-orientation:** What are five things that <u>spark</u> your enthusiasm (e.g. "the curiosity of my children")?
- **3. Self-regulation**: What are five things that calm you down (e.g. "going for a walk in the outdoors")?
- **4. Self-responsibility:** What are five things you love to do or make (e.g. "going for a run")?
- **5. Motivation:** Name five people or situations that inspire you (e.g. "talking to a friend").

Ask your partner each question about themselves and write down their answers. There are no wrong answers. When you are done, switch roles and have your partner write down the answers you give about yourself. Ideally, you and your partner should go outside to do this. Being outside and in motion makes it easier and is a welcome change to an indoor seminar.

Step 2: You and your partner read out the answers. Spend ten minutes doing this.

Now, you read each other's answers out loud. "Things that make you <u>unique</u>: you are patient even when others have given up. You are creative and always find unexpected solutions..."

While your partner is reading out your list of qualities, listen to your thoughts and feelings. Then switch roles and read out your partner's answers.

Step 3: Reflect (open-end)

Talk to your partner about your thoughts and feelings after writing, reading and listening. And that's it — easy, and yet so powerful.

One participant told me, with tears in his eyes, that these were the nicest things anybody had ever said to him. Typically, participants enjoy this exercise a lot and come out of it feeling stronger than before. That alone will strengthen their resilience because they become aware of all the qualities they have at their disposal in order to deal successfully with a crisis, which is already a good reason for leaders to do the exercise with their teams.

But there's another reason. The first time I did the exercise, even I was surprised by the strong positive effect it had on the team. People told me that doing the exercise had helped them to understand and even trust each other much more. Others reported that they were especially looking for similarities between them and that they felt much closer to their team members afterwards

If you want to take things a step further, you can read out the qualities in front of the whole team. This requires a higher level of trust, but it can provide quite a boost in terms of trust and team resilience. I can highly recommend trying the Quality Walk with your team. The next crisis will come eventually, that's certain. It's better to have a team that's already prepared and more resilient.

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balance bike • Laufrad
beauty: the ~
hier: das Gute
boost • Auftrieb, Steigerung
compress sth.
• etw. zusammendrücken
dip • Abfallen
disposal: have sth. at one's ~
über etw. werfügen
eventually • schließlich,
früher oder später
handy • praktisch
hit a target • ein Ziel errei-

chen, eine Zielvorgabe erfüllen

in terms of hinsichtlich, in puncto
morale Arbeitsmoral
pick oneself up sich aufrappeln
rear wheel Hinterrad
research Forschung
resilience Resilienz,
Belastbarkeit
resilient belastbar
side effect Nebeneffekt,
Begleiterscheinung
spark sth. etw. enfachen
stabilizer UK Stützrad
unique einzigartig

LANGUAGE

ENGLISH FOR... A caravan trade fair

[27] Introduction E

Elisa: Listen to this dialogue between a caravan sales representative and the owner of a caravan business. While you are listening to the dialogue, answer the following question: Why did Kim take over the caravan business she runs?

[28] Exhibiting at a caravan trade fair M

Jane: Hi, there. Can I help you?

Kim: Yes, I am interested in finding out more about your caravans.

Jane: Are there any models you are particularly interested in?

Kim: I'm open to suggestions. I have just taken over my father's caravan business, as he retired last year. We sell all sorts of caravans, but I have recently had some requests from customers for more high-end vehicles.

Jane: Well, I would recommend taking a look at this model here. It has everything a holiday-maker could possibly want. I've been working as a <u>sales representative</u> for this <u>manufacturer</u> for some time, and this is by far the best caravan I have ever seen.

Kim: Can you run me through all of the <u>features?</u>

Jane: Sure. So, as you can see, this motor caravan has a large sleeping roof and an extendable awning for shade in the summer. It comes with an impressive skylight, a compact exterior shower, a waste-water tank and a state-of-theart kitchen.

Kim: It looks very comfortable. Can a <u>trailer</u> be attached to put luggage into?

Jane: Yes, there is a <u>drawbar coupling</u> on the back.

Kim: Great. And can you show me the <u>blinds</u>? **Jane:** Of course. The whole vehicle is fitted with

<u>blackout blinds</u> to <u>ensure</u> a great night's sleep. Oh, and it also comes with <u>insect screens</u> to keep the mosquitoes out in the summer.

Kim: Can I take a look inside? I want to check what material the seats are made of.

Jane: The seats are made of Italian leather and, if you press this button, then you can even get a back massage while you drive.

Kim: Wow, that's not a bad way to get in the right mood for your holiday!

awning - Vorzelt; Markise
blackout blinds
Verdunkelungsrollo(s)
blinds - Rollo(s)
drawbar coupling Anhängerkupplung
ensure sth.
etw. sicherstellen
extendable - ausziehbar
feature Merkmal,
Einrichtung
high-end ► hochwertig, luxuriös
insect screen - Fliegengitter

	anufacturer Hersteller(in)
	otor caravan UK Wohnmobil
Ve	les representative (Handels-)Vertreter(in), rtriebsmitarbeiter(in)
sle	ylight ➤ Oberlicht, Luke eeping roof ➤ Aufstelldach
sta	s Schlafkabine) ate-of-the-art hochmo- rn, auf dem Stand der Technik
trailer - Anhänger vehicle - Fahrzeug	

[29] Response M

Elisa: Did you get the answer to my question? The reason Kim took over the caravan business that she runs was her father's retirement. She says, "I've just taken over my father's caravan business, as he retired last year." When someone retires, they stop working and begin their retirement.

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SHORT STORY Agilista

[30] Introduction E

James: Now, it's time for a short story about an agile transformation conference in San Francisco and the dangers of mixing business with pleasure.

[31] Agilista M

"So, ladies and gentlemen," I said, looking at the <u>audience</u> sitting in front of me in the darkened conference hall, "I'm pleased to open today's conference here in San Francisco with a <u>keynote</u> presentation on '<u>Agile</u> Transformation' from your favourite agile guru and mine, Dr Ramona Cardoso, in Singapore!"

Behind me on a huge screen, an elegant 40-yearold woman should at this moment have appeared, but when the audience began laughing, I knew something had gone wrong. Very wrong. I turned and found the screen was filled with the face of a giant hamster.

"Sidney!" the hamster screamed. "The goddamn kids have been playing with those goddamn face filters again!"

Looking back, it's difficult to know whether this event that Julie and I had organized was a success or a disaster. I suppose it depends on whether you're a glass-half-full or half-empty kind of person. However, if you're an <u>agilista</u>, you'd probably say the glass was simply a <u>minimal viable product</u> and size would be <u>adjusted</u> in the next <u>sprint</u> once the task had been pulled from the <u>backlog</u>. See? Now, I'm starting to talk like one!

But let's go back to the beginning. This all started one morning when I arrived at the office of the events company where I work and found my friend Julie looking pleased.

"Paula," she said, "I've just had a call from the boss. She wants us to organize an agile conference for a customer."

Now, I had no idea what she was talking about. I was new to the business. Was this something for <u>yoga practitioners</u>? Circus performers? Politicians?

No, Julie explained. Agile was an approach to organizing projects, especially in software design. "Who's the client?" I asked

"Ximenz Software. Their head office is in San Francisco, but they're spread around the world. We're going to their conference <u>venue</u> this afternoon to speak to their communications people and find out what they want. That's Carmen Gomez and Dominic Hill."

When we first met Carmen and Dominic, we saw immediately that they were having an affair, which I thought was a bad sign. "Don't get your honey where you get your money." is what I always say. But everything seemed OK. They would be the conference moderators, they told us. Introduce the speakers, take questions and keep the audience entertained with little jokes. It was going to be a hybrid.conference.so.some presenters would be on stage in San Francisco, but others would be presenting virtually in front of their computers and only appear on a big screen. All the sessions would be livestreamed around the world to any Ximenz employee interested in agile.

Now, Ximenz had a nice studio and a team of technicians to manage all this, but it was risky.

"Couldn't we record presentations from people who can't be here live, and put them on your intranet?" Julie asked. "So much can go wrong with a livestream."

No, it had to be live. It was our job to organize everything behind the scenes to make sure it all went smoothly.

The conference would last a full day, starting with a keynote presentation from an agile guru — followed by different workshop slots from company agilistas and finally a big panel discussion. That was all quite standard for a conference agenda. What was new for us was that Dominic and Carmen insisted on running the preparations as if it were an agile project. We wrote all our tasks, such as sending invitations, arranging hotels and marketing, onto Post-it notes and stuck them onto a kanban board. This had four columns, headed "Backlog" (which is where each Post-it started), "In progress", "Checked" and "Finished". Every morning, we had a 15-minute stand-up - a kind of minimeeting - to say what tasks we were doing that day.

Well, at first I thought it was a bit silly. But as the Post-it notes started moving across the board and ended up in the "Finished" column, I got quite enthusiastic. On the final day before the conference, and after the final tasks

had been completed, we all went out for a little celebration dinner. Then Julie and I went home early to be fresh for the next day while Carmen and Dominic stayed to settle the bill.

The next morning, when we arrived at the Ximenz conference venue, we found George, the studio head, was having a meltdown.

"Carmen just called," he said. "She and Dominic got arrested last night. They're going to miss the start!"

"Arrested! What for?"

"They had a lovers' <u>quarrel</u>, so Carmen threw a glass of wine in his face while they were still in the restaurant, and everything escalated from there. But that's not important. One of you will have to moderate everything."

"One of us?" <u>squeaked</u> Julie in horror. "We can't do that!"

"You've got a better chance than anybody else here today. So, who's it going to be?"

And that was why, 30 minutes later, I opened the conference. With a giant hamster.

Anyway, after a couple of minutes, Dr Cardoso managed to remove the comic filters her children had installed on her laptop and did her presentation. The audience gave her a huge round of applause.

Eventually, Carmen and Dominic turned up and took over. They were ever so grateful to us for saving the day and said nice things about us to our manager. But to be honest, we'd had

enough of the conference business, so we <u>resigned</u>. And it was shortly thereafter that we accidentally sold the San Francisco 49ers football team to a Chinese <u>billionaire</u>. But that's another story.

adjust sth.	kanban board
etw. anpassen, korrigieren	Kanban-
agile - agil, flexibel, dynamisch	Tafel (zur Darstellung von
agilista non-stand hier:	Arbeitselementen)
Befürworter(in) agiler Prozesse	keynote - Haupt-
audience Publikum	meltdown ifml.
backlog → Rückstand; hier: dynamische Liste der Arbeitsauf- träge; Abschnitt "zu tun" billionaire → Milliardär(in) column → Abschnitt	 Zusammenbruch, nervliche Krise
	minimal viable product Minimal produkt
	panel discussion Podiumsdiskussion
	quarrel - Streit
don't get your honey	resign > zurücktreten,
where you get your money ifml. • keine Affäre mit	ausscheiden
Kollegen/Kolleginnen	slot ► Zeitfenster,-nische
goddamn ifml.	sprint - hier: Arbeitsschritt
 gottverdammt 	squeak - schreien
hybrid hier: mit in Präsenz	stand-up ifml. • kurzes
und zugeschalteten Teilneh-	Meeting im Stehen
menden	technician - Techniker(in)
in progress ► hier: in Arbeit, läuft	venue Veranstaltungsort
	yoga practitioner
	Person, die Yoga macht

[32] Exercise: True or false? M

Elisa: Now, it's time to test your understanding of what you have just heard. Listen to the following statements and decide whether they are true or false. After each statement, you'll hear a beep and then you'll find out if the statement was true or false

- 1. A technical hiccup at the start of the keynote presentation makes everyone laugh.
- This statement is true. A hamster appears on the screen instead of the keynote speaker. A "technical hiccup" is a technical problem. The word "hiccup" has two meanings. It can either be translated as Schluckauf or Problemchen, depending on the context. Here, it refers to a temporary problem.
- 2. Agile conferences involve lots of stretching and yoga.
- This statement is false. An agile conference would focus on a certain approach to organizing projects. Agile methods are often used in software design.
- 3. Julie is confident that the livestream will go smoothly.
- This statement is false. Julie thinks the livestream could go wrong. She suggests recording the remote presentations and saving them on the company intranet.
- 4. All of the presenters are on-site in San Francisco

 This statement is false. The conference is hybrid, which means some presenters are on stage in San Francisco and others do virtual presentations.

agile

 agil, flexibel, dynamisch approach

Herangehensweise

hybrid hier: mit in Präsenz und zugeschalteten Teilnehmenden

on-site

vor Ort

keynote Haunt-

remote presentation

Online-Präsentation

CONCLUSION

[33] Until next time... E

James: Now, it's time to say goodbye, but it won't be long until we're back with more exercises, articles and interviews for you to enjoy.

Elisa: Thanks everyone.

James: Bye bye!

IMPRESSUM

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Engineering and optics

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Paid social media

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Pay transparency

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- 16. Exercise: Pay transparency vocabulary

E 1:33

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COMMUNICATION

INTERCULTURAL BUSINESS

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CAREERS

CAREER COACH

Getting back up again

- **25.** Introduction **E** 0:17
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LANGUAGE

ENGLISHFOR...

A caravan trade fair

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SHORT STORY

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CONCLUSION

33. Until next time... **Ē** 0:26

Total playing time 59:12