

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

Kenji Kitahama: Welcome to Business Spotlight Audio! In this African-themed issue, we'll take a closer look at the story of Nigerian businesswoman Folorunso Alakija, the realities of doing business in Uganda and the monopoly of Benin's only cinema. You'll also hear from Africa's first heat officer, Eugenia Kargbo. In the language section, you'll get a chance to practise some useful vocabulary for talking about working internationally. We'll test your understanding of two common false friends, too. There's plenty more, but let's get started with some trending news topics and some advice about how to use a quote as a conversation starter. Ready? Let's go!

issue ➤ Ausgabe**heat officer**➤ etwa: Beauftragte(r) für
Auswirkungen extremer Hitze**trending** ➤ Trend-**topic** ➤ Thema**quote** ➤ Zitat

TRENDS

NAMES AND NEWS

[2] A guilty pleasure M

Eating chocolate is a great pleasure, but growing and selling the cocoa beans to make it is not — nor is it very profitable. In Ivory Coast, the world's largest cocoa producer, for example, more than half of the cocoa farmers live on less than \$1.20 a day. In this country and in neighbouring Ghana, which together grow 60 per cent of the world's cocoa, around 1.5 million children work on cocoa farms.

In 2018, Ivory Coast and Ghana got together to form a cocoa cartel, COPEC — modelled on the oil cartel OPEC. The trouble is that OPEC countries can easily turn off the pumps, and the oil can stay in the ground until the price goes up. Agricultural produce, like cocoa, however, has a limited life. All attempts to raise the market price of cocoa by controlling its supply have failed.

Chocolate makers, such as Mars and Nestlé, say they are concerned about the problems farmers face. They all have sustainability programmes to help, but critics say these programmes don't address the real causes. Also, "big chocolate", as they're collectively known, has been accused of paying lip service to issues instead of more money to farmers. "They say, yes, they will pay," Yves Brahima Koné, of

the Coffee and Cocoa Council (CCC) in Ivory Coast, told *The Economist*. “But they don’t tell the truth.”

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A guilty pleasure

► hier: Ein Vergnügen mit Gewissensbissen, Eine süße Sünde

(guilty ► schuldig)

cocoa bean ► Kakaobohne

Ivory Coast ► Elfenbeinküste

agricultural produce

► Agrarerzeugnisse

sustainability

► Nachhaltigkeit

pay lip service ► ein Lippenbekenntnis ablegen

issue ► Problem

[3] Conversation starter: Quote

Kenji: If you want to practise your spoken English, quotes can be a great way of starting conversations. Quotes usually express interesting ideas that are worth repeating for some reason. Think about the most famous quotes of all time; what makes them easy for you to remember? Do you agree with the idea being expressed in the quote? Or did it make you think about your life differently? Or was it something that made you laugh? JFK’s statement “Ich bin ein Berliner” is a very different quote to Martin Luther King’s “I have a dream..”, but both are equally memorable and just four words long.

Now, listen carefully to the following quote and the information about the person who said it. Then, rephrase the quote in simpler English to test your understanding of it. You will hear the quote in simpler English after the ping sound, but first, let’s listen to the quote.

- “When it comes to doing my job, I keep my ego in my handbag”: Ngozi Okonjo-Iweala, 68, Nigerian economist and director general of the World Trade Organization. She’s the first woman and first African to lead the WTO.
- “I don’t think of my own sense of self-importance when I am working”

Kenji: Now, you’ll hear two questions to help you to think about this quote in more depth. Each question is followed by a ping sound and a sample answer. It could be helpful to pause the audio and make notes during this exercise. Your answers may be different to ours, as you may have another opinion on these topics. OK, let’s get started.

- Do you agree that having a strong sense of self could be a negative thing at work?
- It depends how we define “sense of self”. While it is useful to be aware of one’s strengths and set one’s own personal boundaries, a lot of work environments require teamwork, so if someone has a big ego, it can be hard for them to gel with the rest of their team. I believe good team members are confident in themselves but are also good team players who are willing to reach a compromise.
- Does the quote suggest that ego is something that is always negative?

- No, the quote just suggests that it isn't ideal to have a big ego in a working environment. But at the end of the day, if you keep something in your handbag, it's still accessible, and it can easily be used at an opportune moment.

Kenji: Now, let's take a closer look at some of the vocabulary and phrases used in our sample answers.

■ **set one's own personal boundaries**

This involves making a decision about what is acceptable to you and what is not. For example, if you don't want to reply to emails that you receive after working hours, then you can tell your team that you will only answer work emails during working hours.

■ **gel with the rest of one's team**

This means that a person is able to work well with other team members, as their personality and skill set complements the personalities and skill sets in their team.

■ **be confident in oneself**

People who "are confident in themselves" believe in themselves. "Self-confidence" is another way of saying "self-belief".

■ **be willing to reach a compromise**

If you "are willing to reach a compromise", then you are happy to meet someone in the middle and come to an agreement.

■ **be accessible**

If something "is accessible", then it can be reached easily.

■ **at an opportune moment**

This means "at a time that is suitable or favourable".

Kenji: If any of these phrases were new to you, then listen to the track again and make a note of them. Then try answering the questions yourself, using the phrases where appropriate.

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quote ➤ Zitat

memorable

➤ einprägsam, unvergesslich

rephrase sth.

➤ etw. anders ausdrücken

sample

➤ Muster; hier: Beispiel

pause sth.

➤ hier: etw. anhalten

topic ➤ Thema

boundaries: set one's own ~

➤ eigene Grenzen setzen

environment

➤ hier: Umgebung, Umfeld

gel with sb. ➤ etwa: mit jmdm. reibungslos arbeiten (können)

confident: be - in oneself

➤ selbstbewusst/
selbstsicher sein

accessible

➤ zugänglich

skill set ➤ Kompetenzen, Fertigkeiten

complement sth.

➤ etw. ergänzen

suitable ➤ passend

favourable ➤ günstig

appropriate ➤ angebracht

[4] Turning to English

Language is no simple matter in Algeria. Arabic is the official language, but nearly all Algerians have Berber, and not Arab, origins. Rather than classical Arabic, most people speak a version called Maghrebi Arabic, which includes words

borrowed from French and Spanish. Berber, the language of about a quarter of the population, was officially recognized in 2016, but people still argue about which dialect to teach. Courts and mosques use Arabic; government and business meetings are often in French.

Now, things are getting even more complicated. In 2022, the government suddenly promoted English to the second language taught in public primary schools, ahead of French. English is already popular among young Algerians, many of whom feel little connection with France, the former colonial power. Writing for the BBC, Algerian journalist Maher Mezahi said: “In an increasingly globalized world, the decision to gravitate towards English as a second language probably makes sense.”

Whether future generations of Algerians will attain a workable level of English will depend on the country’s ability to bring in skilled teachers and high-quality materials.

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borrow sth. from sth.

► hier: etw. von etw. entlehnen

argue about sth.

► über etw. diskutieren, streiten

mosque

► Moschee

promote sth.

► etw. fördern, vorantreiben

primary school UK

► Grundschule

gravitate towards sth.

► zu etw. tendieren

attain sth.

► etw. erreichen

[5] Work on the wild side

At 22,400 square kilometres, the Kafue is Zambia’s largest and oldest national park and home to a wide range of wildlife. It’s where Neddy Mulimo has dedicated over 35 years of his life to protecting Africa’s native animals. Mulimo is a Ranger Support Manager with the NGO Game Rangers International. In 2022, the Tusk Trust named him “Ranger of the Year”.

Being a park ranger in Africa is a tough and dangerous job. Rangers risk their lives facing armed poachers, not to mention the presence of deadly predators — unappreciative of the service the rangers do for them. Mulimo has also had malaria several times in the course of his work. Today, the 66-year-old mentors young rangers and helps to improve anti-poaching tactics.

The international illegal wildlife trade (IWT) is worth between \$7 billion and \$23 billion a year. Rhino horn, for example, is often more valuable than gold. Demand for IWT products comes primarily from Asia, but it is people from local communities who enable it. Mulimo told the magazine *Country & Town House*: “The best way to combat poaching is through community engagement, through sensitization and the formation of conservation groups in schools.”

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dedicate sth. ► etw. widmen

game ► (Jagd-)Wild

poacher ► Wilderer/Wilderin**deadly** ► tödlich, todbringend**predator** ► Raubtier**unappreciative**

► undankbar

mentor sb.

► jmdn. betreuen, beraten

billion ► Milliarde(n)**primarily**

► hauptsächlich

sensitization

► Sensibilisierung, Bewusstseins-schärfung

conservation

► Erhaltung; hier: Naturschutz

PROFILE

Big dreams

[6] Introduction E

Kenji: Have you heard of Folorunso Alakija? This Nigerian businesswoman and philanthropist is known for her work in the fashion, oil, printing and real estate industries. Let's find out more about her journey in the following article.

real estate US

► Immobilie(n)

industry

► hier: Branche

[7] Folorunso Alakija: From fabric to oil M

In an interview with *Forbes Africa* in 2020, Folorunso Alakija said: "You must start by dreaming big and working towards achieving it." She certainly knows a thing or two about achieving big dreams. The Nigerian businesswoman, now in her early 70s, is a billionaire, one of Africa's richest women, with a career that includes fashion, oil and real estate.

It was oil that made Alakija's fortune. In 1993, her company, Famfa Oil Limited, received a licence to explore for oil 350 kilometres south-

east of Lagos. Keen to support domestic participation in the country's growing oil industry, Nigeria's government, led by military ruler Ibrahim Babangida, awarded Alakija the plot. By then, she was no stranger to the country's political elite. In the late 1980s, she had designed clothes for Babangida's wife, Maryam Babangida.

Taking on the government

Famfa struck oil, and in 2000, Olusegun Obasanjo, Nigeria's president at the time, claimed a 40 per cent stake in the company, followed by a further 10 per cent shortly afterwards. His government argued that if Alakija were to remain sole owner of the company, she would make \$10 million a day. Alakija challenged this decision in court — and won.

Since then, Famfa has expanded to drilling for offshore oil in the Gulf of Guinea, and Alakija has become a billionaire. In 2018, she announced the construction of Famfa Tower, a 20-storey skyscraper in Lagos, at a cost of \$145 million. Reportedly, Alakija is building it without taking out a loan. Her son, Folarin Alakija, married Iranian model Nazanin Jafarian Ghaisarifar at Blenheim Palace in 2017.

Media reports suggested it was one of the world's most expensive weddings.

A large family

Alakija was born into a wealthy Nigerian family as one of 52 children — her father had eight

wives. After her education in Lagos, Wales and London, she began a career as an executive secretary in 1974. She worked in the banking industry for 12 years, when she decided it was time for a change.

Having studied fashion in London, she founded Supreme Stitches in Nigeria, her first label. She later renamed it Rose of Sharon House of Fashion, and it was this brand that made her a household name as she dressed the country's rich and famous. She went on to serve as president of the Fashion Designers Association of Nigeria.

"I never went to a university and I am proud to say so because I don't think I have done too badly," she once said. It's hard to argue with that: Famfa, her oil company, continues to grow. She's still one of Africa's richest women. Folurunsó Alakija has certainly achieved some pretty big dreams.

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billionaire ➤ Milliardär(in)

real estate US

➤ Immobilie(n)

fortune ➤ Vermögen

explore for sth.

➤ nach etw. suchen

keen: be ~ to do sth. UK

➤ etw. unbedingt tun wollen

industry ➤ hier: Branche

award sth.

➤ etw. zuerkennen

plot ➤ Grundstück, (Stück)

Land

strike sth.

➤ auf etw. stoßen, etw. finden

claim sth. ➤ etw. fordern

stake ➤ Beteiligung

argue that...

➤ behaupten, dass ...

sole ➤ alleinig

drill for sth.

➤ nach etw. bohren

loan: take out a ~

➤ ein Darlehen aufnehmen

suggest sth.

➤ hier: etw. nahelegen

executive secretary

➤ Chefsekretär(in)

(**executive** ➤ Führungskraft)

found sth.

➤ etw. gründen

stitch ➤ Stich

brand ➤ Marke

household name: make sb.

a ~ ➤ jmdn. bekannt machen

argue with sth.

➤ über etw. streiten

[8] Success without university 📖

Kenji: As you heard in the previous track, Folurunsó Alakija did not attend university, but she still managed to achieve major professional success. In this exercise, you'll get a chance to practise the language you need to talk about succeeding without university qualifications. You will hear a series of sentences with a missing word. For each sentence, you will have two options to choose from to fill the gap. You'll hear the correct answer after the ping sound that follows each sentence. Are you ready? Let's start!

1. If someone didn't [beep] traditional academic qualifications, you could say they went to "the school of life".

a) become

b) obtain

➤ The correct answer is **b)**. If someone didn't obtain traditional academic qualifications, you could say they went to "the school of life". The verb "obtain" is a more formal way of saying "get". Note that the verb "become" translates to *werden* in German. Be careful how you use this false friend in English!

2. If a person with a [beep] from a top-tier university applies for a job, they often have an advantage over people who have not been to university.

- a) degree
- b) graduation

➤ The correct answer is **a)**. The qualification you obtain from a university is a “degree”, for example a bachelor’s degree or a master’s degree. “Graduation” is the ceremony where students who have successfully completed their course of study receive their certificates. A “top-tier university” has a high ranking in comparison to other universities and has a good reputation.

3. People might choose not to go to university because of high tuition [beep].

- a) costs
- b) fees

➤ The correct answer is **b)**. People might choose not to go to university because of high tuition fees. The word “fee” is used when referring to the money that is paid in return for a service. For example, a freelancer might charge an hourly fee. The word “costs” in the plural refers to the various expenses that make up the overall “cost” of something in the singular. For example, “After we calculated the labour costs and the material costs, then we were able to work out the total cost of the project.”

4. People who haven’t been to university often have to put in lots of hard [beep] to prove their skills to others.

- a) effort
- b) graft

➤ The correct answer is **b)**. People who haven’t been to university often have to put in lots of hard graft to prove their skills to others. “Hard graft” is a more informal way of saying “hard work”.

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

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gap ➤ Lücke

top-tier ➤ erstklassig

apply for sth.

➤ sich für etw. bewerben

tuition ➤ Ausbildung, Unterricht; hier auch: Studium (US)

in return for

➤ als Gegenleistung für

overall ➤ Gesamt-

work sth. out

➤ hier: etw. ausrechnen

ECONOMY Uganda

[9] Introduction

Kenji: Uganda is home to many entrepreneurs, but what exactly is the situation like for workers, business owners and consumers in Uganda? Listen to the following article by Ugandan journalist Joan Salmon to find out more.

entrepreneur

➤ Unternehmer(in)

[10] The business of business in Uganda

In 2014, Uganda topped the list of the world's most entrepreneurial countries, according to the Global Entrepreneurship Monitor report. Some 28 per cent of adults (co-)owned a new business. But this isn't necessarily good news, as few countries have a more extensive informal economy than Uganda.

Informal businesses and workers aren't regulated by authorities. They avoid taxes and social contributions as well as compliance with standards. For this reason, operating outside the formal economy is often seen as cheating. But informality isn't always a choice. Particularly when people lack the skills and qualifications for formal employment or cannot access public and financial services, informal activities are a safety net. However, informal businesses tend to stay small, with low productivity and limited access to finance, slowing economic growth. Informal work is also associated with high inequality. Informal workers are more likely to be poor and lack social protections. Even workers with similar skills tend to earn less in the informal sector than those in the formal sector.

The International Labour Organization estimates that nearly 83 per cent of employment in Africa is informal. In 2022, Uganda's Economic Policy Research Centre found that the informal

sector had an "untapped potential revenue of 407 billion Ugandan shillings" (around \$110 million).

Andrew Walusimbi, of the Uganda Small Scale Industries Association (USSIA), explains why the country's informal economy is flourishing: "To simplify business formalization, the government introduced the taxpayer register expansion programme (TREP), which brings several organizations together: Uganda Revenue Authority (URA), Uganda National Bureau of Standards (UNBS) and Kampala Capital City Authority (KCCA). When someone registers their business with UNBS, URA will want taxes, such as income tax, while KCCA will want operation licences paid for. Manufacturers must get a quality mark. For a new business, these tax obligations are overwhelming and push people to work from home, hiding away from formalization of the business."

The struggle for formalization

One in five Ugandans cannot read or write, thus can't read available information on formalization. From the consumers' point of view, there's little difference between formal and informal businesses. But a formal business has strict obligations, which often make production costs higher. Walusimbi says: "ultimately, people with formal businesses may not sell much because their prices are higher, yet Ugandans are looking for cheaper products."

Juliet Wavamunno, a financial adviser at Naama Financial Services in Kampala, says access to affordable capital for informal businesses is difficult. One client, an events manager, needed a loan but was missing books of accounts, keeping a list only of income but not expenses. “Banks cannot lend to them or offer overdrafts because the businesses don’t have proper accounts. They end up getting financial services from loan sharks who charge exorbitant interest rates,” she says.

Ugandan businesses also face increasing competition from imports, which rose more than 40 per cent during 2020. “The cost of production doesn’t favour local producers, who seem to lose out against cheaper produce that’s flooded the market,” Walusimbi says.

Hope for change

The government is responding, offering workshops to teach business owners about taxes and proper bookkeeping. The Uganda Export Promotion Board (UEPB) guides businesses to become “export-ready”, which should make formalization easier, and digitalization will make the processes cheaper and faster. However, as recent statistics showed that the number of businesses opened in 2022 was lower than in 2021, it would seem that Uganda’s informal economy is going to persist a while longer.

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entrepreneurial

► unternehmerisch (denkend)

compliance ► Einhaltung

cheating ► Betrugerei

untapped ► unausgeschöpft

revenue ► Umsatz (erlös)

small scale ► im kleinen

Maßstab; hier: Klein-

flourish ► erfolgreich sein, florieren

overwhelming ► erdrückend

ultimately ► letztendlich

overdraft

► Kontoüberziehung;
Überziehungskredit

loan shark ifml.

► Kredithai

lose out against sth.

► gegenüber etw. schlecht
abschneiden

produce

► Produkte, Waren

persist

► fortbestehen

MONOPOLY Cinema

[11] Introducing Benin's only cinema 📺

Kenji: Imagine if there was only one cinema in the country you lived in. You might be lucky and live nearby, but you might also live in another part of the country and never set foot in a cinema in your life. While this might seem like an improbable situation, it is reality in Benin. Listen to the following article by Business Spotlight correspondent Melita Cameron-Wood to find out more about this strange phenomenon.

[12] The country with just one cinema 📺

Gina Prince-Bythewood’s *The Woman King* (2022) brought Benin into the global public consciousness. Despite earning nearly \$100 million at the global box office, the film was controversially shut out of the Oscars, an exclusion that Prince-Bythewood referred to as

“a reflection of where the Academy stands and the consistent chasm between Black excellence and recognition”.

Cinema audiences around the world enjoyed the story of the Agojié, an army of elite female warriors from the Kingdom of Dahomey, as modern-day Benin was once known, largely unaware of how difficult it is for most Beninese to go to the cinema at all.

One of a kind

Benin has just one cinema — CanalOlympia Wologuèdè, located in Cotonou, the country's largest city. The cinema has enjoyed a monopoly since it was founded in 1917.

In the past, things were different. After 1960, the year that Benin gained independence from France, the country built its first cinemas. During the 1990s, however, they couldn't compete with video-rental shops and gradually closed down. “CanalOlympia was born out of a desire to give people access to quality cinema in a modern and innovative entertainment complex,” says Floriane Deguenon, director of CanalOlympia Wologuèdè, Benin. With 14-metre screens, 3D projections and a modern sound system, the cinema offers a high-quality experience that attracts the crowds. The Cotonou site is part of the CanalOlympia network, which has 18 cinemas in 12 African countries.

Audiences at CanalOlympia Wologuèdè are mainly young — not surprising in a country

where the average age is under 18. The cinema programme reflects youthful tastes, with a selection of African films alongside blockbusters from America and France, which make up a catalogue of around 150 films per year.

The central location of CanalOlympia Wologuèdè in Cotonou attracts locals and residents of nearby cities, such as Porto-Novo, Godomey and Abomey-Calavi. “We generally install our infrastructure in working-class neighbourhoods or in other areas that are easy for everyone to access,” Deguenon adds.

Internet access

In a country where having internet access is not the norm, watching Netflix is a privilege that many people in Benin don't have. A study by DataReportal found that only 29 per cent of Benin's population were internet users at the start of 2022. As a result, it has been difficult for streaming services to succeed in Benin.

For most Beninese, television and DVDs are the only options. Films are shown on the national television channel of Benin, ORTB, and the country's private channels: Canal3, Eden TV, Golf TV or TVC. ORTB allocated local films their own broadcasting-rights budget in 2019, but the private channels have no budget for the production or purchase of local films.

When advertising, CanalOlympia has to use both online and offline marketing. Street marketing, press, radio, television, posters and

digital marketing are the preferred options in Benin, but other CanalOlympia outlets, such as those in the Republic of the Congo, even use town criers. The news of the release of *The Woman King* in Benin, in September 2022, was met with great interest. Tickets for the film were sold out for months at CanalOlympia Wologuèdè. “The feeling of belonging to this beautiful story was felt by almost all our cinephiles because it’s not just an entertaining film,” Deguenon says. “It’s also a work that sheds light on a part of our country’s history.”

The Beninese film scene

Benin’s only cinema also hosts film festivals, such as the Ciné 229 Awards and the Cotonou International Women’s Film Festival. The local film industry owes much to the existence of the Higher Institute of Audiovisual Training, which was founded in 2006. Beninese filmmakers have begun to receive international recognition, and the country is increasingly being chosen as a location for international productions, such as *Adi*, by Spanish director Salvador Calvo, and *Mami Wata*, by Nigerian director C. J. Obasi. Despite such progress, the fact that the country has just one cinema might be good for the operators of CanalOlympia Wologuèdè, but it certainly limits the Beninese film industry as a whole. People who live far from Cotonou are left without easy access to a cinema, and all of the opportunities that films bring with them in

terms of education, representation and understanding of the global media landscape.

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box office ➤ Kinokasse

chasm ➤ Kluft

found sth.

➤ etw. gründen

compete with sth.

➤ mit etw. konkurrieren

rental shop ➤ Verleih

allocate sb./sth. sth.

➤ jmdm./etw. etw. zuteilen

broadcasting right

➤ Übertragungs-, Senderecht

purchase ➤ Kauf

outlet

➤ Verkaufsstelle

crier ➤ Ausrufer(in)

release ➤ Herausbringen, Start

cinophile ➤ Filmliebhaber(in), Kinogänger(in)

shed light on sth.

➤ Licht auf etw. werfen, etw. näher beleuchten

host sth. ➤ etw. veranstalten

industry ➤ hier: Branche

owe sth. to sb./sth.

➤ jmdm./etw. etw. zu verdanken haben

director ➤ hier: Regisseur(in)

operator ➤ hier: Betreiber(in)

in terms of ➤ hinsichtlich

[13] What did you think of the film? E

Kenji: When the lights come on at the end of a film, people often turn to each other and ask, “What did you think of the film?” Listen carefully to these four friends’ opinions on *The Woman King*, the film referenced in the article you have just heard. Afterwards, we’ll test your understanding of what they said. Before each person speaks, you will hear the name of that person. You can make notes to help you remember the main points that each person makes.

■ Jackie

Wow! What a strong cast. I thought the performances were really convincing, but if I had to

be critical, I do think the screenplay could have been improved.

■ Daphne

It's so great to see so many strong Black women being represented on-screen in a major blockbuster in this way, but I can't help but be disappointed by the historical inaccuracies in the film. They could easily have been avoided by carrying out more thorough research.

■ Lara

The soundtrack really transported me to the scene of the action. I also loved the costume design. The way fabrics from Ghana and Nigeria were used to enhance the storytelling was really impressive.

■ Jamie

My hat goes off to the fight choreographer. It can't have been an easy job coordinating those massive battle sequences.

Kenji: Let's check your understanding of some of the words and phrases used in the four friend's comments with the following exercise. You will hear a series of statements. Decide whether they are true or false. You will hear the answer after the ping sound that follows each statement. Ready? Let's go!

1. Jackie didn't think the actors were very good.
- This statement is false. Jackie says she thought the cast was strong and that the per-

formances were really convincing. The "cast" is the group of actors chosen to portray the characters in a film or play. If you think a performance is "convincing", then you find it believable.

2. Jackie thought the script could have been better.
- This statement is true. Jackie says that the screenplay could have been improved. A "screenplay" is a film script.
3. Daphne was impressed by the precise historical facts in the film.
- This statement is false. Daphne was disappointed by the historical inaccuracies in the film. If someone is "disappointed by something", then they feel upset because the reality of something did not meet their expectations.
4. Lara found the music distracting.
- This statement is false. Lara says the soundtrack transported her to the scene of the action. "Soundtrack" is the word used to refer to music used in films. If a soundtrack "transports you to the scene of the action", then it helps you to feel as if you were really there. If something is "distracting", it makes it hard for you to concentrate on what you want to focus on.
5. Lara thought the material of the clothes the actors wore made the storytelling even stronger.

- This statement is true. Lara says that the way that fabrics from Ghana and Nigeria were used to enhance the storytelling was really impressive. “Fabric” is the material that people use to make clothing. If something “enhances” something else, then it makes it stronger or better in some way.
- 6. Jamie thought the fight choreographer did a really good job.
- This statement is true. Jamie uses the expression “hats off to” when referring to the fight choreographer. This expression means that you want to congratulate someone on their achievement or good work.

Kenji: Well done. Did you get all of those right? If not, listen to this track again and try the exercise once more.

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cast ► Besetzung

screenplay

► Drehbuch

thorough ► gründlich

research ► Recherche(n)

fabric ► Stoff

enhance sth.

► etw. verbessern, verstärken

hat goes off: sb.'s ~ to sb.

► jmd. zieht vor jmdm.

den Hut

performance

► Darbietung; Leistung

portray sb.

► jmdn. darstellen

script ► hier: Drehbuch, Filmskript

upset ► aufgebracht, verärgert

distracting

► störend, ablenkend

achievement ► Leistung

ENVIRONMENT

Heat officer

[14] Introduction

Kenji: Eugenia Kargbo has an unusual career: She is Africa's first-ever heat officer. Based in Freetown, the capital of Sierra Leone, Kargbo has seen how the city has changed over the years and how the number of green spaces has gradually reduced over time. Now, she works to raise awareness of the dangers of extreme heat, improve responses to heatwaves and analyze the effect of extreme heat on the city. Business Spotlight correspondent Rachel Preece spoke to Eugenia Kargbo about her career in the following interview. Ready? Let's go!

heat officer

► etwa: Beauftragte(r) für die Auswirkungen extremer Hitze

raise awareness of/for sth.

► das Bewusstsein für etw. stärken, für etw. sensibilisieren

heatwave

► Hitzewelle

[15] Interview with Eugenia Kargbo

Rachel Preece: Can you tell me a little bit about your childhood in Freetown and how has the climate changed since you were a child?

Eugenia Kargbo: I grew up in Freetown. My family lives here. Nature has always been my happy place. And when I had an opportunity to work with the council — the Freetown City Council and the Mayor's Delivery Unit, I had an opportunity to work in the sanitation and envi-

ronment space. I became the lead of the sanitation team around 2019. I started working on a series of interventions alongside different partners, and I was given an opportunity to lead the closure of an illegal dumpsite, and so, that opportunity was an eye-opener as to what are the problems, what are the challenges and the pathway that Freetown is moving towards, compared to where we were before.

Freetown used to be a very beautiful city with coastal areas and hillsides with lots of trees and flowers. It was really, really beautiful, but over the last 20 years, we've seen that beauty gradually fade away due to urbanization and driven by climate change. We've seen the population of the city more than doubled, from 500,000 to now more than 1.2 million people. And this is as a result of climate migration. A lot of the people in the rural areas depend on subsistence farming. When it rains when it shouldn't and doesn't when it should, that leads to low crop productivity.

And so, a lot of people have left the rural area in search of greener pasture. And most of those people are now residing along the hillsides and coastlines, which has led to massive deforestation. So, at the moment, that's the situation that we're facing. And the population keeps growing. And that, combined with the lack of urban planning, has been a problem.

Rachel: When you tell people about your role, how do they react?

Eugenia: So, I spend a lot of time explaining my role and the importance of why I was appointed. But then, when you start to drive the conversation, they are like "Oh, yes!" because it's not a strange thing. People are experiencing it, and they know that temperatures are rising.

Rachel: What measures have you and the council taken to raise awareness of climate change and to improve conditions in Freetown?

Eugenia: It's very important and critical for us to understand the context of extreme heat within the Freetown dynamics. What we did was to develop routes across the city, looking at different geographical space and different communities, and using humidity sensors and air vents to collect the data to understand where the hotspots are, look at different spatial dynamics, but also understanding the link between air quality and extreme heat, because there's a lot of pollution, and build that into a comprehensive adaptation plan for the city. We did that in partnership with local volunteers in Freetown. It was a three-day event. So, the first day we focused on the data collection alongside raising the awareness. So, we had 12 rally stations in the different parts of the city, and we had community volunteers manning those rally points, who were giving out water with heat messaging. We were giving out stickers. We

were putting stickers on vehicles. The mayor was out with us. We were talking about it, and it was an amazing experience. And at the end of the day, the results from the mapping were collected. And, on the community resilience side, I have been working on natural-based solutions and looking at different interventions on that, so I've been supporting the "Freetown the Treetown" project, which aims to plant a million trees across the city. The goal is to reforest deforested areas, but also to provide livelihood and employment opportunities. So, at the moment, we're at 70 per cent in achieving our target. We've planted over 700,000 trees. We've employed over 500 community people, who are established tree stewards, and so they're responsible to plant the tree, to monitor the tree, to maintain the tree and produce the reports to the city.

Rachel: You're doing very important work, and it sounds like you're very passionate about it. Thank you ever so much for your time, Eugenia.

Eugenia: Thank you, Rachel. Thank you, too.

Rachel: I wish you all the best for the future.

Eugenia: Thank you. Thank you so much.

Rachel: Bye.

Eugenia: OK. Bye.

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council ➤ Rat; hier: Stadtrat
mayor ➤ Bürgermeister(in)

delivery unit
➤ hier etwa: Stabsstelle für gemeindliche Projekte

sanitation ➤ hier etwa: öffentliche Hygiene

closure ➤ Schließung

dumpsite
➤ Mülldeponie

eye-opener: be an ~ ifml.
➤ (jmdm.) die Augen öffnen, ein Signal (für etw.) sein

pathway
➤ Weg; hier auch: Richtung

fade away ➤ verblassen

driven: be ~ by sth.
➤ von etw. angetrieben werden

rural
➤ ländlich

subsistence
➤ Eigenbedarf, Selbstversorgung

crop productivity
➤ Ernteertrag/-erträge

pastures: in search for greener ~
➤ hier: auf der Suche nach besseren Möglichkeiten (**pasture** ➤ Weide(land))

reside ➤ wohnen

deforestation
➤ Abholzung, Rodung

urban planning
➤ Stadtplanung

role
➤ hier: Aufgabe, Funktion

appoint sb.
➤ jmdn. ernennen

raise awareness of/for sth.
➤ das Bewusstsein für etw. stärken, für etw. sensibilisieren

critical ➤ wesentlich, unerlässlich

humidity
➤ Feuchtigkeit

air vent
➤ Lüftungsöffnung

pollution
➤ (Umwelt-)Verschmutzung

adaptation ➤ Anpassung
volunteer ➤ Freiwillige(r), Ehrenamtliche(r)

rally station
➤ Sammelplatz

man sth. ➤ etw. mit Personal ausstatten

messaging
➤ hier: Daten, Nachrichten

vehicle ➤ Fahrzeug

amazing ifml.
➤ toll, fantastisch

mapping
➤ Kartierung, Abbildung

resilience
➤ Belastbarkeit, Resilienz

reforest sth.
➤ etw. aufforsten

livelihood
➤ Lebensunterhalt

target ➤ Ziel

monitor sth.
➤ etw. beobachten, kontrollieren

maintain sth.
➤ etw. erhalten; hier: pflegen

passionate: be ~ about sth.
➤ etw. leidenschaftlich gern tun

COMMUNICATION

BUSINESS SKILLS

Reverse psychology

[16] Turning things on their head

Kenji: When people aim for something, they often focus exclusively on their goals, but sometimes, it can be useful to think about how you could achieve the opposite of what you want. That's right; it might not sound very logical, but by thinking about how you could realize the things you are trying to avoid, you have a much better chance of success in the long run. In the following article by communication consultant Ken Taylor, you'll hear a 12-step guide to becoming a terrible team leader.

long run: in the ~

► langfristig

[17] Become a terrible team leader

How can you make sure with absolute certainty that your team will function inefficiently, ineffectively and with the members at odds with each other? It's easy. Just follow these 12 steps and you'll quickly succeed in creating a perfectly dysfunctional team.

1. Don't delegate

Don't trust your team with important tasks — and keep the interesting jobs for yourself. If you do delegate, micromanage your people to make sure everything is done your way. Don't allow

others to develop professionally or they might become rivals in the future.

2. Have no clear vision for your team

Even if you have one, don't communicate it clearly. You can create confusion by having no clear focus or plan. Don't set clear expectations for individuals or the team as a whole. After all, what's wrong with the status quo?

3. Dominate your team

Quickly dismiss the ideas of others. Do most of the talking in meetings. Before asking anyone for their opinion, make sure everyone knows what yours is. That way, you can prevent people disagreeing with you in public. Create a culture of blame and shame when things go wrong, as they often will in your team, and never protect your team externally when this happens. Blame them and shame them.

4. Take the credit for the work of others

You are the leader, so any success must depend on the brilliance of your leadership. Make sure the people you report to know that you are the reason for any good work that's done. Take the credit for your subordinates' ideas to create a good impression of your own professionalism.

5. Avoid all conflict

Hope that any conflict just disappears. Try not to get involved in disagreements, as you might have to take sides. This could lead to some of those “difficult conversations” that you've heard about.

6. Be self-centred

Be selfish and egoistic. Take your holidays when you want, with no regard for the demands of the job. Enjoy all the perks your organization offers and on no account share these with your team. You certainly don't need to show any empathy with your subordinates. Disregard their needs or requests as unimportant or trivial.

7. Tolerate gossip

Take no action to deal with a culture of gossip. In fact, encourage it. Use it to secretly attack team members you don't like by spreading negative rumours about them. At the same time, spread positive rumours about yourself and your favourites. A poisonous atmosphere in your team could help ensure that no one has the power to challenge your authority.

8. Don't listen

Focus on ideas that support your own perspective. Disregard differing opinions and don't engage with anyone with whom you disagree. If anyone does disagree with you, don't listen properly. As they are speaking, work out in your mind exactly what you are going to say when they finish, and make sure you have the last word.

9. Be inconsistent

Change your mind often, depending on who you last spoke to, and give mixed, inconsistent signals to those around you. Leave your team guessing what you want from them. The confusion will keep your people on their toes.

10. Be inflexible

Have one management style your whole career. Be an unwavering, authoritarian boss. Don't bother to get to know your team members or what motivates them individually. Resist change. Sideline innovations and stick with what worked in the past.

11. Be a poor communicator

Don't inform people of decisions that have been made. Be surprised when team members don't understand what's happening. Don't give or seek feedback. People should know what they're doing and, as you are always right, you don't need feedback either.

12. Lie

To cover up any failings, be confident when lying and don't worry about the consequences. People almost never check, and it's surprising what you can get away with.

You may have worked with people who have displayed some of these traits. It really is easy to be a bad leader. Do the opposite of these 12 things, and your team will thank you for it.

odds: be at ~ with sb.

- mit jmdm. nicht klarkommen, uneins sein

dysfunctional

- nicht funktionierend

trust sb. with sth.

- hier: jmdm. mit etw. betrauen

micromanage sb.

- jmdm. detaillierte Vorgaben machen

dismiss sth.

- etw. verwerfen

blame and shame

- Schuldzuweisung
- (blame sb.**
- jmdm. die Schuld geben;
- shame sb.**
- jmdm. beschämen)

brilliance ➤ Genialität**take the credit for sth.**

- sich etw. als Verdienst anrechnen

subordinate ➤ Untergebene(r), unterstellte(r) Mitarbeiter(in)**perk** *ifml.*

- Vergünstigung

on no account

- keinesfalls

disregard sth.

- etw. missachten

gossip ➤ Klatsch, Tratsch**rumour** ➤ Gerücht**poisonous**

- hier: vergiftet

ensure sth.

- etw. sicherstellen

work sth. out

- etw. ausarbeiten; hier: sich etw. zurechtlegen

inconsistent

- inkonsequent, widersprüchlich

toes: keep sb. on their ~

- jmdm. auf Trab halten

unwavering

- unerschütterlich

bother to do sth.: not ~

- sich nicht die Mühe machen, etw. zu tun

sideline sth.

- etw. beiseiteschieben

cover sth. up

- etw. verschleiern, vertuschen

trait ➤ Eigenschaft, Charakterzug

[18] Essential phrases for NOT becoming a terrible team leader 🍷

Kenji: Now, let's practise some phrases that are useful for NOT becoming a terrible leader. I'll tell you what to say and give you some of the words that 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.

- You want to delegate a task to a team member.
 - Use "could", "take on", "this task" and "us".
 - Could you take on this task for us?
- You want your team to have a clear vision.
 - Use "let's", "try", "clearly define" and "mission statement".
 - Let's try to clearly define our mission statement.
- You want to manage conflict and find a solution together with your team.
 - Use "let's", "sit down together", "sort out" and "this".
 - Let's sit down together and sort this out.
- You want to give credit to John, a team member.
 - Use "thank you", "working over the weekend", "get done" and "this".
 - Thank you, John, for working over the weekend to get this done.
- You want to show empathy.
 - Use "I see", "this", "might", "difficult" and "for you".
 - I see this might be difficult for you.
- You want to make it clear that you are a good listener.
 - Use "I'm interested", "what" and "you think".
 - I'm interested in what you think.
- You want to ensure that everything has been clearly communicated.
 - Use "let's", "go round the table" "make sure", "everyone" and "understood".

- ▶ Let's go round the table to make sure that everyone has understood.

Kenji: Excellent. Well done!

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give credit to sb.

▶ jmdm. etw. (hoch) an-
rechnen

ensure sth.

▶ etw. sicherstellen

CAREERS

CAREER COACH

Strengths and weaknesses

[19] Introducing some essential phrases

Kenji: Now, it's time to practise some essential phrases for talking about strengths and weaknesses. First, you'll hear a number of phrases. Each phrase is followed by a brief explanation to help you understand the meaning of the expression. Listen carefully because these explanations will be followed by an exercise. Let's get started.

■ be adaptable

If you're "adaptable", then you are able to change your approach, depending on the situation and the demands placed on you. Here's an example sentence: "The arrival of the new manager taught the team to become more adaptable."

■ get on well with others

If you "get on well with others", then you do not usually have arguments with other people

because you are able to make them like you on a personal level. Here's an example sentence: "Jane gets on with all of her team members."

■ natural talent

If you have a "natural talent" for something, then it comes easily to you because you are naturally good at it. Here's an example sentence: "Raj has a natural talent for graphic design."

■ expertise

The word "expertise" means that someone has expert knowledge or skills in a certain field. Here's an example sentence: "David has a lot of expertise in pitching new ideas to big investors."

■ forte

The word "forte" means "strength". If something is "not your forte", then it is something that you find difficult. Here's an example sentence: "Creating spreadsheets is not my forte."

■ rusty

If a skill you used to have has become "rusty", then it is no longer as good as it once was. Here's an example sentence: "My Spanish is a little rusty, but I used to be able to speak it fluently."

■ learn the ropes

When you first start a new job, you have to "learn the ropes", which involves acquiring the skills you need and getting used to daily operations. Here's an example sentence: "It took me a while to learn the ropes when I started my new job."

■ be overwhelmed

If someone is “overwhelmed” by something, then they feel like they are overcome by a feeling. This expression is often used when someone feels stressed and unable to complete all of the tasks that they need to do. Here’s an example sentence: “Peter was overwhelmed by his workload.”

Kenji: OK, now let’s practise the phrases that you have just heard. First, we’ll give you two words, and then you’ll hear a sentence with a beep. In the pause, choose the right word to complete the sentence. Then you’ll hear the full sentence again. Repeat the sentence and try to copy the speaker’s pronunciation and intonation. Ready?

1. “adaptable” OR “flexible”
I’m [beep] and a quick learner.
➤ I’m adaptable and a quick learner.
2. “fortress” OR “forte”
Marketing has never been my [beep].
➤ Marketing has never been my forte.
3. “overwhelmed” OR “overtaken”
Sharon is quite easily [beep] at times.
➤ Sharon is quite easily overwhelmed at times.
4. “talent” OR “preference”
John has a natural [beep] for sales.
➤ John has a natural talent for sales.
5. “go on” OR “get on”
I usually [beep] well with others.

- I usually get on well with others.
6. “rusty” OR “rude”
My Excel skills are a bit [beep], I’m afraid.
➤ My Excel skills are a bit rusty, I’m afraid.
 7. “commitment” OR “expertise”
Marcy has a lot of [beep] in running seminars and workshops.
➤ Marcy has a lot of expertise in running seminars and workshops.
 8. “ropes” OR “roles”
Greg is young and inexperienced. He’s still learning the [beep].
➤ Greg is young and inexperienced. He’s still learning the ropes.

Kenji: Well done! Did you get all the words right? If not, go back and listen to the explanations at the beginning of this track again.

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argument

- Streit, Auseinandersetzung

pitch sth.

- etw. anpreisen

spreadsheet

- Tabellenkalkulation

workload

- Arbeitslast, -pensum

sales ➤ Vertrieb

run sth.

- hier: etw. leiten

LANGUAGE

ENGLISH FOR...

Botanical gardens

[20] Exercise: Tricky translations

Kenji: In botanical gardens, you don't just find pretty flowers, you also find some dangerous plants that are not suitable for human consumption. In this exercise, we'll test your knowledge of a common false friend connected to this topic. False friends are pairs of words that sound similar in German and English, but their meanings are very different, so they can cause confusion and misunderstanding. In this exercise, we'd like you to translate a German word and sentence into English, being careful to avoid the false friend. Let's begin.

Kenji: This word is used for a substance that is harmful and may even cause the death of a living creature. Translate the following word.

German: Gift

English: poison

Kenji: Don't say "gift". A gift is something you give to someone on a special occasion, for example on their birthday. The German word Gift is "poison" in English. Translate the following sentence.

German: Der Mörder verwendete Rattengift, um sein Opfer zu töten.

English: The murderer used rat poison to kill his victim.

suitable ➤ geeignet

topic ➤ Thema

harmful ➤ schädlich

[21] Exercise: Don't confuse

Kenji: In this exercise, we'll practise the use of the false friend in the previous track. First, you'll hear a sentence with a beep. In the pause, decide whether you need "gift" or "poison" instead of the beep. Then you'll hear the correct sentence. Ready?

1. Arsenic is a deadly [beep].
➤ Arsenic is a deadly poison.
2. It's really difficult to find a suitable [beep] for my mother.
➤ It's really difficult to find a suitable gift for my mother.
3. There are two beeps in the next sentence.
The king did not realize that his birthday [beep] contained [beep] until it was too late.
➤ The king did not realize that his birthday gift contained poison until it was too late.

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

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arsenic ➤ Arsen

deadly

➤ tödlich, todbringend

suitable

➤ passend, geeignet

SKILL UP!

Working internationally

[22] Vocabulary exercise:

Working abroad

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

- If you move to another country and feel comfortable there, then you have...
 - settled in.
 - lived in.
 - a)** is right. "Settle in" means "start to feel comfortable in a new place". "Live in" simply means "live in a place".
- If you are away from home, and you miss your family and friends, then you feel...
 - homesick.
 - off sick.
 - a)** is right. People feel "homesick" when they are far away from home and miss their family and friends. If you are "off sick", you are unable to go to work because of an illness.
- People who permanently live in another country are part of that country's...
 - immigration authority.
 - expat community.
 - b)** is right. An "expat" is someone who lives in a foreign country. The phrase "expat community" refers to this group of people. An "immigration authority" is a governmental office in charge of migrants' issues.
- A working arrangement for a limited time is a...
 - temporary assignment.
 - timely assignment.
 - a)** is right. A "temporary assignment" is a working arrangement with a limited time frame. These arrangements are often abroad. "Timely" means "at the right time".
- Cooperation between people from adjacent countries is called...
 - borderless collaboration.
 - cross-border collaboration.
 - b)** is right. The term "cross-border collaboration" is used when people based in adjacent regions in bordering countries work together. "Borderless" means "without borders".
- Companies or workers that move to a new place...
 - remove.
 - relocate.
 - b)** is right. If you "relocate", you move to another place. "Remove" means "take away".
- A strong feeling that usually isn't based on fair judgement is...
 - bias.
 - assumption.

- a) is right. “Bias” is the action of supporting or opposing someone based on personal opinion rather than facts. “Assumption” refers to a belief that something is true or will happen.
- 8. Someone who returns home after having worked in another country for a long time may suffer from...
 - a) repeated culture shock.
 - b) reverse culture shock.
 - b) is right. People often experience “reverse culture shock” when they return home after having lived and worked abroad for a long time. “Repeated” is used to refer to something that happens again and again.

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

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issue ➤ Problem, Frage

adjacent ➤ benachbart, aneinandergränzend

CONCLUSION

[23] Until next time... ㊦

Kenji: Thanks so much for joining us for another issue of *Business Spotlight Audio*. We'll be back again next month with more articles, exercises and interviews for you to enjoy. In the meantime, take care and have fun practising your business English!

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