

EASY E

CEF level A2

MEDIUM M

CEF levels B1–B2

ADVANCED A

CEF levels C1–C2

CEF: European Framework of Reference for Languages

INTRODUCTION

[1] Let's get started! E

James Phoon: Hi, everyone. It's great to have you with us.

Elisa Moolecherry: This issue, we explore a wide variety of topics, from a monk who turned his passion into his profession and became a millionaire in the process to the essential language for rental agreements.

James: We also hear from ergonomics expert Caitlin Parsons who shares her tips to help you to sit comfortably while working.

Elisa: There's lots more, too, so we'd better get started. Ready?

James: Let's go!

TRENDS

NAMES AND NEWS

[2] A soldier's wife E

James: As the war in Ukraine continues, it is no surprise that defence is on a lot of people's minds. Over the past years, there has been a noticeable increase in the number of women in

the armed forces in NATO countries. Let's find out more about this trend.

A recent Trendence survey in Germany found that the army was the second most popular career choice among girls — just behind the police. And data shows that more and more women are choosing a career in uniform. Since 2000, the number of women in the armed forces of NATO countries has doubled, and 85 per cent of NATO members have opened all military positions to female recruits. Women make up about 12 per cent of NATO's full-time military personnel.

However, the overall number hides some big differences. France, where about 16 per cent of recruits are women, is above average. But the country with the highest female participation, with 20 per cent, is Hungary. On the other hand, Turkey has a participation rate of just 0.3 per cent, although all military jobs are (theoretically) open to women. This suggests wider cultural factors may be holding Turkish women back.

The number of female soldiers in Europe is likely to rise further, as the war in Ukraine has led to big increases in defence spending and troop numbers.

Business Spotlight 10/2022, p. 8

armed forces ➤ Streitkräfte
army ➤ Armee

female recruit ➤ Rekrutin
overall ➤ Gesamt-

survey ► Umfrage

troop numbers

► Truppenstärke

[3] Is sleep working?

Elisa: Sleep is a necessary bodily function. If we don't have enough of it, then we cannot work to the best of our ability. Many people's daily routines have changed a lot since the start of the Covid-19 pandemic. These changes have made people rethink nine-to-five schedules and the true value of sleep.

Every year, the US economy suffers more than \$44 billion (€42.5 billion) in productivity losses because of a lack of sleep. Awareness of the importance of sleep has risen since Covid-19 forced many people to work from home (often from bedrooms). At first, time saved by not travelling to work provided a chance to get more sleep. As the pandemic went on, however, new problems appeared. "We lost our important biological cues, such as light exposure in the daytime, meal times, social rhythms and exercise times," Abhinav Singh, medical director of the Indiana Sleep Center, explained to the *Financial Times*.

Businesses are beginning to see advantages to allowing employees to work when they're most productive. It has become clear that fixed, nine-to-five-style work times do not suit many workers. Studies show that only about ten per cent of people are "larks", who naturally wake

up early. Around 30 per cent are "owls", awake until late at night — with the rest of us somewhere in-between. Most urgently, experts want us to forget the myth that managing on very little sleep is a sign of success.

Business Spotlight 10/2022, p. 9

billion ► Milliarde(n)

cue ► Hinweis, hier: Taktgeber

exercise ► hier: Sport

lark ► Lerche

light exposure

► Lichtexposition

nine-to-five schedule

► geregelte Arbeitszeit
(schedule ► Zeitplan)

owl ► Eule

[4] That's (the future of) entertainment

James: While many parents might think their children are wasting their time playing video games, it turns out this hobby could in fact lead to a good way of making money in the future. Let's listen to a real-life example where the screen time really did pay off.

While growing up in Seattle, Emmett Shear used to fight with his parents about how much time he spent playing video games. Of course, they couldn't have known that their son's passion for games would lead to the creation of a revolutionary media company. Shear is a co-founder and the CEO of Twitch, the fast-growing streaming service best known for gamers live-streaming themselves as they play.

Video games used to be played alone. Now, Twitch allows gamers to build a community and monetize their content. Shear told *Hemispheres* magazine: "I think we are at the start of something really important and transformative with this thing people are calling 'the creator economy', where people are increasingly able to earn money, often even a living, by creating for each other online." In 2014, Amazon bought Twitch and, since then, it has expanded well beyond video games, offering users a platform to create "lifecasts", which are live streams of activities they're passionate about — from cooking to music or even stock trading.

Business Spotlight 10/2022, p. 9

CEO (chief executive officer) ▶ Geschäftsführer(in)
co-founder ▶ Mitgründer(in)
living ▶ Lebensunterhalt
monetize sth.
 ▶ etw. zu Geld machen

passionate: be ~ about sth.
 ▶ von etw. hellauf begeistert sein
pay off ▶ sich lohnen
stock trading ▶ Aktienhandel
turn out ▶ sich herausstellen

INNOVATION

Cosmetics and infrastructure

[5] A better way to be beautiful M

Elisa: Have you ever had a closer look at the ingredients in make-up? Although it might come as a surprise, sharks might have more to do with the average make-up routine than you previously thought. Let's find out more.

Lots of fashionable skincare products contain something called "squalane". This is made from squalene oil, which comes from sharks. Every year, millions of sharks are hunted for this reason. As more consumers demand animal-free products, gene-editing technology could transform the industry — and make cosmetics cheaper.

Amyris, a US biotech company, uses gene editing to produce squalene in a lab. The oil is naturally produced by enzymes in the shark's liver. Having identified which of the shark's genes produce the enzymes, scientists implant them into a microbe, which then produces the oil. The microbe is fed primarily on small amounts of sugar. "We can actually replace the production of all the squalene in the world by using sugar cane that's grown on one square kilometre of land," Dr Sunil Chandran, chief science officer at Amyris, told *The Economist*.

This is thanks to the huge fall in the cost of gene sequencing over the past ten years. It has made gene editing a realistic alternative to traditional methods of making cosmetics and could save more than just the sharks.

Business Spotlight 10/2022, p. 11

chief science officer
 ▶ etwa: Leiter(in) Forschung und Entwicklung

gene editing
 ▶ Gen-Editierung, Modifizierung von Zell-DNA
gene sequencing
 ▶ Gen-, DNA-Sequenzierung

ingredient

➤ Zutat, Bestandteil

lab(oratory) ➤ Labor**liver** ➤ Leber**shark** ➤ Hai**squalene** ➤ Squalen**sugar cane** ➤ Zuckerrohr**[6] Highway in the sky** **M**

James: Drones are becoming increasingly normal. They do useful work, but up until now, their purpose has been limited because there are already too many flying objects in the air that they could crash into. Project Skyway wants to ensure that the sky really is the limit for drones in Britain. Let's find out more about this project.

Drones do many important jobs, such as inspecting infrastructure or crops, and delivering everything from parcels to pizza. In crowded airspace, however, drones must be heavily regulated to avoid collisions with other aircraft, and that limits their usefulness.

Technology is being developed to allow drones to avoid other aircraft automatically, but installing it on a drone would add lots of weight and cost. A better idea might be to install the equipment on the ground. This is what Britain is planning with Project Skyway, a 265-kilometre superhighway for drones. Essentially consisting of airspace corridors that connect six cities, including Oxford and Milton Keynes, Skyway will use ground-based sensors to guide

drones safely to their destinations from mid-2024. If a collision looks likely, the software can order drones to stop or land.

By some estimates, nearly 900,000 commercial drones will be buzzing around Britain by 2030. Skyway will give them the freedom to fly. Dave Pankhurst, director of drones at the telecoms company BT, told the BBC: "It's going to open up so many opportunities."

Business Spotlight 10/2022, p. 11

aircraft ➤ Flugzeug(e),
Fluggerät(e)**airspace** ➤ Luftraum**buzz around**
➤ herumschwirren**crop** ➤ Anbaupflanze**drone** ➤ Drohne**ensure sth.**
➤ etw. sicherstellen**parcel**
➤ Päckchen**PROFILE****Jay Shetty****[7] From monk to millionaire** **M**

Elisa: Meditation can be a great way of clearing your head and calming yourself down, but for one man, it also led to a big increase in income. Jay Shetty turned the wisdom he acquired at the ashram into a successful purpose-driven business. Let's find out more.

Jay Shetty wants to give people the wisdom they need to take control of their lives and live according to their dharma, a person's true calling. "Imagine a world where everyone lived

their passion,” he says. “We’d be better people.” As a well-known podcaster, author, YouTuber, motivational speaker and life coach, Shetty has given keynote speeches at companies such as Google and HSBC. He’s also won two Streamy Awards, for excellent online content, in the categories Best Podcast and Health and Wellness.

The decisive moment in Shetty’s career came in his early 20s, when he became a Vedic monk. While still a student in London, he heard a talk given by a monk called Gauranga Das, who spoke of selfless sacrifice and minimalism. Despite his strong academic background, Das had given up lucrative career possibilities to become a monk, share his wisdom, and teach the importance of mindfulness and service.

Feeling inspired by Das’s dedication, Shetty began dividing his university holidays between work placements in London’s finance industry and training programmes with the International Society for Krishna Consciousness, in India — two worlds that seemed at odds with each other. When he was 22, Shetty moved to Mumbai to live as a monk in an ashram, a spiritual retreat common in Hinduism and other Indian religions. He slept on the floor, woke up at four in the morning and meditated for up to eight hours a day. It was there that Shetty learned the importance of service and the healing power of gratitude and meditation. In his bestselling book, *Think Like a Monk*, published in 2020,

Shetty writes: “Service helps other people and helps us. We don’t expect anything in return, but what we get is the joy of service. It’s an exchange of love. When you’re living in service, you don’t have time to complain and criticize.”

Going back to work and going viral

After three years, Shetty moved back to Britain to share his new wisdom. The transition from full-time monk back into the world of work wasn’t easy. “No one wants to hire you when your résumé says ‘served as a monk for three years,’” he wrote. He began developing his own content, as he believed it would serve others. Later, he was hired by Accenture, an IT services and consulting company, to produce online shows that he hosted and edited. His videos caught the attention of Arianna Huffington, who brought him to New York to host a show for her company *HuffPost* (formerly *The Huffington Post*).

Realizing the transformational potential of everything he’d learned, Shetty started his own video agency. “My vision is to make wisdom go viral,” he says. “I want to make timeless wisdom and behavioural science about life and the mind more accessible, relevant and practical for each and every single one of you.”

Business Spotlight 10/2022, pp. 12–13

accessible ► (leicht)
zugänglich

calling ► Bestimmung

dedication ► Engagement

edit sth. ➤ etw. redaktionell bearbeiten

go viral ➤ sich rasend schnell verbreiten

gratitude ➤ Dankbarkeit

host sth. ➤ etw. moderieren

keynote speech

➤ Grundsatzrede

mindfulness ➤ Achtsamkeit

monk ➤ Mönch

odds: be at ~ with sth.

➤ im Widerspruch zu etw. stehen

purpose-driven

➤ zweck-, zielgerichtet

résumé US ➤ Lebenslauf

retreat ➤ Zufluchts-, Rückzugsort

talk ➤ hier: Vortrag

transition

➤ Umstellung

Vedic ➤ vedisch

work placement UK

➤ Praktikum

HEAD-TO-HEAD

Do we need meeting-free days?

[8] Dialogue: Meetings, meetings

James: Most jobs involve meetings in some shape or form, but is there such a thing as too many meetings? Would workers benefit from having meeting-free days in their calendar or is this an unnecessary measure? Listen to this dialogue between two colleagues with different ideas about this topic.

David: Wow, I have just come out of my fifth meeting of the day. I feel like I have a bad case of Zoom fatigue.

Jonas: I know what you mean, spending so much time in meetings is exhausting. Do you want a coffee?

David: Oh, go on then! It might wake me up a bit. To be honest, I really wish we had some

meeting-free days. I am always in meetings, and I feel that I am constantly behind with the work I need to get done.

Jonas: I don't know. I find meetings can actually break up the day sometimes.

David: Oh, really? I see them as more of an interruption a lot of the time. I prefer to focus on the tasks on my to-do list, prioritize them and get them done as soon as possible, but meetings often get in the way of that.

Jonas: Don't get me wrong, meetings can be a pain, especially if they aren't productive. I think it's really important to set a meeting agenda, so everyone knows the purpose of the meeting. For me, it's helpful to include a summary at the end, so everyone feels they have understood the key points of the meeting and the decisions that have been made.

David: I see where you are coming from. Improvements can definitely be made to make meetings more efficient, but I still think it would be a good idea to have designated days without any meetings at all. A lot of the time I feel like I am being micromanaged. If there was more trust, then the managers in this company wouldn't feel the need to check in with us so often.

Jonas: Trust is definitely important, but I think communication is essential to make people feel like they are part of a team. Especially with the pandemic and so many people working from

home, I think meetings can actually help people to feel more connected to their teammates.

David: I suppose it depends on your style of working. I am very independent, and I like to just get my head down and do my own thing. That's why I am not so keen on meetings. I think occasional check-ins can be useful, but there is no need for back-to-back meetings.

Jonas: Well, exactly, nobody would want a day full of meetings, and that would be my concern if we had meeting-free days — the number of meetings on the other days could really stack up. I prefer to have my meetings spread out over the week, so I can prepare for them and ensure that they are productive and engaging.

David: I see what you mean. Well, all I know is something has to change soon. I have to get back to my computer. I have another meeting starting in five minutes. Wish me luck!

Business Spotlight 10/2022, pp. 16–17

agenda ➤ Tagesordnung

back-to-back ➤ (unmittelbar) aufeinanderfolgend

break sth. up

➤ hier: etw. untergliedern

designated ➤ hier: bestimmt

engaging

➤ hier: motivierend

ensure sth.

➤ etw. sicherstellen

exhausting

➤ anstrengend, strapazierend

fatigue ➤ Ermüdung; hier

auch: Überdross

keen: be ~ on sth.

➤ von etw. angetan sein

micromanaged: be ~

➤ bis ins kleinste Detail kontrolliert werden

pain: be a ~ if/m! ➤ nervig sein

stack up ➤ sich stapeln

summary

➤ Zusammenfassung

topic ➤ Thema

[9] Comprehension: Meeting-free days

James: Now let's test your understanding of the dialogue you have just heard. You will hear a series of statements about some of the words and phrases used. You will have to decide whether they are true or false.

- Ok, here's the first one: zoom **fatigue** refers to the tiredness that people feel after spending a long time participating in Zoom calls.
 - This statement is true. Fatigue is another way of saying tiredness, and Zoom is the name of the software often used by colleagues to speak to each other via video call.
- Ok, here's the next one: an **interruption** is an unwelcome change in activity that distractions someone from what they were doing.
 - This statement is true. An interruption is an unwelcome change in activity. If a meeting interrupts someone's day, this is negative, but if a meeting breaks up someone's day, then this is positive because the activities in the day are in more manageable blocks of time.
- And here's another one: if someone feels that they are **being micromanaged**, then they enjoy their manager's attention to detail.
 - This statement is false. If someone feels that they are being micromanaged, then they find their manager too controlling and intrusive.

4. And here's another one: **back-to-back meetings** are meetings where people constantly disagree about what is being discussed.
- This statement is false. Back-to-back meetings are meetings that are scheduled one after the other with no break in between them.
5. And here's the last one: if a meeting is **engaging**, it requires a lot of hard work and dedication.
- This statement is false. If a meeting is engaging, it is interesting and motivating.

James: Well done. If you got any of those wrong, then repeat the exercise.

Business Spotlight 10/2022, pp. 16–17

break sth. up

• hier: etw. untergliedern

break

• Pause

distract sb. • jmdn. ablenken

intrusive

• aufdringlich

schedule sth.

• etw. anberaumen

COMMUNICATION

START-UP

The language of start-ups

[10] Dialogue: Start-ups M

Elisa: How familiar are you with the language of start-ups? Listen to this dialogue between the two co-founders of a start-up. In the following track, we'll test your understanding of what they spoke about, so pay attention! Let's go.

Emma: I have just had a phone call with a potential investor. He was really impressed, and he loved our company concept.

Daniel: Wow, I always thought our idea for a self-cleaning grill was a good one, but it's great to get some validation that we are on the right track.

Emma: He wants to meet us next week to take a closer look at our business plan and our projections for the coming year.

Daniel: That sounds hopeful. We could really do with some venture capital to get us up and running.

Emma: I know, he told me he would run through our plans with a fine-tooth comb, and if he doesn't think we are ready for investment just yet, then he has a contact that runs an incubator for start-ups. He also gave me some contact details for a couple of accelerators that could help us to raise funds.

Daniel: There's so much to consider, but I think if we put the work in now, we could easily turn into one of those unicorns you read about in business magazines. It won't be long before our self-cleaning grill is a household staple. I'm sure of it!

Business Spotlight 10/2022, pp. 28–29

accelerator • Beschleuniger;

hier: Akzelerator

co-founder • Mitgründer(in)

fine-tooth comb:

run through sth. with a ~

• etw. gründlich untersuchen

get sb./sth. up and running

- jmdn./etw. in Gang bringen

incubator

- Gründerzentrum

projection

- Prognose

raise funds

- finanzielle Mittel beschaffen

household staple

- hier: in jedem Haushalt vorhandenes Gerät
(**staple** ► Grundnahrungsmittel)

track: be on the right ~

- auf dem richtigen Weg sein

unicorn

- Einhorn; hier: Unicorn

venture capital

- Risikokapital

[11] Comprehension: Check your understanding

Elisa: Now that you've listened to that dialogue, it's time to check that you understood some of the specific vocabulary that the two co-founders used when talking to each other. Complete the definitions of some of the subject-specific words and phrases used. First, you'll hear the word or phrase and then you'll get two options to choose from. Here goes!

1. In the context of the conversation you have just heard, a **potential investor** is...

- a) someone who is interested in providing money for the development of an idea or company.
 - b) someone who is seeking funds for the development of a project.
- The correct answer is option a).

2. If you receive **business idea validation**, then...

- a) someone affirms that your idea is a good one.
- b) you are given a date when you can officially start your company.

► The correct answer is option a).

3. **Venture capital** is...

- a) a prime location for a start-up, usually a capital city.
- b) early-stage funding for start-ups and small businesses.

► The correct answer is b).

4. A **start-up incubator**...

- a) helps fully functional businesses to attract more customers.
- b) helps start-up founders to turn their initial ideas into early-stage products or services.

► The correct answer is b).

5. If a company is referred to as a **unicorn**,...

- a) then it is a start-up that is valued at over \$1 billion.
- b) the idea behind it is ambitious, but not very realistic.

► The correct answer is a).

Elisa: Well done! If you got any of those wrong, then go back and try the exercise again.

Business Spotlight 10/2022, pp. 28–29

billion ► Milliarde(n)

co-founder ► Mitgründer(in)

funding

► Mittelbeschaffung

BUSINESS SKILLS

Interesting conversations

[12] How to make interesting conversation

James: While conversation might come easy to some people, for others, the idea of talking to people you have never spoken to before might seem a little scary. Business Spotlight correspondent Ken Taylor has broken down the art of interesting conversation into a simple how-to guide. Let's listen to his tips.

Professional networking often takes place in informal settings — during a break at a conference, at a social event or over a cup of coffee. Through conversations, you can build mutually beneficial relationships with the people you meet and create a strong professional network, which may help your career development. The most successful people are often the most connected. But what if talking to strangers doesn't come naturally? Let's look at some simple techniques that can make your conversations more interesting and easier to manage.

Ice-breaking

“Nice weather, isn't it?” This is something of a cliché, of course, but with good reason. As a conversation starter, the weather works. It's a neutral subject that's difficult to disagree about — the perfect icebreaker, but not the only one.

You can use the context you are in. For example:

- Your names (*How do you pronounce your name? Is that a French name?*)
- Company names/logos (*What does the company logo signify?*)
- Visual references (*This is an unusual-looking building, isn't it?*)
- Third parties (*I thought the presenter was excellent. Do you know her name?*)
- Atmosphere (*There's a lot going on. Have you heard some good talks so far?*)

It helps to be proactive. After you make a statement, listen carefully to the reaction and follow up with a question. Then listen carefully to the answer.

Asking questions

The best conversationalist I've ever known is a former co-worker. He often speaks relatively little but always gets the other person to talk a lot. He does it by asking open questions — which usually start with “what”, “why”, “how”, etc. (*What did you do next? How did you manage that? Why did they want to know that?*) These questions get people talking.

You can ask closed questions to clarify specific information. (*Did that happen recently? Have you heard him speak before?*) Closed questions explore your partner's thoughts in more detail and ensure that you understand what they are saying.

Listening for clues

Many people feel nervous when talking to someone they don't know, and a common nervous reaction is to talk too much. But to have a good conversation, listening is just as important as speaking. Listen for clues that can help you discover your partner's interests and experience. Your partner might mention their family. Reciprocate by talking about yours (*My son has also just started school.*) and ask more about theirs. They might mention a name you recognize. Ask how they know the person. (*That name rings a bell. Who is she?*) You can also drop some clues about yourself and see whether your partner follows them up. (*I haven't lived in London very long. I'm still learning where everything is.*)

Sharing interests

Conversations really get going when you find mutual interests or shared experiences. There are several areas you can explore to see if you're on the same wavelength.

Can you find hobbies or interests you have in common? (*Do you follow football at all?*) Have you lived or worked in the same places? (*Where exactly in the US are you based?*) Do you have any colleagues or acquaintances in common? It can just as easily be a mutual dislike — such as food, unpleasant experiences or difficult situations. (*I try to avoid long flights. Jet lag doesn't agree with me.*)

Listen especially for your partner's "hot buttons" — those interests that light up their eyes and get them talking. Encourage them to tell you more by asking follow-up questions.

The business of networking

It is easier to find common business concerns after building a social relationship with shared interests. Start by discussing business in general. (*Supply-chain issues have been challenging for the whole industry.*) Then go on to describe in a couple of sentences what your organization does and what you do there. Be positive, brief and clear. This can be a basis for learning more about each other's business interests.

Good conversational skills are an important tool for building business connections, and a wide network with people at all professional levels lets you share ideas and skills. And, on a personal level, having more people in your life gives you the chance to make new friends.

Business Spotlight 10/2022, pp. 30-32

acquaintance ➤ Bekannte(r)

agree with sb.: sth. doesn't ~

➤ hier etwa: jmd. verträgt etw. nicht gut

based: be - in...

➤ seinen Sitz in ... haben

break sth. down

➤ etw. zerlegen, aufschlüsseln

break ➤ Pause

brief ➤ kurz(gefasst)

clarify sth.

➤ etw. (ab)klären

clue ➤ Hinweis

drop sth. ➤ hier: etw. beiläufig erwähnen

ensure sth.

➤ etw. sicherstellen

follow sth. up

➤ hier: auf etw. eingehen

follow up with a question

- eine Anschlussfrage stellen

hot button US *ifml.*

- hier: Thema, das eine intensive Reaktion hervorruft

industry • hier: Branche**issue** • Problem**mutually**

- wechselseitig

reciprocate sth.

- etw. erwidern

ring a bell (with sb.) *ifml.*

- (jmdm.) bekannt vorkommen, (jmdn.) an etw. erinnern

scary • beängstigend**setting** • Rahmen,

Atmosphäre

supply chain

- Lieferkette

talk • hier: Vortrag

[13] Essential phrases for having interesting conversations

James: Now, let's practise some phrases that are useful for having interesting conversations. First, you'll hear what to say and then you'll hear some of the words you'll need. In the pause, form the necessary phrase. Afterwards, you'll hear the correct version. Don't worry if your phrase is slightly different from ours. Then repeat the correct version. Ready? Here's the first one.

1. You want to break the ice by referring to the other person's company.

- Use "that", "interesting", "company" and "logo".
 - That's an interesting company logo.
2. You ask your partner an open question.
- Use "why", "think", "that" and "happened".
 - Why do you think that happened?

3. You ask your partner a closed question.

- Use "were", "there" and "a long time".
 - Were you there for a long time?
4. You listen for clues in what your partner says.
- Use "interesting", "tell" and "more".
 - Interesting. Tell me more.
5. You share interests with your partner.
- Use "saw", "really good", "film" and "last week".
 - I saw a really good film last week.
6. You talk business.
- Use "hope", "things", "pick up" and "soon".
 - Let's hope things pick up soon.

James: Excellent. Well done!

Business Spotlight 10/2022, pp. 30-32

[14] Essential words for having interesting conversations

James: In this exercise, first you'll hear a dialogue between Phoebe and Nathan. Then, we'll test you on some of the words used. OK, listen very carefully.

Nathan: Hi, Phoebe. Are you enjoying the conference so far? Have you been to any interesting talks this morning?

Phoebe: Oh, hi. It's nice to see a familiar face! I was just at a really depressing presentation on the effects of Brexit on business. They don't expect things to pick up any time soon. I'm ready for this break, I can tell you.

Nathan: Oh, dear. I avoided that one — bad news doesn't agree with me. Why don't we get a coffee and practise our conversation techniques?

Phoebe: Yes, OK. I'm glad you're here. I often get a bit nervous when I don't know anyone. It can sometimes be so awkward making conversation with strangers.

Nathan: I know what you mean, but these informal settings are good for networking. When it comes to making conversation, I try to remember that listening is more important than talking.

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: "chats" OR "talks"

Nathan: Have you been to any interesting [beep] this morning?

► Have you been to any interesting talks this morning?

2. And here's the next pair of words: "pick up" or "take up"

Phoebe: They don't expect things to [beep] any time soon.

► They don't expect things to pick up any time soon.

3. And here's another pair of words: "pause" or "break"

Phoebe: I'm ready for this [beep], I can tell you.

► I'm ready for this break, I can tell you.

4. And here's the next pair of words: "agree with" or "bear with"

Nathan: ... – bad news doesn't [beep] me.

► ... – bad news doesn't agree with me.

5. And another pair of words to choose from: "techs" or "techniques"

Nathan: Why don't we get a coffee and practise our conversation [beep]?

► Why don't we get a coffee and practise our conversation techniques?

6. Here's the last pair of words: "settings" or "sites"

Nathan: ..., but these informal [beep] are good for networking.

► ..., but these informal settings are good for networking.

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

Business Spotlight 10/2022, pp. 30–32

agree with sb.: sth. doesn't ~

► hier etwa: jmd. verträgt etw. nicht gut

awkward ► schwierig, unangenehm

pick up ► sich erholen

setting ► Rahmen, Atmosphäre

talk ► hier: Vortrag

HISTORY

BBC trivia

[15] Quiz on the BBC 📺

James: The BBC is one of the most well-known British institutions in the world, but how much do you really know about it? Test your knowledge with this fun quiz. You'll hear an incomplete sentence and then two options to choose from. Complete the sentence by choosing the correct option.

- In 2022, the BBC...
 - turns 75 years old.
 - is celebrating its centenary anniversary.
 - The correct answer is **b)**. In 2022, the BBC is celebrating its centenary anniversary.
- An informal name for the BBC is...
 - the Beeb.
 - the Uncle.
 - The correct answer is **a)**. An informal name for the BBC is the Beeb.
- The BBC has...
 - five international TV channels, more than 30 radio stations and a vast website.
 - eight national TV channels, more than 50 radio stations and a vast website.
 - The correct answer is **b)**. The BBC has eight national TV channels, more than 50 radio stations and a vast website.
- Boris Johnson once referred to the BBC as...
 - the Brexit Bashing Corporation.
 - the Brilliant Brexit Corporation.

- The correct answer is **a)**. Boris Johnson once referred to the BBC as the Brexit Bashing Corporation.
- According to the UK National Union of Journalists,...
 - 81 per cent of British adults use the BBC in some form every day.
 - 91 per cent of British adults use the BBC in some form every week.
 - The correct answer is **b)**. According to the UK National Union of Journalists, 91 per cent of British adults use the BBC in some form every week.
 - The BBC is mainly funded...
 - by TV licence holders.
 - by private investors.
 - The correct answer is **a)**. The BBC is mainly funded by TV licence holders.
 - One thing that sets the BBC apart from competitors like Netflix and Amazon Prime is...
 - it caters to niche markets, like Britain's 883,000 Welsh speakers.
 - all of its programmes are available in sign language.
 - The correct answer is **a)**. One thing that sets the BBC apart from competitors like Netflix and Amazon Prime is it caters to niche markets, like Britain's 883,000 Welsh speakers.

8. The BBC's funding model is...

a) likely to change in the years to come because some politicians say the current model is not sustainable.

b) likely to remain the same as the support provided by public funding is the best way of ensuring that this traditional broadcaster survives industry changes.

➤ The correct answer is **a)**. The BBC's funding model is likely to change in the years to come because some politicians say the current model is not sustainable.

9. The BBC World Service...

a) is available in more than 50 languages.

b) is available in more than 40 languages.

➤ The correct answer is **b)**. The BBC World Service is available in more than 40 languages.

10. Today, Britain's most popular streaming service is...

a) the BBC's iPlayer, but Netflix comes in at a close second.

b) Netflix, even though the BBC's iPlayer is available at no extra cost to all TV licence holders.

➤ The correct answer is **b)**. Today, Britain's most popular streaming service is Netflix, even though the BBC's iPlayer is available at no extra cost to all TV licence holders.

James: Well done! Did you get all the answers right? If not, go back and try this exercise again.

Business Spotlight 10/2022, pp. 33

bash sb. ➤ hier: jmdn. schlechtmachen

broadcaster ➤ Sender

cater to sb./sth.

➤ jmdn./etw. beliefern

centenary ➤ hundertjährig

competitor ➤ Mitbewerber(in), Konkurrent(in)

corporation ➤ Gesellschaft, Unternehmen

ensure sth.

➤ etw. sicherstellen

fund sth. ➤ etw. finanzieren

industry ➤ hier: Branche

niche market

➤ Nischenmarkt

public funding

➤ öffentliche Mittel

set sb./sth. apart from sb./sth. ➤ jmdn./etw. von jmdm./etw. abheben

sustainable

➤ zukunftsfähig

union ➤ Gewerkschaft

vast ➤ riesig, groß;

hier: umfangreich

CAREERS

CAREER COACH Write with your brain

[16] The art of brainwriting

Elisa: You've probably heard of brainstorming, but you might not be so familiar with brainwriting. Career Coach Frank Peters explores what sets this technique apart from brainstorming.

You know the feeling. It's time to give a special treat to a customer or co-worker — maybe the holidays are coming up; maybe you just want (or need) to give them a boost. The problem is: you don't know what to do. You might have some ideas, but perhaps they've been done before or they're just not practical. You need new ideas, and you need them fast.

And what do we normally do in the corporate world if we need some new ideas? We brainstorm. We invite team members into a meeting room. On a whiteboard or flip chart, we write down the question: “What can we do to surprise our customers this time?” And the brainstorming begins. Or, rather, the drama begins.

The chatty, dominating colleagues throw out their ideas, while others sit silently, hoping not to be noticed. As soon as the boss makes a suggestion, people jump on it, and that often determines the direction the brainstorming session will go in. In the end, the ideas on the flip chart are either ideas you expected to hear or the same ideas from the last brainstorming session. Really new or inspiring ideas rarely make it on to the flip chart.

Why doesn't brainstorming result in new ideas?

In brainstorming, people must feel free to speak without fear of judgement. But, of course, we are all human and we all judge — even if we don't want to. We may not say anything out loud, but even a change in body language is often enough. We might shake our head slightly or let out a little sigh when one colleague (let's call him Joe) makes a suggestion.

Obviously, this will have a negative effect on Joe's creativity. What's worse, the same negative effect may spread to the rest of the team. If people don't feel accepted and respected, they

become defensive, and this is demotivating and can lead to conflict. It's certainly not uplifting to spend an hour together, and the result is a collection of stale, uninspired ideas. In extreme cases, brainstorming sessions can fail before they begin — if people have had bad experiences before, they'll probably have a negative attitude from the start.

It is not surprising then that numerous studies of brainstorming in groups have shown that it's frequently a waste of everybody's time. Another problem is the failure to build on the ideas of others. In brainstorming sessions, people tend to present ideas they've always wanted to share and don't pay much attention to what other people are saying. This means that potentially good thoughts are not developed into practical suggestions.

More often than not, brainstorming sessions end in frustration and no original ideas. But there's hope! Allow me to present an alternative to classic brainstorming. It sounds similar but is actually very different. I'm talking about “brainwriting”. There are a number of variations out there, but I like the 6-3-5 technique: six people write down three ideas in each round and pass on their ideas to others five times.

How does brainwriting work?

Imagine your team has six members. Each of you has a piece of paper and draws two vertical

and five horizontal lines, making a table of three columns and six rows. Of course, you could prepare a beautifully printed-out table, but in my experience, it's good have people draw their own. Wiggly, hand-drawn lines suit our purpose for this session: collect ideas, be quick and don't overthink it. It doesn't have to be perfect.

Everyone writes the question or problem or challenge at the top of the sheet. Explain the rules of the session: don't censor yourself; build on existing ideas; wild ideas are welcome; work quietly.

Before you start, it might be helpful to warm up your colleagues' creativity. In their daily work, they may not be used to coming up with wild ideas.

My preferred warm-up:

- Think of a thing that is as big as your hand.
- Write down the ideas you have about how to use this thing. Wild and unusual ideas are welcome. Two minutes for that.
- How could you earn money with this thing? Two minutes.

You'll notice that people start to open up and realize that they can produce a lot of ideas in a short period of time.

Once everybody is warmed up and feeling creative, the first round of brainwriting begins. In five minutes, you write down three different ideas in the top row. After that, you pass on the sheet to the next person.

In the next round, you read the ideas already written on the sheet you've been given, then you write down three new ideas. Encourage everyone to build on the suggestions that are already there. Five minutes later, you again pass this sheet on and the third round starts. You get the idea.

What are the results?

If you do a quick calculation, you'll see that, in 30 minutes, you generate 108 ideas. Awesome! More importantly, the shortcomings of classical brainstorming are eliminated. Everybody participates. As you work in silence, there's no judging. And people automatically build on the ideas of others, as they first read the existing ideas on their sheet before writing down new ideas.

If your team does this, you'll not only get lots of ideas to work on in the next days, but there are also some cool side effects:

- You'll have also done something for your team spirit.
- Your team will feel proud of having produced so many new ideas so quickly.
- Some members may feel like they've been creative for the first time in their careers.
- Furthermore, there are almost always some funny or quirky ideas that will make you laugh.

So, the next time you feel like brainstorming, remember this article and invite your team to a 30-minute brainwriting session. Your team will be grateful. And your customers, too.

Business Spotlight 10/2022, p. 38–41

awesome ifml. ➤ großartig

chatty ➤ mitteilend

column ➤ Spalte

corporate ➤ Unternehmens-

give sb. a boost ➤ jmdn. (moralisch) stärken, ermutigen

jump on sth. ➤ hier: etw. bereitwillig aufgreifen

numerous ➤ zahlreich

purpose ➤ hier: Zielsetzung

quirky ➤ skurril

shortcoming

➤ Unzulänglichkeit, Defizit

special treat: a ~

➤ etwas Besonderes

stale ➤ abgestanden, fad;

hier: fantasios

table ➤ hier: Tabelle

uplifting ➤ erhebend, aufmunternd

wiggly line ➤ Schlangenlinie

wild ➤ hier: ungewöhnlich

LANGUAGE

ENGLISH FOR... Rental agreements

[17] Exercise: False friends 🇩🇪

Elisa: Let's continue by looking at a false friend related to the topic of rental agreements. 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 an English word and sentence into German, being careful to avoid the false friend. Let's begin.

Elisa: Our word refers to the money you pay on a monthly basis to the owner of a flat. Please translate this word.

English: rent

German: Miete

Elisa: Don't say Rente as this is used for the money you receive after you have retired. This is "pension" in English. The German translation of the English word "rent" is Miete. Translate the following sentence.

English: How much rent do you have to pay for your house?

German: Wie viel Miete müsst ihr für euer Haus zahlen?

[18] Exercise: Don't mix us up! 🇩🇪

Elisa: And now we'll practise the use of the false friend you have just heard about. First, you'll hear a sentence with a beep. In the pause, decide whether you need "rent" or "pension" instead of the beep. Then you'll hear the right sentence again. Ready?

1. Our new flat is much bigger, but the [beep] is lower.
➤ Our new flat is much bigger, but the rent is lower.
2. His [beep] rose by 1.5 per cent.
➤ His pension rose by 1.5 per cent.
3. There are two beeps in the following sentence.

- Her [beep] will be so low that she won't even be able to afford the [beep] for a one-bed apartment.
- Her pension will be so low that she won't even be able to afford the rent for a one-bed apartment.

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

Business Spotlight 10/2022, pp. 42–43

rental agreement

➤ Mietvertrag

topic ▶ Thema

SKILL UP! Environment

[19] Exercise: Essential environmental words

James: OK, let's "skill up" on our language now with some words that are essential when talking about the environment. First, you'll hear a definition of a word. Then, you'll hear two suggestions for the word that is being defined: **a)** and **b)**. In the pause, choose the correct option. OK? Here's the first one.

- The gases contributing to the greenhouse effect and causing global warming are called...
 - greenhouse gas emissions.
 - greenhouse gas leaks.
 - **a)** is right. "Greenhouse gas emissions" are largely made up of the carbon dioxide that

is released into the atmosphere as a result of human activities. A "leak" is a hole or crack that lets liquid or gas flow out by accident.

- The fauna and flora of the oceans are collectively referred to as...
 - maritime life.
 - marine life.

- **b)** is right. "Marine life" includes all organisms that live in salt water. "Maritime" relates to the sea, such as the shipping industry or the climate in coastal regions.

- Objects or substances that can be broken down into smaller components by microorganisms are...
 - organic.
 - biodegradable.

- **b)** is right. Something that is "biodegradable" can be disintegrated into its basic elements by bacteria and living organisms. Something that is "organic" is produced without using chemicals.

- Someone who advocates the protection of the environment is called a...
 - conservationist.
 - protectionist.

- **a)** is right. A "conservationist" does all they can to protect the environment. A "protectionist" is an advocate of a governmental policy to shield its economy from foreign competition.

5. The variety of different kinds of species that exist in a particular area is referred to as...

a) biodiversity.

b) biological difference.

➤ a) is right. "Biodiversity" refers to the existence of a large number of different kinds of animals and plants which are essential for a balanced environment. The term "biological difference" is used, for example, for the difference in the biological features that are found in men and women.

6. Something that pollutes the environment is a...

a) pollutant.

b) pollution.

➤ a) is right. A "pollutant" refers to a substance or gas that pollutes things like water and the atmosphere. "Pollution" is the result of the release of a pollutant.

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

Business Spotlight 10/2022, pp. 44-47

advocate sth.

➤ sich für etw. einsetzen

break sth. down

➤ etw. zerlegen

carbon dioxide

➤ Kohlen(stoff)dioxid, CO₂

competition

➤ Wettbewerb, Konkurrenz

component ➤ Bestandteil

feature ➤ Merkmal

global warming

➤ Erderwärmung

pollute sth. ➤ etw. verun-

reinigen, verschmutzen

release sth.

➤ etw. freisetzen

shield sth.

➤ etw. abschirmen

shipping industry

➤ Schifffahrtsbranche

[20] Environment collocations M

James: For our next Skill Up! exercise, we'll look at some collocations. These are words that frequently go together to form word partnerships. First, listen to the short text about young people taking action to prevent further damage to the planet. Then, we'll do an exercise on it.

Many people are already feeling the effects of climate change on their doorsteps. As the impact intensifies, young people around the world, who will be affected most by the climate crisis, are joining the movement for change. Through climate strikes and protests, young climate activists have taken the lead in influencing policies and processes. As the fight for climate justice continues, the sense of climate responsibility in the next generation grows stronger.

James: 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 from the text you have just heard relating to "climate". Then you'll hear the correct answer. OK, here's the first sentence.

1. Unusual heat waves, extreme drought and floods are indications of...
- **climate change.** Unusual heat waves, extreme drought and floods are indications of climate change.

2. There is hardly a country or economy that won't be affected by the growing impact of the...
 - **climate crisis.** There is hardly a country or economy that won't be affected by the growing impact of the climate crisis.
3. The members of groups and organizations fighting climate change are called...
 - **climate activists.** The members of groups and organizations fighting climate change are called climate activists.
4. Taking measures to reduce their carbon emissions, companies assume...
 - **climate responsibility.** Taking measures to reduce their carbon emissions, companies assume climate responsibility.
5. An important concept influencing international climate negotiations with developing and emerging countries is...
 - **climate justice.** An important concept influencing international climate negotiations is climate justice.
6. Protests in which people refuse to go to work or school to draw attention to the impact of climate change are...
 - **climate strikes.** Protests in which people refuse to go to work or school to draw attention to the impact of climate change are climate strikes.

James: 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 10/2022, pp. 44-47

affected: be ~ by sth.

➤ von etw. betroffen sein

assume sth. ➤ etw. an-

nehmen; hier: übernehmen

carbon emissions

➤ CO₂-Ausstoß

drought ➤ Dürre

emerging country

➤ Schwellenland

impact ➤ Auswirkung(en)

negotiation ➤ Verhandlung

FREESTYLE WELL-BEING

Sitting comfortably

[21] Interview with Caitlin Parsons 🇺🇸

Elisa: Many business professionals spend a lot of their time sitting at a computer. This often results in aches and pains, especially if you have poor posture. Caitlin Parsons, a California-based certified yoga instructor and ergonomics expert, shared her knowledge with *Business Spotlight* correspondent Melita Cameron-Wood over Zoom.

Melita: First of all could you just talk to me about why ergonomics is important?

Caitlin: Well, I'd start by saying that sitting just in general is not ideal for our human bodies. Our bodies were not designed to sit at a desk all day, every day, five days a week, or whatever it looks like. And so, when we can sit ourselves

properly in a way that our body is aligned, it takes much less muscular effort and we're using muscles that should be used and not using muscles that shouldn't be used. And when we practise poor ergonomics — slouching, arm out to the side, not having a low back support, like so many different things we could say — our body is out of alignment and has to work harder to stay healthy essentially.

Melita: One thing that I think puts people off ergonomics in a way is that many people say, “Oh, but it's expensive to get an ergonomic chair!” or “I can't afford it.” Does it have to be expensive?

Caitlin: I think you can set yourself up ergonomically in a good position without spending a ton of money. And I'm like all about that. I help my clients do that, even bringing in props, like a pillow underneath your butt, a pillow behind your low back. I think that we are lucky that we're in an age that there are amazing ergonomic set-ups like standing and sitting desks. But if you're trying not to spend money on your ergonomics or on your desk set-up, I think you can still do it without spending a lot of money. Like you can stack, if you have a monitor or your laptop, just stacking books, so that your laptop is higher, so like my vision is at the level of my screen. Where I see a lot of people — their heads are a lot higher, so they're

having to look down or look forward because they can't see.

Melita: And how do you think people can increase their awareness of their posture? Because you know, people sit a lot and are not always really that aware of how they're sitting. And they might think I've always sat like that, so I am going to continue sitting like that.

Caitlin: Yeah. One thing I do with a lot of my clients is — especially when I'm working virtually — have them take a photo and/or video of themselves and that is extremely telling 'cos unless we have a mirror right next to us, we typically don't know where our body is in space, so if we're able to see it on a screen and we can start to pick out, “OK, I can stop slouching by bringing something to support my low back.” And if you did that, then it's like just having that pillow at your chair all of the time is a reminder to sit up straight.

Melita: Well thank you for answering those questions.

Caitlin: I hope this helped.

Melita: Yeah, it did. Thank you very much. Have a good day.

Caitlin: You're welcome. You, too. Bye!

Melita: Bye bye.

aligned ➤ ausgerichtet
alignent: be out of ~
 ➤ nicht richtig ausgerichtet sein
amazing ➤ fantastisch, toll
based: ...~ ➤ mit Sitz in ...
butt ifml. ➤ Po
certified
 ➤ etwa: staatlich anerkannt
'cos ➤ because
design etw. ➤ hier: etw.
 konzipieren, anlegen
pick out
 ➤ herausgreifen

pillow ➤ (Kopf-)Kissen
poor posture
 ➤ eine schlechte Körperhaltung
prop ➤ Stütze
set-up ➤ hier: Lagerung,
 Positionierung
slouch
 ➤ krumm dasitzen
stack sth.
 ➤ etw. aufstapeln
You're welcome.
 ➤ Gern (geschehen).

CONCLUSION

[22] Until next time... E

James: 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: We hope you enjoyed this issue. Thanks everyone.

James: Bye bye!

IMPRESSUM

Chefredakteurin:

Judith Gilbert

Geschäftsführende Redakteurin

(CvD): Maja Sirola

Audioredaktion:

Melita Cameron-Wood (verantw.),

Hildegard Rudolph (frei)

Gestaltung: Georg Lechner ,

Christiane Schaffner

Fachredaktion:

Hildegard Rudolph (frei),

Michele Tilgner (frei)

Produktion:

Dorle Matussek

Produktmanagement:

Ignacio Rodriguez-Mancheño

Tonstudioaufnahmen (Verlag):

Matthieu Rouil

Druck und Vervielfältigung:

optimal media GmbH,

D-17207 Röbel/Müritz

SPRECHER:

James Phoon (UK): Anmoderation

Elisa Moolecherry (CAN):

Anmoderation

Melita Cameron-Wood (UK):

Vocabulary, History, English For...,

Freestyle

Owen Connors (IRE): Head-to-

Head, Business Skills

Michaela Fenech (UK/MT):

Names and News, Innovation,

Profile, Vocabulary, Business Skills,

Skill Up!

Kenji Kitahama (US): Names and

News, Innovation, Head-to-Head,

Vocabulary, Business Skills,

Career Coach, Skill Up!

Caitlin Parsons (UK): Freestyle

Maria Rouil (GER): English For...

Produktion und Ton:

Karl Braun

Tonstudio: Cebra Studio,

82194 Gröbenzell

GEMA

Verlag und Redaktion

Spotlight Verlag GmbH

Kistlerhofstr. 172,

81379 München

Tel. (089) 8 56 81-0

www.business-spotlight.de

Kundenservice:

abo@spotlight-verlag.de

Redaktion:

business@spotlight-verlag.de

Einzelverkaufspreis:

Deutschland € 12,90

Geschäftsführerin:

Malgorzata Schweizer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

Der Spotlight Verlag ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH

& Co. KG