EASY E

CFF 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

Sion Dayson: Welcometo Business Spotlight Audio! This time around, you'll hear our friends at Metropolitan Mayhem discussing the advantages and disadvantages of virtual training. Then, Business Spotlight correspondent Rachel Preece speaks to Simon Newitt, the chief commercial officer at Heart Aerospace, a Swedish company developing electric aircraft. In Around the World, we then shine the spotlight on the Bulgarian rose industry. After that, in Business Skills, you'll hear some advice about learning from your mistakes. Then, in Career Coach, we focus on the importance of appreciation and why it is sometimes harder than we might think to pay someone a compliment.

Finally, you'll get a chance to practise the language you need to talk about starting your career, and we've also got a selection of exercises related to streaming. OK, we've got a lot in store for you, so let's get started with some trending news topics. Ready? Let's go.

chief commercial officer kaufmännische(r) Direktor(in)

aircraft Flugzeug(e) shine the spotlight on sth. den Blick auf etw lenken appreciation

Wertschätzung

pay sb. a compliment imdm, ein Kompliment machen, ein Lob aussprechen topic - Thema

NAMES AND NEWS [2] Start-up jungle M

The Amazon rainforest absorbs CO, and is vital for the fight against climate change. However, more than 9,000 square kilometres of forest disappeared in the first nine months of 2022 - the highest rate in 15 years, according to the organization Imazon. Brazil's president, Luiz Inácio Lula da Silva, who was elected in October 2022, has promised to stop illegal deforestation. While the government concentrates on preventing further destruction, start-ups are moving in to replant trees, earning income by selling carbon credits.

Reforestation is the best form of scalable CO₂ removal. The benefits of replanting and maintaining Brazil's rainforest are global, regional and local — not only mitigating global warming, but also protecting the air <u>currents</u>, known as "flying rivers", that carry water from the Amazon across Latin America. Locally, reforestation creates jobs and reduces pollution.

There are still many challenges, including Brazil's complex land rights laws. And despite the clear benefits of reforestation, the local people who profit from cutting down the forest may

have a different view. Renato Crouzeilles, director of science at Mombak, a reforestation start-up, told the Financial Times: "The biggest challenge in the region is to change the culture. It is not a forest culture, they don't think about reforestation. What they did in the past was to deforest, and then, put cows here."

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vital
(äußerst) wichtig
deforestation
Abholzung
carbon credits
CQ-Emissionsrechte,
CQ-Guthaben
reforestation
Aufforstung
scalable
skalierbar

maintain sth.
► etw. bewahren
mitigate sth.
 etw. abschwächen
current 🗢 Strömung
pollution
 Umweltverschmutzung
cut down the forest
 den Wald abholzen

[3] Pinball bounces back M us

The first <u>pinball</u> games appeared during the Great Depression. They had their <u>heyday</u> in the 1950s and 60s and were largely replaced by computerized games in the 1980s and 90s. In 2000, WMS, then the world's largest manufacturer of pinball machines, closed its unprofitable pinball business — choosing to make <u>slot</u> <u>machines</u> instead.

But this 1930s invention is now enjoying an unlikely comeback. According to Stern Pinball, the last major manufacturer, sales of new machines have risen by 15–20 percent every year since 2008. The company is even planning to move to a new and much larger factory near Chicago. In 2022, the International Flipper Pinball Association (IFPA) approved about 8,300 pinball <u>tournaments</u>, a 400 percent increase since 2014.

What explains this trend? First, the technology has had an upgrade. Games can now be connected to the internet, allowing players to post their <u>scores</u> online. Some believe the mechanical machines <u>appeal to</u> younger players, who haven't had that experience before. Of course, it also has a lot to do with nostalgia. The generation that grew up with pinball is now middle-aged with the <u>disposable income</u> to afford their own machines.

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pinball 🗢 Flipper	tournament 🗢 Turnier
bounce back	score - Spielergebnis
 zurückkommen 	appeal to sb.
heyday	 bei jmdm. gut ankommen
 Glanzzeit, Hochphase 	disposable income
slot machine Clücksspielautomat	 verfügbares Einkommen

[4] Out of the comfort zone M us

When Anjali Sud got the job of <u>CEO</u> of the video-services platform Vimeo in 2017, at the age of just 34, the first person she told was her dad. Sud says her success is thanks to her father's advice: "Live outside of your comfort zone." She followed that advice in her education, leaving her home in Michigan at 14 for the elite <u>boarding school</u> Phillips Academy Andover. After college, Sud again put herself in an unfamiliar place, investment banking — although that was never a <u>long-term goal</u>. She told *Insider*:

"I wanted to be really <u>well-versed</u> in finance, and I wanted to see how value was created and destroyed."

Later, Sud worked at Amazon and other companies, looking for more new experiences. Now that she's been leading Vimeo for six years, the next career change may not be far away. Sud plans to keep following her dad's advice. "I think that when you are pushed outside of your comfort zone, you develop as a leader so much faster," she says. "I tell people to get <u>comfortable</u> doing that and do it as early as you can in your career."

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CEO (chief executive officer) • Geschäftsführer(in) boarding school • Internat long-term • langfristig goal • Ziel well-versed: be ~ in sth.
 sich gut mit etw. auskennen
 comfortable: get ~ doing sth.
 hier: sich damit anfreunden, etw. zu tun

INNOVATION [5] The food industry and mobility <u>i</u>

Sion: Innovative ideas are essential in business. They can help to solve problems, and make

people think in new, more creative ways. First, let's take a look at Moolec, a UK company specializing in molecular farming and the creation of plant-based foods that contain real animal proteins. Then, we'll hear about Goodyear's development of "smart <u>tyres</u>". Sound interesting? Listen up!

tyre 🗢 Reifen

[6] Piggy plants M

People who say plant-based meat alternatives don't taste like meat may have to <u>eat their</u> <u>words</u> — and they might even enjoy it. The UK company Moolec has modified soya plants by adding the genes that create certain pig proteins. The beans that the plants produce are called "Piggy Sooy". Moolec is also growing <u>pea</u> plants with beef proteins and claims its products will have a similar taste, texture and <u>nutritional value</u> to meat.

While the company hasn't said which pig proteins it has used, experts think one of them is likely to be a <u>haem</u> protein, such as myoglobin, which gives red meat its colour and contributes to its flavour. Amit Dhingra of Moolec told New Scientist that the proteins were selected to get the right "feel in the mouth" after food has been cooked.

Plant-based meat alternatives have grown in popularity, but many consumers are <u>reluctant</u>

to give up the flavour of meat. Using animal proteins might convince more meat-lovers to switch. This method avoids the cruelty associated with animal farming as well as the high costs involved in growing cultured meat in laboratories.

eat one's words 🗢 zurück-
nehmen, was man gesagt hat
piggy 🗢 Schweinchen
pea 🗢 Erbse

nutritional value Nährwert
haem ► Hämo-
reluctant: be ~ to do sth. ← etw. nur ungern tun

[7] Tyre tracks M

<u>Autonomous vehicles</u> have lots of sensors to understand their environment but, so far, not in the only part that touches the road, the <u>tyres</u>. Manufacturers, like Goodyear, are working on "smart tyres" to provide data about road conditions in real time. This could help a vehicle determine how fast to go around a corner, for example. Chris Helsel, <u>chief technology officer</u> of Goodyear, told The Wall Street Journal that realtime information about <u>grip</u> would be "a <u>holy</u> <u>grail</u> when you think about vehicle control".

Tyres already have sensors that monitor <u>air</u> <u>pressure</u>, for example, but real-time systems need more power. Technically, it's possible to use the vibrations of the wheels to provide power, but doing so under the high temperatures and stress that tyres experience is a big challenge.

More data is unlikely to solve all the problems self-driving cars have, but as they spread from the dry climate of California and Arizona to places where there's often snow and ice on the roads, knowing how much grip you have could be very useful.

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autonomous vehicle
🗢 autonomes Fahrzeug
tyre 🗢 Reifen
chief technology officer
 Technikvorstand, techni-
sche(r) Direktor(in)

grip 🗢 Griffigkeit; hier: Bodenhaftung	
holy grail 🗢 heiliger Gral	
air pressure 🗢 Luftdruck	

METROPOLITAN MAYHEM [8] Coffee break: Virtual training M

Sion: Our friends at Metropolitan Mayhem, a fictional London-based advertising agency, have mixed feelings about the virtual training sessions that the company has organized for them. Listen to the dialogue. Afterwards, answer the questions based on the dialogue to test your understanding of what you have heard.

Michelle: All right, Davina? Do you want a coffee?

Davina: Hi, Michelle! Sure, I'll have an Americano, thanks.

Michelle: No problem. How are you getting on with those virtual training sessions?

Davina: I'm enjoying them. I'm starting to re-

alize the potential of virtual and <u>augmented</u> reality [VR and AR] in advertising. At the start, I thought it was just a bit of a <u>fad</u>, but it looks like it could shape the future of the industry. What about you?

Michelle: I can see the <u>appeal</u> of doing things like virtual tours of hotels before checking in or doing simulated test-drives of cars, but I can't help but wonder if it's really necessary. I mean, we've <u>managed</u> up until now without any of this. It'd be very costly for our clients, and I'm not sure that they'd see a great <u>return on investment</u>.

Davina: A friend of mine told me she used AR to design her kitchen, and she was <u>raving about</u> it. It really helps people to <u>customize</u> products and services to fit their specific needs. I can see the benefits, even if it isn't for everyone.

Michelle: I don't know. I just think the company is trying to fill an innovation <u>tick box</u> but providing us with a few sessions <u>showcasing</u> how AR and VR can be incorporated in advertising doesn't make the company forward-thinking. It's all for show.

Davina: I mean, we have to understand more about AR and VR before we can effectively <u>implement</u> it, so I think these virtual training sessions make a lot of sense.

Kyle: Hi, ladies! How's it going? [upbeat] Michelle: Oh, hi, Kyle. It's great to have you

back in the office. How was your holiday in Barcelona? **Kyle**: It's such a great city — we had an <u>amazing</u> time. We went on some great trips. In fact, these virtual training sessions have got me thinking about how many possibilities there are of integrating AR and VR into travel advertising. Wouldn't you be more likely to go on a day trip or to a museum if you could get a taste of the experience <u>beforehand</u>? I know I would!

Michelle: Personally, I miss in-person, offline experiences. I don't always want to know exactly what to expect. What's happened to the element of surprise? And I also prefer traditional training methods. I might find the concept of AR and VR in advertising more <u>engaging</u> if a coach came and explained everything to us. Then we could ask the questions that interest us and get immediate responses.

Davina: Yes, but virtual training is much more cost-effective for companies. Once they've invested in the VR headsets, then the possibilities are endless.

Kyle: I agree. And to be honest, I think I <u>retain</u> more information when I'm standing up and on the move. VR headsets allow for movement and the experience is much more interactive than it would be if you were just sitting down and listening to a coach go through a Power-Point presentation.

Sion: OK, now listen to the following statements based on the dialogue you have just heard. Decide whether they are true or false. After each statement, you'll hear the answer. Ready? Let's go.

- 1. According to Davina, virtual training is cheaper than traditional training methods.
- This statement is true. Davina tells the others that virtual training is a "more costeffective" option. If something is "more costeffective", it is cheaper.
- 2. Even though Michelle recognizes that there are some potential uses for VR and AR in advertising, she isn't convinced that the implementation of this technology is really essential.
- This statement is true. Michelle sees the appeal of virtual experiences in certain industries, but she doesn't think they're completely necessary. If you "see the appeal of doing something", then you understand why it might be attractive to someone. Note that VR stands for "virtual reality" and AR stands for "augmented reality".
- **3.** In Kyle's opinion, there is little potential for the implementation of AR and VR in the travel sector.
- This statement is false. Kyle thinks there is great potential for the implementation of AR and VR in the travel sector.
- Kyle thinks virtual training sessions make it harder to learn things because all the movement involved is <u>distracting</u>.

 This statement is false. Kyle finds it easier to remember information he has learned in more interactive experiences that involve movement. The expression "to retain information" is another way of saying "to remember information".

Sion: Well done. Did you get all of those answers right? If not, go back and listen to the dialogue again.

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augmented 🗢 erweitert	showcase sth.
fad - Modeerscheinung	🗢 etw. präsentieren
appeal 🗢 Reiz, Attraktivität	implement sth.
manage: ~ without sth.	 etw. umsetzen
 ohne etw. auskommen 	upbeat 🗢 fröhlich,
return on investment	gut gelaunt
 Kapitalrendite 	amazing (ifml.)
rave about sth. (ifml.)	 fantastisch, toll
 von etw. schwärmen 	beforehand 🗢 im Vorfeld
customize sth.	engaging
 etw. individuell zuschneiden 	 ansprechend, fesselnd
tick box: fill a ~ (UK)	retain sth. 🗢 etw. behalten
 etw. abhaken, Vorgaben 	distracting: be ~
erfüllen	 ablenken

START-UP

[9] Interview: Simon Newitt, chief commercial officer of Heart Aerospace M

Sion: Can you imagine flying in an electric aeroplane? Swedish start-up Heart Aerospace specializes in electric <u>aircraft</u>. Business Spotlight correspondent Rachel Preece spoke to Simon Newitt, the <u>chief commercial officer</u> at Heart Aerospace, about the need for electric aeroplanes. Ready for take-off? Seat belts on? Let's go!

aircraft - Flugzeug(e)

chief commercial officer • kaufmännische(r) Direktor(in)

Rachel Preece: First of all, I read that you have been in the <u>aviation industry</u> for over two decades. How do people react when you tell them what you do, when you tell them about Heart Aerospace and the concept of electric aeroplanes?

Simon Newitt: Generally speaking, you know, the overwhelming response is really curiosity. The world of aviation is something that everyone kind of loves, right? I think there's real interest in what the future holds. I think, you know, the world generally is becoming much more conscientious and aware of, you know, the importance of sustainability - the importance of their own kind of personal emissions. People are becoming more informed. There's plenty of people that can question, critique, maybe naysay, but we're absolutely determined in what we're doing, and you know, we rise to that challenge. I think the automotive industry has really helped a lot, because people are associating electrification with good performance as well as sustainability. It now has become really front and centre within our industry. And there's a real realization that we need to do something, and we need to do it now. You know, it's all very well with our long-term <u>targets</u>. It's quite safe to say, "In 2050, we're going to be this, that and the next thing", but in order to get there, we need to actually start working right now.

Rachel: That was going to be my next question. You mentioned that there has been this shift in <u>mindset</u> about the urgency in producing more <u>sustainable</u> vehicles. Why do you think that is? Simon: I think, you know, we just have to look at the extraordinary events that are going on around the world — you know, the climate events. You see terrible flooding, terrible fires, you know, extreme weather <u>patterns</u> that scientifically are demonstrating that it's to do with what's happening with our climate.

And I think also, you know, there's a real understanding that the industry can't support it on its own, you know, so we need support. We need the governments to come in and help. It is going to be a costly exercise to truly transform this industry into a sustainable one. It's not an easy industry to <u>decarbonize</u> just by nature of what <u>aircraft</u> do.

So, you know, I think we've gone from this view that, "Oh, you know, air transport <u>accounts for</u> only three per cent of global CO_2 emissions. It's not the biggest <u>polluter</u>." But

I think everyone realizes that there are other industries that are going to decarbonize quicker than our one, and our industry enjoys huge amounts of growth. I mean, it's almost a democratic right for everyone to get on a plane. And the <u>vast</u> majority of the planet still hasn't flown on a plane, so there's just an enormous amount of air travel potential on its way. There are independent studies that are projecting a <u>trebling</u> of CO₂ emissions coming from air transport by 2050, despite all these good <u>pledges</u>, right?

So, the next step is what to do? And you know, there is a lot of focus on sustainable aviation fuel. But it's not enough. We need to do more, and we need to see support being given to the new technologies that are much cleaner. So, you know, funding, grants, collaborative exercises where the industry gets together and really works on developing these technologies. And at this stage of where we are, the area where these technologies can be really developed is in the very small capacity, because the technology can support small aircraft, flying short distances, and that's where we're going to start. That's why we are starting at 30 seats, flying 200 kilometres, zero-operational emissions range. People may say, well that's really not moving the needle, but you need to start somewhere. And you need to use those platforms to learn and to understand the infrastructure, to understand regulatory issues, to understand the path to certification. And from all those learnings, you can then <u>scale</u>, and then the technologies will be advancing. They can then support bigger aircraft that fly further, which at the end of the day will have much more <u>impact</u> in terms of decarbonization.

Rachel: I wish you all the very best, and I hope one day to get on and fly in a Heart Aerospace aeroplane.

Simon: You can come on board with Greta [Thunberg] as our first passenger!

Rachel: That would be an honour! Thank you so much for your time, Simon.

Simon: No, real pleasure, nice to talk to you, Rachel. Thank you.

Rachel: Thank you. Simon: Thank you. Have a good day.

Rachel: You, too, Simon. Bye! Simon: Thanks, all the best! Bye-bye!

Sion: Listen to the following incomplete statements based on the dialogue you have just heard and choose the correct option to complete the statement. Ready? Let's start.

 Simon Newitt mentions that the [beep] industry has helped the electric aircraft sector a lot.

- a) automotive
- **b)** automatic
- The correct answer is a). Simon Newitt mentions that the automotive industry has helped the electric aircraft sector a lot.
- 2. Simon Newitt says that climate events, like [beep] and terrible fires, have made people realize the urgency for change.
- a) <u>droughts</u>
- **b)** flooding
- The correct answer is b). Simon Newitt says that climate events, like flooding and terrible fires, have made people realize the urgency for change.
- **3.** Simon Newitt says that [*beep*] of the planet have never flown on a plane.
- a) the vast majority
- b) the vast minority
- The correct answer is a). Simon Newitt says that the vast majority of the planet have never flown on a plane.
- **4.** Simon Newitt believes the right place to start is with [beep] aircraft.
- a) small
- b) large
- The correct answer is a). Simon Newitt believes the right place to start is with small aircraft.

Sion: Did you get all of those right? If not, listen to the interview again and try the exercise once more.

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aviation industry	accou
 Luftfahrtbranche 	etw. be
overwhelming überwiegend 	pollut ► Um
conscientious	vast •
 gewissenhaft; hier: bewusst 	treblin
sustainability	pledge
 Nachhaltigkeit 	fuel •
naysay sth. 🗢 etw. schwarzmalen	fundir
automotive 🗢 Automobil-	grant
target - Ziel	collab
	zusamı
mindset ← Einstellung, Denkweise	move eine
sustainable ► nachhaltig	erzeug
pattern - Muster; hier: Ver-	regula
auf, Geschehen	issue
decarbonize 🗢 entkarbonisieren	scale
	impac
aircraft ► Flugzeug(e)	droug

nt for sth. laufen er weltverschmutzer(in) groß, breit ng 🗢 Verdreifachung e 🗢 Versprechen Treibstoff 19 - Finanzierung Zuschuss orative 🗢 gemeinsam, menwirkend the needle e messbare Auswirkung en tory - Regulierungs- Frage, Problem skalieren t 🗢 Auswirkung(en) ht 🗢 Dürre, Trockenheit

ulought - Dure, nockenne

AROUND THE WORLD [10] Not all a bed of roses? $\underline{\overline{i}}$

Sion: The next time you buy a bunch of roses or use some <u>rose-scented</u> cream, take a moment to think about where these products come from. The answer could be Bulgaria, as the country is famous for its rose industry. However, the realities of this industry aren't always as rosy as you might think. This piece, written by Business Spotlight correspondent Elitsa Gadeva, reflects on the state of the industry today.

rose-scented

nach Rosen duftend

[11] A thorny industry M

Known for its rose <u>plantations</u>, Bulgaria is one of the world's top rose oil producers, responsible for about three-quarters of the global supply. Luxury <u>brands</u>, including Chanel, Dior and Lancôme, <u>opt for</u> the Bulgarian market, despite strong competition from Turkey, as the quality of the product is <u>assured</u> by private laboratories that <u>grant</u> quality accreditations after inspection. This prevents <u>counterfeit</u> products from entering the market.

After a year of very high inflation in 2022 and the <u>impact</u> of the pandemic on global trade, the <u>volatile</u> rose oil market is gradually <u>healing</u>, according to Evgeni Spirov, the owner of Sentterra, a certified <u>organic</u> producer of roses, rose oil and rose water. In Bulgaria, developing production practices is currently more important than increasing the supply, as crises have led to lower demand for expensive products like rose oil. "When people don't have money, they stop buying perfumes, not bread," says Spirov.

Selling like roses

This year, Sentterra will sell <u>raw</u> rose oil at a price of \in 10,000 to \in 15,000 per kilogram. This is

considerable progress compared with Spirov's sales during the pandemic, when he sold rose oil for just €8,000 per kilogram.

The tough manual work performed in Bulgaria's Rose Valley cannot be modernized, which means there's often a <u>shortage</u> of workers. At the height of rose-picking season — between May and June — Spirov needs more than 300 workers to pick rose <u>petals</u> by hand. Regional government <u>schemes</u> try to attract workers by providing transport and better working conditions, but because of the nature and seasonality of the job, and the low <u>remuneration</u> (between 25 and 50 euro cents per kilogram of rose petals), it is getting harder to find workers for the <u>harvest</u>. Most of the workers are from Bulgaria's Roma minority.

After the distillation of 2–3 tonnes of rose petals, Spirov produces one kilogram of rose oil, meaning the business is profitable only <u>at scale</u> and after extensive work. Despite the difficulties, rose oil remains an essential <u>ingredient</u> in many luxury cosmetic products. To guarantee the high standard of the essence, Western firms also participate in the <u>extraction</u> of the oil or in its <u>insertion</u> into ready-to-use beauty products. One of the big players is the French <u>fragrance</u> manufacturer Robertet, which has been in the business since 1850. "The expectations of foreign customers are extremely high. We work with some of the top brands in the industry," says Konstantin Georgiev, the administrative director of Robertet's Bulgarian <u>branch</u> and one of Sentterra's customers.

One thing is certain: to fully <u>blossom</u>, the Bulgarian rose oil industry needs to be <u>treasured</u> both domestically and globally.

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thorny - dornig	shortage
plantation	🗢 Knapphe
 Plantage; Pflanzung 	petal 🗢 Bl
brand 🗢 Marke	scheme 🗢
opt for sth. ← sich für etw. entscheiden	remunerati Entlohnu
assure sth.	harvest 🗢
 etw. sicherstellen 	at scale 💌
grant sth. 🗢 etw. gewähren;	ingredient
hier: ausstellen	extraction
counterfeit 🗢 gefälscht	insertion •
impact 🗢 Auswirkung(en)	Zufügung
volatile – schwankungs- anfällig	fragrance Parfüm, E
heal 🗢 hier: sich beruhigen	branch ►
organic 🗢 Bio-	blossom 🔹
raw 🗢 roh; hier: unbehandelt	treasure st

shortage
 Knappheit; hier: Mangel petal - Blütenblatt
petal 🗢 Blütenblatt
scheme 🗢 Programm
remuneration
 Entlohnung
harvest 🗢 Ernte
at scale 🗢 in großem Stil
ingredient 🗢 Bestandteil
extraction - Gewinnung
insertion 🗢 Einbringung,
Zufügung
fragrance
 Parfüm, Duft(stoff)
fragrance ► Parfüm, Duft(stoff) branch ► Niederlassung
blossom 🗢 (er)blühen
treasure sth.
 etw. (hoch)schätzen

BUSINESS SKILLS [12] Making the most of your mistakes

Sion: How do you feel when you make a mistake? Are you usually <u>embarrassed</u>, or are you able to laugh at yourself? Do you tend to learn something from your mistakes? Or do you prefer to forget them? Imagine a world without mistakes. We probably wouldn't enjoy our successes half as much, and we might even stop trying to succeed in the first place. Let's face it, getting something wrong usually comes before getting something right. This article by Ken Taylor explores this <u>topic</u> a little further. Listen carefully.

embarrassed - verlegen, topic - Thema peinlich berührt

[13] Learn from your mistakes M

Oscar Wilde once said something like: "Experience is the name we give to our mistakes." This is definitely true — as long as we also learn from them. The world is increasingly <u>unpredictable</u>, in which sudden changes happen regularly. There's an enormous amount of information available to us. Societies are becoming more multicultural, and technological developments are changing how we live and work. With all that complexity, mistakes are <u>bound</u> to happen.

Most people are quite <u>risk-averse</u> — they dislike making mistakes. However, management guru Tom Peters, in his book <u>Thriving on</u> Chaos, says we cannot afford to wait for perfection. The fastest way to get answers is to test, make mistakes, learn and <u>adjust</u>. He thinks we should become "mistake <u>maniacs</u>".

Happy accidents

It's worth remembering that many discoveries and inventions have happened <u>by accident</u>. In the early 1970s, Arthur Fry wanted a <u>bookmark</u> for his church <u>hymnal</u> that wouldn't fall out or damage the pages. His colleague at 3M, Spencer Silver, had developed an <u>adhesive</u> that wasn't strong enough to stick two surfaces together (as planned) but left no <u>residue</u> after removal and allowed <u>items</u> to be repositioned. Fry put some of Silver's adhesive along the edge of a piece of paper. His church hymnal problem was solved, and the Post-it note was invented.

Viagra was originally developed to treat <u>car</u><u>diovascular</u> problems. In testing, it must have become (very) clear that it wasn't just the heart that was <u>affected</u>.

And the famous inventor Thomas Edison made thousands of failed prototypes of his electric <u>light bulb</u> before finally succeeding. When asked why he hadn't given up, he explained that each failure had taught him something he needed to know for the next attempt. Edison was clearly a mistake maniac.

Turn mistakes into experience 1. Accept the mistake

When you make a mistake, admit it as soon as you can — first to yourself and then to others. The sooner you accept that a mistake has happened, and take responsibility for it, the sooner you can start learning from it.

2. Analyse and get feedback

Study where you went wrong, so you'll know what to do differently next time. It can help you in identifying solutions to future problems, too. It's helpful to get feedback from trusted colleagues. A mentor can give you advice on how they've managed similar situations.

3. Find the lesson to be learned

Keep a <u>diary</u>. Record your mistake along with your analysis and the feedback you received. Then, make a plan with specific steps to prevent the same mistake from happening again.

Some organizations have online mistake diaries that everyone can contribute to, in which mistakes and their solutions are posted.

4. Check your learning progress

Use a simple learning checklist at regular intervals to help you learn from these experiences. In this article, we give you an example:

5. Always be a learner

Develop a learning <u>mindset</u> and be prepared to take some risks. Prioritize where you want to develop, concentrating on <u>one thing at a time</u>. Put time aside for your learning. Share your goals with someone you trust, so they can encourage and support you. A mistake maniac is <u>ultimately</u> a lifelong learner.

unpredictable

unvorhersehbar
 bound: be ~ to happen
 unvermeidlich geschehen

risk-averse

► risikoscheu

thrive on sth.

durch etw. Erfolg haben

adjust 🗢 Änderungen	cardiovascular
vornehmen	 Herz-Kreislauf-
maniac ► Fanatiker(in)	affect sth.
by accident	🗢 etw. betreffen
🚽 durch Zufall	light bulb 🗢 Glühbirne
bookmark	diary 🗢 Tage-, Notizbuch
 Lesezeichen 	mindset
hymnal 🗢 Gesangbuch	 Einstellung
adhesive - Klebstoff	one thing at a time
residue	 eins nach dem anderen
 Rückstand/-stände 	ultimately
item 🗢 Gegenstand, Element	 letztendlich

[14] Essential phrases for learning from mistakes M

Sion: In this exercise, you'll practise some phrases that are useful for learning from your mistakes. 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.

- 1. You admit to the mistake.
- Use "I", "afraid", "that" and "my fault".
- I'm afraid that was my fault.
- 2. You analyse the mistake and get feedback.
- Use "Let's", "see", "went wrong" and "the process".
- Let's see what went wrong in the process.

- 3. You identify the lesson to be learned.
- Use "I can", "see", "where", "need" and "improve".
- I can see where I need to improve.
- 4. You check your learning progress.
- Use "I", "carry out", "self-check", "my progress" and "regular intervals".
- I carry out a self-check on my progress at regular intervals.
- 5. You <u>emphasize</u> that you will always be a learner.
- Use "I", "have <u>allocated</u>", "time", "each week" and "learning".
- I've allocated time each week for learning.

Sion: Excellent. Well done!

Business Spotlight 9/2023, pp. 28-30

emphasize sth.

allocate sth. etw. zuteilen

CAREER COACH [15] A closer look at appreciation E

Sion: Giving praise or paying someone a compliment can help teams to <u>bond</u> and <u>appreciate</u> each other more, but we don't always take the time to tell our colleagues that we are grateful for their presence or the work they do. This article by career coach Frank Peters explores the <u>topic</u> of <u>appreciation</u> in more <u>depth</u>. Listen carefully.

pay sb. a compliment
 jmdm. ein Kompliment
machen, ein Lob aussprechen
bond ● Beziehung(en) aufbauen

appreciate sb. • jmdn. schätzen topic • Thema appreciation • Anerkennung, Wertschätzung depth: in ~ • eingehend

[16] Who do we appreciate? M

At the end of a team workshop (or a long meeting), it's often a nice idea to give everyone in the team the chance to <u>speak up</u> and say a few words. It might be some feedback about the workshop or a highlight of the time the group spent together — or something completely different.

Recently, at the end of a two-day team workshop, I asked one person in the team to pull out a card from a box <u>at random</u>. Written on the card was an activity that everybody should do. (I always have these kinds of question/activity cards with me.) In this case, the task was: <u>pay a compliment</u> to the person on your left.

There was complete silence in the room. Suddenly, everyone was <u>supposed</u> to think of something complimentary to say about one of their colleagues and, surprisingly, this seemed to make most of the participants feel uncomfortable.

The art of praise

Why is that? Why do we often find it hard to compliment or praise someone? It's possible that some of the participants didn't know each other that well, so they may have been unsure of what to say. Many people might want to praise one of their co-workers but worry that it could <u>backfire</u> and lead to an <u>embarrassing</u> situation. Others said they were trying to think of something specific to say <u>rather than</u> something <u>generic</u> or <u>superficial</u>.

And there was one manager in the group who clearly wasn't used to showing his <u>appreciation</u> — he thought if he gave his employees too much praise, they would start asking for a <u>raise</u> or a <u>promotion</u>. Hmm.

Sometimes, one <u>innocent</u> question can cause a lot of <u>awkward</u> silence. In cases like this, you might want to intervene to help get things moving. For example, have the participants first praise themselves. That should be much easier, theoretically, but many people struggle with this, too.

As a team coach, I find this quite interesting. The same phenomenon comes up again and again: many people are very critical of their own performance and find it hard to praise themselves — and this often makes it difficult for them to give praise to others.

A second attempt

If you include this activity in a workshop, allow plenty of time, to give everyone the chance to think about themselves, and provide some examples of praise: "I spontaneously adapted the workshop <u>schedule</u> to your needs." "I trained your communication skills and entertained you at the same time." "I managed our time well today."

This will help the participants to come up with some good things to say about themselves: "I listened carefully during the partner exercise." "I always returned on time after the breaks."

Have everyone read their compliments about themselves aloud and you'll probably feel the energy in the room rise with each new statement. When I do this exercise, I usually see people smiling and <u>nodding in agreement</u>.

Now, return to the original task: pay a workrelated compliment to the person on your left. The participants will find this much easier now — for two reasons: first, they've already mastered the task once. Saying something nice about themselves will <u>pave the way</u> to doing so for others. Second, in each case, all they have to do is listen carefully to the praise their neighbour chooses to give themself, and then more or less repeat it. What's interesting, however, is that most of the participants don't take the easy option, but find something new to say. By the second attempt, in most cases, everyone will come up with <u>genuine</u> praise for their neighbour. Again, you'll find that the energy in the room rises, and a <u>precious</u> piece of <u>mutual</u> appreciation is a great ending for any workshop.

Appreciation activation

There's a useful exercise that you can try, which is sometimes called "The Shower of Praise". Have everyone sit in a <u>semicircle</u>, facing the first <u>volunteer</u>. The task is for people to write down something they <u>appreciate</u> about this person (the volunteer). After a few minutes, each person in the semicircle reads out their praise, for example: "I admire how patient you are with clients on the phone" or "I think you always show a lot of empathy and give constructive feedback." Then, they go over and hand the piece of paper to that person.

Make sure you allow enough time to complete the exercise. In larger teams, or if people aren't used to giving praise, it might take a little longer, and you don't want to rush through it. After the first round, another person can take their turn in the middle.

There are a number of variations on this exercise, so feel free to adapt it any way you like. If the <u>set-up</u> of a semicircle and paying individual compliments in front of the whole team is not right for you (or takes too long), you can try a more discreet variation that uses <u>envelopes</u> that have the names of the team members on them. Everyone is encouraged to write praise about another team member and put it in their envelope during the workshop. It's always great to see people's faces when they open their envelopes at the end.

Depending on your goal for the session, you can choose a narrow or a wide focus of the praise. Sometimes, it makes sense to ask for praise that relates to the specific workshop you're taking part in — and that's a nice way to round things off. Or, you can keep it broader and ask for general praise. Then, you can also do it at any time.

With many possible variations, you're free to shape the exercise as you wish, investing more time and going deeper according to your needs. It has the benefit that people start to think about themselves and how they contribute to the team, as well as show their appreciation for their co-workers. It's great to include it in a long meeting or workshop to create a trusting atmosphere and <u>lay the foundation</u> for more intensive work together. Just always keep compliments professional, not personal. Praise should always be work-related.

speak up

sich äußern

at random

nach dem Zufallsprinzip

pay a compliment

 ein Kompliment machen, ein Lob aussprechen
 supposed: be ~ to do sth.
 etw. tun sollen

backfire - fehlschlagen	nod in
embarrassing - peinlich	🗢 zust
rather than (an)statt, und nicht	pave t ► den
generic	Voraus
 allgemein; hier: banal 	genuir
superficial • oberflächlich	 ech precio
appreciation - Anerken-	mutua
nung, Wertschätzung raise – Gehaltserhöhung	volunt
promotion - Beförderung	appre
innocent - harmlos	anerkei
awkward - unbehaglich;	set-up
hier: betreten	envelo
schedule 🗢 Ablaufplan	lay the

1 agreement timmend nicken the wav n Weg bahnen; hier: die setzungen schaffen ne nt. authentisch ous 🗢 wertvoll al 🗢 gegenseitig ircle - Halbkreis teer 🗢 Freiwillige(r) ciate sb. 🗢 jmdn. nnen, wertschätzen 🕨 🗢 Anordnung ope 🗢 Umschlag e foundation die Grundlagen schaffen

[17] Useful phrases for showing appreciation **M**

Sion: This is an exercise on phrases that you can use to show someone that you <u>appreciate</u> them — either by thanking them or by <u>paying them</u> <u>a compliment</u>. Let's start with three different ways to say thank you. You'll hear two options,
a) and b). In the pause, choose the right option. Then you'll hear the correct answer. Are you ready? Let's begin.

1. Which of the following sentences expresses <u>gratitude</u>?

- a) I'm very grateful to you.
- b) I'm very gracious to you.

- a) is right: "I'm very grateful to you." "Gracious" means "kind and generous".
- 2. Which of these two expressions shows that you are grateful for someone's help?
- a) I really appreciate your help.
- **b)** I honestly approve of your help.
- a) is right. "I really appreciate your help." If you "approve of something", you agree with it.
- 3. And which of these expressions is a way of thanking someone for being an absolute lifesaver?
- a) You saved my cash.
- b) You saved my bacon.
- b) is right: "You saved my bacon." You can also say "life" instead of "bacon": "You saved my life."

Sion: And now we'll give you three different ways of complimenting someone on their good work. Again, you'll hear two options, a) and b). In the pause, choose the right one. Then you'll hear the correct answer. Ready?

- 1. If you thought someone did a really good job of their presentation, would you say a) or b)?
- a) Your presentation was very impressive.
- b) Your presentation was very impressed.
- a) is right: "Your presentation was very im-

pressive." Someone can be "impressed by something", but something is "impressive".

- 2. If you wanted to congratulate someone on how well they were doing their job, would a) or b) be correct?
- a) You're doing a terrific job.
- **b**) You're doing a terrifying job.
- a) is right. "You're doing a terrific job." If you told someone "You're doing a terrifying job", that would mean that their job is really scary.
- 3. If you wanted to congratulate Angie on her great work, would **a**) or **b**) be correct?
- a) Kudos to Angie for all her great work.
- b) Kowtow to Angie for all her great work.
- a) is right. "Kudos to Angie for all her great work." If you "kowtow to someone", you show deep respect to someone in authority.

Sion: Well done. Did you get all the words right? If not. go back and try this exercise again. Business Spotlight 9/2023, pp. 38-41

appreciate sb.	gratitude
 jmdn. schätzen 	🖕 Dankbarkeit
pay sb. a compliment	scary (ifml.)
 jmdm. ein Komliment 	 furchterregend
machen, ein Lob aussprechen	

ENGLISH FOR... [18] Dialogue comprehension exercise: Starting your career M

Sion: Can you remember what your first job was when you left school? Listen to this dialogue between a father and his daughter about starting her career. Afterwards, we'll test your understanding of what you have heard. Ready? Let's go.

Kate: I can't believe I've finished my <u>A levels</u>.

Joshua: I know, right? I still remember you in <u>nappies</u>.

Kate: <u>C'mon</u>, Dad! But listen, I've been thinking about taking a <u>gap year</u> to <u>figure out</u> what I want to do. I thought I could go to Bali and train to become a yoga instructor.

Joshua: And who's going to be financing that? Kate: I saved up a bit from my weekend job at the pub. I checked ticket prices, and they weren't too expensive.

Joshua: Well, you'd need to finance your stay over there as well. I mean it sounds like a nice idea, but I think it'd be worth thinking about your long-term goals before going on an adventure to Bali.

Kate: I want to work in the <u>hospitality indus-</u> try because that would allow me to travel and work at different hotels around the world. To be honest, I don't think a university <u>degree</u> is for me. I'd rather just explore the job market, send off some <u>applications</u> and see if I can get any <u>interviews</u>.

Joshua: There's nothing wrong with that. I never went to university myself. I just did an <u>apprenticeship</u> and started working as a <u>plumber</u>. But these days, things are pretty <u>competitive</u>, so I wouldn't completely <u>rule out</u> university if I were you. Maybe spend the first six months of your gap year working at a hotel before going to Bali. That way, you'll have some experience under your <u>belt</u>, and you can save up some money for your trip.

Kate: That sounds like a great idea. Thanks, Dad!

Joshua: That's my girl! Go for it. Now, my back is killing me, love, can you remind me how to do that <u>downward-facing</u> frog pose since you're into yoga and all that?

Kate: It's downward-facing dog, Dad.

Joshua: Oh, yeah, right, that's what I meant, love.

Sion: OK, now let's test your understanding of what you have just heard. Listen to the following statements and decide whether they are true or false. You will hear the answer after each statement.

1. "A levels", short for "average levels", are the exams that you take at the end of secondary school in the UK.

- This statement is false. "A levels", short for "advanced-level" qualifications, are the exams that you take at the end of sixth form.
- 2. A "gap year" is a year spent trying different career paths to determine the right career to <u>pursue</u>.
- This statement is false. A "gap year" is a period of one year usually taken by a student between school and university.
- The expression "to figure out what you want to do" means "to discover and understand what you want to do after a great deal of thought".
- This statement is true. The expression "to figure out what you want to do" means "to discover and understand what you want to do after a great deal of thought".
- **4.** A "university degree" is the qualification obtained after a successful course of study at a university.
- This statement is true. A "university degree" is the qualification obtained after a success-ful course of study at a university.
- 5. An "apprenticeship" involves working for a period of time to improve your ability to perform a job that is usually manual in nature.

- This statement is true. An "apprenticeship" involves working for a period of time to improve your ability to perform a job that is usually manual in nature.
- The expression "to have some experience under your belt" means "to earn enough money to feed yourself".
- This statement is false. The expression "to have some experience under your belt" means "to have gained some experience".

Sion: Did you get all of those right? If not, go back and try the exercise again.

A levels (UK)	interview 🗢 Bewerbungs-,
🗢 etwa: Àbitúr	Vorstellungsgespräch
nappy (UK) ► Windel	apprenticeship - Lehre
c'mon 🗢 come on	plumber - Installateur(in)
gap year 🗢 Zwischenjahr,	competitive
Auslandsjahr (zwischen Schule	 wettbewerbsorientiert
und Universität)	rule sth. out
figure sth. out (ifml.)	 etw. ausschließen
 etw. herausfinden 	belt: have sth. under one's ~
hospitality industry	 etw. (Erfahrung) erworben
 Gastgewerbe 	haben, auf seinem Konto haben
degree - (Hochschul-)	downward-facing
Abschluss	 mit dem Gesicht nach unten
application	pursue sth.
 Bewerbung 	 etw. verfolgen; hier:
benerbung	anstreben

[19] Exercise: Tricky translations M

Sion: False friends are pairs of words that sound similar in German and English, but their meanings are different, so they can cause confusion. 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 with the German word.

German: intern

Sion: This word is used as an adjective or an adverb and relates to the inside or inner circle of something. Translate this word into English. English: internal, internally

Sion: Don't say "intern". An intern is a trainee who gets practical experience doing a job, often with little to no payment. If used as an adjective, the German word *intern* is "internal" in English, and if used as an adverb, it is "internally". Please translate this sentence.

German: Dies sind interne Dokumente.

English: These are internal documents.

German: Lass uns zunächst intern darüber sprechen. **English**: Let's talk about it internally first.

[20] Exercise: Don't confuse M

Sion: In this exercise, we'll practise the use of a false friend. The English translation of the German word *intern* is "internal" as an adjective and "internally" as an adverb. It is not "intern" which is Praktikant(in) in German. First, you'll hear a sentence with a beep. In the pause, decide whether you need "internal" or "intern" instead of the beep. You might need to add an article to go with the noun "intern". Then, you'll hear the correct sentence again. Ready?

- 1. [beep] team decisions have to be approved by management.
- Internal team decisions have to be approved by management.
- 2. Before he got the job, he had to work as [beep] for two months.
- Before he got the job, he had to work as an intern for two months.
- 3. There are two beeps in the next sentence. As [beep], she did not have access to any [beep] information.
- As an intern, she did not have access to any internal information.

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

Business Spotlight 9/2023, pp. 42-43

SKILL UP!

[21] Text and exercise: Collocations M

Sion: This is an exercise on collocations. These are words that frequently go together to form word partnerships. Listen carefully to the following piece of news about streaming. We'll then do an exercise on it. Shock waves ran though the streaming industry last week when GleamStream, a small independent streaming platform, announced that it had won the streaming rights for the next world championships. According to streaming analytics, the company's global streaming audience is expected to increase by 200 per cent, allowing a big investment in new content.

Sion: In this exercise, you'll hear the beginning of a sentence describing a situation. In the pause, complete the sentence using the matching collocation from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

- 1. Various streaming media and streaming services make up the...
- streaming industry. Various streaming media and streaming services make up the streaming industry.
- 2. An online source of TV programmes, films, etc. that is available on demand is a...
- streaming platform. An online source of TV programmes, films, etc. that is available on demand is a streaming platform.
- **3.** The permission to play streaming content is laid down in the...
- streaming rights. The permission to play streaming content is laid down in the streaming rights.

- 4. The continuous processing and analysis of streaming data is called...
- streaming analytics. The continuous processing and analysis of streaming data is called streaming analytics.
- 5. The group of people as a whole using streaming services is the...
- streaming audience. The group of people as a whole using streaming services is the streaming audience.

Sion: Well done. If you didn't get all those collocations right, listen to the text again and then try the exercise once more.

[22] Exercise: Essential words and phrases for streaming M

Sion: This language exercise is focused on useful words or phrases to talk about streaming. 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.

- 1. If you watch several <u>episodes</u> of a <u>series</u> one after the other in a short time, this is...
- a) blind-viewing.
- **b**) binge-watching.
- **b**) is right. "Binge-watching" means that you watch several or even all the episodes of a series, typically over a short space of time.

- 2. The data that you enter to access your account are your...
- a) login details.
- b) logon details.
- a) is right. You need your "login details" to get access to your account.
- 3. A picture that is <u>distorted</u> and not clear is a...
- a) washed-out image.
- b) blurred image.
- b) is right. In a "blurred image", the details are distorted or unclear. "Washed-out" refers to something that is <u>faded</u> by sunlight or repeated washing. "Washed-out" can also refer to a person who looks <u>pale</u> and tired.
- **4.** A platform that is not available for some time is...
- a) temporarily disabled.
- b) temporarily closed.
- a) is right. A platform that is "temporarily disabled" is blocked and cannot be used for some time. A shop may be "temporarily closed".
- 5. Streaming content that is <u>funded</u> by commercial ads is...
- a) ad-supported.
- b) ad-subsidized.
- a) is right. "Ad-supported" means that the necessary funds are <u>raised</u> by ads. "Subsidized" refers to the practice of supporting an activity or product financially to reduce the costs for consumers. Here's an example: "This event was subsidized by the government."

- 6. A special <u>rate</u> that is paid for a service and includes all members of a family is a...
- a) family project.
- **b)** family plan.
- b) is right. A "family plan" is a rate that covers an entire family. Something that is planned and carried out by a family is a "family project".
- 7. People who watch videos online are called...
- a) public.
- b) viewers.
- **b**) is right. People who watch videos online are called "viewers".
- 8. When a video takes a while to load because it is downloading data before it can be played, this process is called...
- a) buffering.
- b) stalling.
- a) is right. When a video takes a while to load because it is downloading data before it can be played, this process is called "buffering". The verb "stall" is used to refer to when the engine in a car or other motor vehicle temporarily stops working.
- **9.** Some streaming services give you personalized recommendations based on your...
- a) past viewing.
- b) viewing history.
- b) is right. Some streaming services give you personalized recommendations based on your viewing history.

Sion: Well done. Did you get all those words right? If not, go back and try the exercise again. Business Spotlight 9/2023, pp. 44-47

episode ► Folge
series 🗢 Staffel
distorted 🗢 verzerrt
faded 🗢 verblichen
pale 🗢 blass



CONCLUSION

[23] Until next time... E

Sion: Thanks so much for joining us and taking the time to practise your business English. We hope you enjoyed our selection of articles, dialogues, exercises and interviews. Keep up the good work! IMPRESSUM Chefredakteurin: Judith Gilbert (V.I.S.d.P.) Geschäftsführende Redakteurin (VD): Maja Sirola Audioredaktion: Meita Cameron-Wood (Autorin, Produktion, Redaktion; frei), Hildegard Rudolph (frei) Gestaltung: Georg Lechner, Christiane Schäffner (frei) Fachredaktion: Anja Giese (frei), Michele Tilgner (frei)

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