

**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

**Sion Dayson:** Welcome to *Business Spotlight Audio*. This time around, we'll cover topics ranging from women in the football industry to the concept of working 40 hours a week. You'll hear from an urban garden designer, based in London and Bristol, UK. And we'll even give you some advice on how to make a presentation more memorable, by tailoring it to your audience. There's a lot more, too, but let's start with some trending news stories.

**topic** ▶ Thema  
**garden designer**

▶ Gartenarchitekt(in)

**memorable** ▶ einprägsam

**tailor sth. to sb./sth.**

▶ etw. auf jmdn./etw.  
zuschneiden

**audience** ▶ Zuhörer(innen)

**NAMES AND NEWS****[2] Manufacturing in a time of war** A US

Denmark's prime minister, Mette Frederiksen, says Europe must spend more on defense, particularly as the war in Ukraine has highlighted the difficulty of supplying armies in a long-running conflict. However, more spending is just one part of the solution. The U.S. de-

fense budget for 2024, for example, is \$842 billion — about 3.5 percent of the country's GDP. And yet, even America has limitations in how much, and how quickly, its defense industry can supply.

After the Cold War, the U.S. military industrial base changed dramatically, from around 50 smaller companies in the early 1990s to several big defense contractors today. Production got leaner, adopting civilian manufacturing concepts, like producing “just in time,” to save space and costs. Now, many people think this is the cause of shortages in ammunition and other supplies, arguing that by not keeping warehouses full of parts ready to go, production cannot surge to meet a sudden rise in demand.

Others say that cost-efficient strategies freed up funds for research and other requirements. The problem seems to be that Western militaries had planned for a different kind of war. “Over time, the industrial base has prioritized efficiency over resiliency,” William A. LaPlante, of the U.S. Department of Defense, said in a speech. “No one anticipated the prolonged high-volume conflict we're seeing in Ukraine.”

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**defense** ▶ Verteidigung

**GDP (gross domestic product)**

▶ BIP (Bruttoinlandsprodukt)

**contractor**

▶ Auftragnehmer(in)

**lean** ▶ schlank

**adopt sth.**

▶ etw. übernehmen

**shortage** ▶ Mangel**ammunition**

▶ Munition

**warehouse** ▶ Lager**surge** ▶ rasch ansteigen**free sth. up**

▶ etw. verfügbar machen

**resiliency**

▶ Belastbarkeit; hier: Widerstandsfähigkeit

**anticipate sth.**

▶ etw. vorhersehen

**prolonged** ▶ andauernd**high-volume**

▶ hier: mit großem Militäreinsatz

### [3] Even death is not private

When somebody dies unexpectedly, shocked friends and loved ones often want to know what happened. To find this information, some may turn to the internet. But there, they might find a flood of videos about the deceased person — often full of errors and misinformation. These are the work of obituary pirates.

Analytics tools, like Google Trends, allow users to see what search terms people are using, almost in real time. When a person's death attracts a lot of media attention, the pirates copy, summarize or even fabricate their own obituaries, often with AI. They post them, mainly on YouTube, hoping to lure people looking for the information.

Hijacking obituaries like this drives up views and, therefore, ad revenue — for both the pirates and Google. Potentially, strangers are profiting from the concern of people looking for details of the death of a loved one. “It’s horrific and disturbing because it’s so predatory,” Chris Silver Smith, who experienced this after

his brother-in-law died in a car accident, told The New York Times.

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**loved one** ▶ Angehörige(r)**deceased person**

▶ Verstorbene(r)

**obituary** ▶ Nachruf**summarize sth.**

▶ etw. zusammenfassen

**AI (artificial intelligence)**

▶ KI (künstliche Intelligenz)

**lure sb.** ▶ jmdn. anlocken**hijack sth.** ▶ etw. kapern**ad revenue**

▶ Werbeeinnahmen

**horrific** ▶ entsetzlich**predatory**

▶ räuberisch; hier: gewissenlos

**brother-in-law**

▶ Schwager

### [4] Plane spotter

As a kid, Kevin Ray loved planes. Today, with the power of the internet, he's turned plane spotting from a hobby into a business. In 2021, Ray even quit his job to run his YouTube channel, Airline Videos, on which he livestreams planes coming and going at Los Angeles airport, LAX.

Ray is a “plane jockey.” Drawing on his experience of working in television news, he films, commentates the action and provides details about the planes and airlines. “I thought with my news background, my media background, I can merge my love for aviation and make it into an entertainment show,” he told the TV network ABC.

Plane jockeys are a growing presence at airports around the world. Filming up to 30 hours a week, Ray finances his business through

memberships and merchandise sales. His channel has nearly 800,000 followers and gets up to 100,000 viewers per show. “It’s not just about the planes, it’s about the community that has been built,” he says. “People are watching from all around the world.”

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#### plane spotter/plane spotting

• Flugzeugbeobachter(in)/  
Flugzeugbeobachtung

#### quit (one’s job) (jfm.)

• (seine Stelle) kündigen

#### draw on sth.

• auf etw. zurückgreifen

#### merge sth.

• etw. verschmelzen;  
hier: einfließen lassen

#### aviation • Luftfahrt

#### merchandise

• Handelsware

## PROFILE

### [5] Gender equality in football

**Sion:** Although progress has been made in women’s football in recent years, gender equality in football still seems distant and difficult to achieve. It is something that has to be fought for, as Norwegian footballer Lise Klaveness knows all too well. Let’s find out more about her efforts to increase gender equality in the sport. Listen carefully because we’ll test your understanding of the article afterwards with a short exercise.

achieve sth. • etw. erreichen

### [6] Lise Klaveness: Making football fair

In March 2022, Lise Klaveness became the first female president of the Norwegian Football Federation — governing both the men’s and the women’s leagues — in its 120-year history. She has been making waves since she started the job. Klaveness has become renowned for her outspokenness, criticizing FIFA decisions and gender inequality in professional football.

The Norwegian lawyer and former professional footballer, who played 73 games for Norway, is keen to become a member of the UEFA Executive Committee (ExCo). She says she wants to change football from within. She ran for election in spring 2023, one of 11 candidates seeking a spot on the 20-member committee. She told *Forbes* that she wanted “to represent smaller nations”, and stand for “equal opportunities for girls and boys, and men and women”. Her bid failed, but she is undeterred and plans to run again.

Before running Norwegian football, Klaveness worked as a lawyer for the country’s central bank — a role that required precise, unbiased work. She benefits from that experience today. Norway’s football federation had reportedly been looking for someone with a scientific background and legal experience.

### **Human rights in football**

In October 2023, FIFA President Gianni Infantino effectively announced that Saudi

Arabia would host the 2034 World Cup in a short-circuit process that, according to *The New York Times*, caught even FIFA's own members by surprise. He made the announcement in an Instagram post, even though the official vote was still a year away. Klavness told Sky News: "It has not been a transparent process."

It is not the first time that Klavness has questioned FIFA's practices. She flew to a FIFA Congress in Qatar in March 2022, risking imprisonment in the country for being married to a woman. She told attendees that the men's World Cups in Russia in 2018 and Qatar in 2022 had been "awarded by FIFA in unacceptable ways", commenting on the lack of human rights, equality and democracy. The *Financial Times* reported that her short speech outraged the almost entirely male congress. One official responded that it was not the right time or place.

In November 2023, Klavness returned to Qatar to meet with migrant workers, the authorities and NGO representatives a year after the 2022 tournament. She was there to learn as much as she could, because she fully expects the same human-rights issues to come up again in the future.

Klavness also wants to see greater gender equality in football. Talking about Europe's football authorities, she told *The Guardian*: "When you're so big, you have power to exclude

as well [as include]. So, we need leaders who want to make football inclusive for all."

### Equal chances in childhood

Growing up in Bergen, it was normal for Klavness to play football as a child. "I'm probably a product of where I grew up and social democracy," she told the *Financial Times*. "We had a female prime minister, Gro Harlem Brundtland, my whole childhood. My closest training partner was my dad. He saw that I had dreams, wanted to train six, seven hours a day. He didn't care if I was a son or a daughter. That says something about the level of equality. A good childhood lasts forever. He created a fake expectation in me that this was also [the nature of] the world. So it was a bit of a shock to me when I was older that the football business was so unfair." Speaking to the *Süddeutsche Zeitung*, Klavness declared: "This is the sport I have chosen. And it doesn't belong to men alone. It belongs to everyone who loves it."

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#### Norwegian

• norwegisch

**federation** ▶ Verband

**league** ▶ Liga

**make waves**

• Wellen schlagen

**renowned: become ~**

• sich einen Ruf erwerben

**outspokenness**

• Offenheit, Unverblütheit

**keen: be ~ to do sth.** (UK)

• unbedingt etw. tun wollen

**run for sth.**

• hier: für etw. kandidieren

**spot** ▶ Fleck; hier: Sitz

**bid** ▶ Bewerbung

**undeterred: be ~**

• sich nicht abbringen lassen

**unbiased**

• unvoreingenommen

**host sth.** ▶ etw. ausrichten**short-circuit process**

▶ Schnellverfahren

**attendee** ▶ Teilnehmer(in)**award sth.**

▶ hier: etw. vergeben

**outrage sb.**

▶ jmdn. empören

**tournament**

▶ Turnier

**issue** ▶ Problem, Frage**[7] Exercise: Check your understanding** 🗣️

**Sion:** OK, now it's time to test your understanding of the text you have just heard. Decide whether the following statements based on the text are true or false. You will hear the answer after the sound that follows each statement. Ready? Let's begin.

- Klaveness has been in charge of male and female football **leagues** in Norway since 2022.
  - ▶ This statement is true. She has been “governing both the men’s and the women’s leagues” since becoming president of the Norwegian Football **Federation**, in 2022. If you “govern” something, you are “in charge of” it.
- Klaveness has become well known for her quiet nature.
  - ▶ This statement is false. Klaveness has become “renowned” for her “outspokenness”. “Well known” and “renowned” have the same meaning. And “outspokenness” means that you are not afraid to voice your opinion. Usually, people who are “outspoken” would not be described as “quiet”.

3. Klaveness was not interested in becoming part of the UEFA **Executive Committee**, as she did not agree with the organization’s values.

- ▶ This statement is false. She **ran for** election to join the UEFA Executive Committee in spring 2023, but she was not chosen to be one of the organization’s 20 members.
4. According to the *Financial Times*, Klaveness’s ideas were well received by male **attendees** at the FIFA Congress in Qatar in 2022.
- ▶ This statement is false. The *Financial Times* reported that her short speech “outraged” the almost entirely male congress. If people are “outraged” by something, they are very angry about it and find it shocking.
5. Klaveness used to practise her football skills with her father.
- ▶ This statement is true. Her closest training partner was her dad. If you “train” with someone, you practise with them. The verb “train” is typically used to talk about practising and improving sporting skills.

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

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**league** ▶ Liga**federation** ▶ Verband**executive committee**

▶ Exekutivkomitee

**run for sth.**

▶ hier: für etw. kandidieren

**attendee** ▶ Teilnehmer(in)

## METROPOLITAN MAYHEM

### [8] Dialogue: Do we really want to work 40 hours a week?

**Sion:** Some people do not question that a full-time job means working 40 hours a week. Others see the practice of working 40 hours a week as old-fashioned and unnecessary. Listen to the following dialogue between colleagues at Metropolitan Mayhem, our fictional London-based advertising agency. Co-workers Michelle and Kyle have different opinions on this issue. Listen carefully because we'll test your understanding of their conversation afterwards.

**Michelle:** I'm exhausted. I'd love to work fewer hours per week. My sister has just started a new full-time job, and she only has to work 35 hours a week. I really envy her.

**Kyle:** Personally, I'm quite happy working 40 hours a week. I don't think I'd be as productive if my hours were reduced. I already feel like I barely have enough time to complete all my tasks.

**Michelle:** But don't you think your work-life balance would be better if you worked fewer hours? It would allow people to spend more time with their children, too.

**Kyle:** That might be true, but I really enjoy work and I don't have any kids. I find it easier to unwind after working a full day, because then I feel like I've earned it.

**Michelle:** Don't get me wrong. I like my job, but I value my leisure time more. Some days, I'm in back-to-back meetings, and when I get home, I don't have enough energy to do anything other than sit on the couch and watch TV.

**Kyle:** That might be the case, but I'd wager that the working week would actually get more intense if we started working fewer hours a week. We'd have to condense the same amount of work into a shorter amount of time.

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#### co-worker

► Kollege/Kollegin

issue ► Thema, Frage

exhausted ► erschöpft

envy sb. ► jmdn. beneiden

unwind ► abschalten

leisure time ► Freizeit

#### back-to-back

► unmittelbar aufeinanderfolgend

wager ► wetten

condense sth.

► etw. zusammenpressen, konzentrieren

### [9] Exercise: Check your understanding

**Sion:** OK, let's test your understanding of the dialogue you have just heard. Complete the following statements based on the conversation you heard in the previous track by choosing option **a)** or **b)**.

- Michelle is [beep] of her sister, because she only has to work 35 hours a week.
  - envious
  - entitled

► The correct answer is **a)**. Michelle is “envious” of her sister, because she only has to

work 35 hours a week. In the dialogue, Michelle says she “envis” her sister. The word “envy” is a verb, and “envious” is an adjective. The meaning of “envious” is similar to that of the word “jealous”. It’s used when you wish you had something that someone has.

2. Kyle already feels like he [beep] has enough time to do his tasks at work.

a) hardly

b) usually

► The correct answer is a). In the dialogue, Kyle says that he “barely” has enough time, which is the same as saying he “hardly” has enough time. Both “barely” and “hardly” mean “only just”.

3. Kyle finds it easier to [beep] after a full day at work.

a) sleep

b) relax

► The correct answer is b). In the dialogue, Kyle says he finds it easier to “unwind” after working a full day. The verb “unwind” means to “relax”.

4. For Michelle, [beep] time is something she values more than her work.

a) free

b) lazy

► The correct answer is a). In the dialogue, Michelle says she values “leisure time” more than her job. “Leisure time” is the same as “free time”.

5. Kyle thinks that fewer working hours would mean [beep] the same amount of work into less time.

a) converting

b) squeezing

► The correct answer is b). In the dialogue, Kyle says he thinks that fewer working hours would mean “condensing” the same amount of work into less time. This has the same meaning as “squeezing” the same amount of work into less time. Essentially, this means that you take a longer activity and fit it into a shorter amount of time.

**Sion:** Well done! Did you get all those right? If not, go back and try this exercise again.

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## BUSINESS SKILLS

### [10] The people in front of you

**Sion:** When giving a presentation, it’s important to think carefully about who will be listening to it. By getting to know your audience, you can create a stronger connection and make your message more memorable. Let’s find out more by listening to the following article, written by Business Spotlight correspondent Ken Taylor.

**audience**

► Zuhörer(innen)

**memorable**

► einprägsam

## [11] LINKS — Know your audience

It is said that there are three key things you should think about to make a presentation good: 1. the audience. 2. the audience. And 3. the audience! The people sitting in the audience are the reason you're there. So, you'll need to find out who they are and try to put yourself in their shoes. To do this, there are five things to consider, and to help you remember them, let's use the acronym LINKS.

### **L for Level**

#### **This determines your style.**

What is the status of your audience? Are you speaking to the board, to a customer, to visitors from abroad or to colleagues on your team? Does your audience have power over your daily work? Your promotion prospects? Are there cultural considerations you need to think about? All of these aspects may affect how formal your message is. The level of your message determines how your audience will react.

### **I for Interest**

#### **This determines your examples.**

Why is the audience there? Why should they listen to you? Are your good ideas relevant to this particular group? Are the listeners fresh or have they heard several other presentations already? Often, people are there just because it's the weekly meeting or they've been told to

be there. When the audience isn't motivated, you'll have to provide that motivation. However, if people have particular reasons for being there, you'll need to address them.

### **N for Needs**

#### **This determines your content.**

What is the audience hoping for? Do they want to be informed, entertained, challenged? While listening, they'll also be asking: "What's in it for me?" Somewhere along the line, you'll need to give the audience members what they need or want. You might have to change a few unrealistic expectations or do something unexpected in order to make an impact and perhaps exceed the audience's expectations.

### **K for Knowledge**

#### **This determines the level of detail.**

Check your audience's background. What do they already know about the topic? How familiar are they with key concepts? Have they had previous experience with your company or products? (And were they positive or negative experiences?) What do they know about your competitors?

### **S for Size**

#### **This influences the choreography.**

How many people will you be speaking to? It can be tricky if you were expecting to speak



to ten people and find yourself facing 100! It can be easier to establish a relationship with a smaller audience. You can often be less formal and create a workshop atmosphere. With audiences of ten or more, it's usually better to stand up — this requires a more formal presentation style. Larger audiences (30+ people) are more anonymous and more demanding. The larger the audience, the more theatrical the situation. Then, you'll need to think about your visual aids, lighting, projecting your voice or using a microphone and how to run Q&A sessions.

### Special factors

There may be other factors that influence your presentation style:

- Who will present before me?
- What are they likely to say?
- How will the audience be feeling when I begin?
- Should my presentation build on the previous speaker's impact?

Watch out for special circumstances that may have affected your audience. If they've just arrived from abroad, they may be suffering from jetlag. Or you may not get their full attention because of anxiety about job losses or a take-over bid. Find a way to acknowledge these situations during your presentation.

And consider your own credibility. For example, if you arrive at a presentation instead of

someone else who had been expected, you may need to explain carefully what you can offer that is special. Simply apologizing for not being someone else is no way to be a good presenter.

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**audience** ➤ Zuhörer(innen)

**put oneself in sb.'s shoes**

➤ sich in jmdn. hineinversetzen

**board** ➤ Vorstand

**promotion prospects**

➤ Aufstiegschancen

**affect sth.**

➤ etw. beeinflussen

**fresh** ➤ hier: nicht ermüdet, voll konzentriert

**What's in it for me?**

➤ Was habe ich davon?

**somewhere along the line**

(ifml.) ➤ irgendwann

**make an impact**

➤ Eindruck machen;

hier: überzeugen

**topic** ➤ Thema

**previous experience**

➤ Vorerfahrung

**tricky** ➤ schwierig

**aid** ➤ Hilfsmittel

**project sth.**

➤ etw. projizieren

**Q&A (questions and answers)** ➤ Fragen und

Antworten

**circumstances** ➤ Umstände

**anxiety** ➤ Sorge, Besorgnis

**take-over bid**

➤ Übernahmeangebot

**acknowledge sth.**

➤ etw. anerkennen;

hier: auf etw. eingehen

**credibility**

➤ Glaubwürdigkeit

## [12] Exercise: Essential phrases for audience interaction

**Sion:** In this exercise, you'll practise some phrases that are useful for audience interaction. I'll tell you what to say and give you some of the words that you'll need. Remember, you'll need to add prepositions and articles before nouns where necessary. In the pause, form the 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 think about the language level you want to use when speaking to your audience.

- Use “what”, “level”, “I need”, “pitch” and “my message”.

➤ At what level do I need to pitch my message?

2. You refer to your audience's interests.

- Use “I”, “know”, “this”, “hot topic” and “everyone”.

➤ I know this is a hot topic for everyone.

3. You focus on the needs of your audience.

- Use “here's”, “example”, “that's”, “relevant”, “your” and “daily work”.

➤ Here's an example that's relevant to your daily work.

4. You ask your audience about their knowledge.

- Use “how many”, “you”, “have”, “experience” and “this area”.

➤ How many of you have experience in this area?

5. You refer to the size of your audience.

- Use “can I”, “just ask”, “if”, “you can”, “all”, “hear me”, “back” and “the hall”.

➤ Can I just ask if you can all hear me at the back of the hall?

**Sion:** Excellent. Well done!

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## ODD JOBS

### [13] Interview: Getting to know an urban garden designer

**Sion:** Do you live in a town or city? Would you like to have more green space and plants around you at work or at home? Listen to this extract from our interview with British urban garden designer Eliza Nicholas for more information about her planting decisions in urban environments. After the interview extract, we'll test your understanding of what you've heard. Ready? Let's begin.

**Eliza:** You're basically going to have the best and most successful garden if you choose a plant that will thrive in the conditions that you've got. So, for example, if you're an office — and I see this quite a lot — where you've got a roof garden, it's very hot, it's very sunny, then that kind of environment might be ideal for Mediterranean or drought-tolerant planting. If it gets lots of sunshine, plants that suit that might be lavender, rosemary, herbs that really thrive in a hot situation. A balcony that is within lots of high-rise buildings, for example: it's surrounded by quite built-up landscape, might

not get that much sunshine, or it might be in quite a shady position, in which case, you want to think about ferns, evergreen shrubs that are quite robust. And if a balcony gets lots of wind, and it's quite exposed, you want to be thinking about really hardy plants like that. You also want to be thinking about maintenance level. Lots of my clients say, "We're really busy. We don't have much time to look after it." There's [non-standard] several plants I might suggest, including ornamental grasses that generally don't need too much maintenance. So, you're suiting the plant to the conditions — "right plant, right place" — but you're also making sure that, for example, somebody that said they want a low-maintenance garden hasn't got plants that they need to be sort of attending to [non-standard] on a daily basis when they might not have the time. In small spaces, you're trying to fit in lots of different things without it looking overcrowded. And sometimes, people might say, "I'd like a patio in the sunshine in the evening," and given the orientation of the garden, that might mean that the patio sits in a certain place. And then they might also say, "I'd like a small tree in the garden, but I don't want it to cast shade on my house." So, you're working with not only the elements that the client would like, but you're bearing in mind nature, the orientation of the sun, the sort of little microclimate that each garden has.

**Sion:** OK, let's check your understanding of what you have just heard. Listen to the following statements based on the interview and decide whether they are true or false.

1. Your garden will do well if you choose plants that will excel in the available environment.
  - This statement is true. Eliza says that it's about choosing plants that will "thrive" in the conditions that you've got. The verb "thrive" means to "excel" or "do very well".
2. Plants that need frequent watering are well suited to hot roof terraces.
  - This statement is false. According to Eliza, "Mediterranean" and "drought-tolerant" plants would be well suited to a hot roof terrace. "Mediterranean" plants come from southern Europe, specifically from countries in or around the Mediterranean Sea. "Drought-tolerant" plants require little water and are good at surviving in hot, dry conditions. A "drought" is a long period when there is very little rainfall, causing extremely dry conditions.
3. Small bushes that are green throughout the year do well on shady balconies.
  - This statement is true. Eliza says that "evergreen shrubs" are a good option for shady balconies.
4. Delicate plants are a good fit for balconies in exposed, windy areas.

- This statement is false. According to Eliza, “hardy plants” do well on balconies in exposed, windy areas.
5. Low-maintenance gardens require constant attention.
- This statement is false. If a garden is “low-maintenance”, it does not require constant attention. A low-maintenance garden would suit someone with little time.
6. One of the challenges in small spaces is not making the garden look like it is too full.
- This statement is true. Eliza says that it’s about fitting in lots of different things without making the garden look “overcrowded”. If a space is “overcrowded”, it is too full.
7. Sometimes, clients want a paved area of their garden to be in the sunshine at a particular time of day.
- This statement is true. Eliza says that some clients want their “patio” to be in the sunshine in the evening. A patio is a paved area in a garden.
8. Eliza considers the direction of the sun’s rays in relation to the space she is working with when designing gardens.
- This statement is true. Eliza considers the “orientation of the sun” when designing gardens.
- Sion:** Well done. Did you get all those right? If not, maybe there’s still some room to grow — see what I did there?

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### garden designer

• Gartenarchitekt(in)

### environment

• hier: Umgebung, Umfeld

**thrive** ▶ gedeihen

### Mediterranean

• mediterran

### drought-tolerant

• dürreresistent

**lavender** ▶ Lavendel

**rosemary** ▶ Rosmarin

**herbs** ▶ Kräuter

**built-up** ▶ hier: bebaut

**fern** ▶ Farn

**shrub** ▶ Busch, Staude

**exposed** ▶ exponiert

**hardy** ▶ winterhart

### maintenance

• Pflege

### overcrowded

• überfüllt

### do well

• hier: gedeihen

### excel in sth.

• sich in etw. hervortun;  
hier: bestens gedeihen

### delicate

• zart, empfindlich

### fit: be a – for sth.

• sich für etw. eignen

### paved

• gepflastert

### design sth.

• etw. konzipieren

## CAREER COACH

### [14] Approaches to work

**Sion:** There are many different ways of working, and oftentimes, it is worth considering the options before beginning a task, particularly when working in a group. Listen to the following article by Business Spotlight career coach Frank Peters.

### [15] Ways of working — an exercise

It happened to me once, but I’ll make sure it doesn’t happen again. I was running a workshop with a group of leaders. We wanted to work on team-specific issues, sharing experiences on how to deal with conflict within

teams. We went outside to do a team-building activity.

One of the first things I did was talk about ways of working. We discussed ideas about what was important to each of us in order to work together respectfully and efficiently. Then, one of the group said he didn't understand why we were talking about this, because all the points we'd mentioned were really just common sense and should go without saying. Several others nodded in agreement, fair point. I asked the group whether they wanted to continue discussing guidelines on how to work well together. They didn't. So, I skipped this point. Later, however, I realized that this had been a mistake.

### **A clear framework**

We had our first break mid-morning. At the end of the break, only half of the group was back in the room. Sometimes, it really isn't so important if people aren't on time. On that day, however, we had a lot to cover and, for the topics we'd planned, we needed an environment of trust in which people could rely on each other. Of course, if people are five minutes late, it doesn't mean they're unreliable, but it does leave a little room for doubt. Maybe solving their issues wasn't as important to them as they'd claimed? The trust wasn't as solid as it could have been.

For the rest of the day, it was quite a challenge to keep the team on track — they needed a clear framework to keep them together, so they could act freely within it. It would have been helpful (to me and to them) if we had agreed on clear ways of working at the beginning of the day.

So, what exactly do I mean by agreeing on ways of working? It's when the group members decide how they want to work and behave when they're together. You can call it ground rules or principles for success. In any case, the members of the group express what's important to them in order to collaborate in a productive, safe and appreciative way.

### **How to proceed**

**1. Set the scene:** First, explain what happens if you don't agree on ways of working — for example, what happened to me above. This makes it clear to everybody that agreement makes sense.

**2. Ask for expectations:** Have everybody write down on sticky notes what's important to them, what they expect from the others in order to work well together. Then, put the notes on the wall.

**3. Make it actionable:** If people have used abstract terms like “respect”, ask for more details — what does respect mean to them? In some cases, a longer discussion will follow, which is a good thing. If you're worried that you're falling

behind schedule, don't be. These discussions about personal and team values are very important. In almost every session about ways of working, someone will say "respect", and I always ask how respect translates into concrete behaviour.

For some, it means letting each speaker finish their sentence without interruptions. For others, it means letting everyone have a say before making a group decision. It can also mean that nobody speaks before the person of the highest rank has spoken, a more traditional or old-fashioned way of working. Or it can come from a totally different culture.

There is a wide range of experiences, interpretations and expectations when people talk about respect. The same is true with appreciation, kindness, openness and honesty.

**4. Limit it to five points:** Depending on the size of the group, you could end up with 20 notes on your board. While it's true that each of these notes is important to someone, 20 items are just not actionable and aren't easily remembered. That's why you and the group should reduce the number of items to about five.

**5. Talk about sanctions and revisions:** Often, people neglect to do this when determining their ways of working. It's essential that you also talk about what you do as a team if someone doesn't follow the rules. One rule for me

is: if someone doesn't adhere to something we agreed on, I point it out, so that everybody becomes aware of it. If it happens more than once or involves more than one person, I ask: "What do you need to live up to our agreements? Or should we adapt our agreements?"

Ways of working aren't carved in stone. After some time, it's necessary to have a second look and adapt them. This also relieves some of the pressure from the group members to find the ideal ways of working. Just start with a set-up that is good enough to try and then improve it over time.

**6. Get commitment:** In the end, ask for agreement. A thumbs up means "I'm fine with these ways of working". If anyone doesn't agree, keep going until you find something that's acceptable to everybody.

**7. Document:** This is an important step. Make sure your ways of working are transparent and easily accessible. In a workshop, it's a good idea to post them on a board.

If you work with a team for a long period of time, it's essential to talk about your ways of working. Ask: how do you want to work together? Each member brings their own experience to the team, so there could be different interpretations of certain concepts, such as being on time.

I once attended a workshop with Spanish, German and English colleagues, and while it

may sound like stereotyping, there really were different ideas of what punctuality means. This is where open communication is important: not just to agree to be “on time” but to make sure everyone knows what that means.

There is one more thing that needs mentioning. If somebody doesn't adhere to one of the points you all agreed on, remember that it is an agreement and not a rule. It's not for you as leader to enforce discipline. In a high-performance team, everyone should feel responsible to speak up and remind the person of what you all had agreed on.

Encourage this behaviour and the mindset behind it. Put up a note that says: “Everyone in the team is responsible for our ways of working.” If someone strays, refer back to the note. And, since I had the experience I described in the beginning of this article, there's another note I like to put on the board: “Trust the process. And trust Frank. He's a good guy.” You can try this, too.

Business Spotlight 6/2024, pp. 38–41

**issue** ➤ Problem, Thema

**common sense**

➤ gesunder Menschenverstand

**go without saying**

➤ selbstverständlich sein

**nod** ➤ nicken

**fair point**

➤ berechtigte Anmerkung

**skip sth.**

➤ etw. überspringen, auslassen

**topic** ➤ Thema

**environment**

➤ hier: Umgebung, Umfeld

**unreliable** ➤ unzuverlässig

**leave a little room for doubt**

➤ Zweifel aufkommen lassen

**on track: keep sb. ~**

➤ jmdn. auf Kurs halten

**framework**

➤ Rahmen

**appreciative**

➤ wertschätzend

**proceed** ➤ vorgehen

**sticky note** ➤ Haftzettel

**actionable**

➤ verfolgbar, umsetzbar

**fall behind schedule**

➤ im Zeitplan zurückfallen

**translate into sth.**

➤ zu etw. führen, in etw. resultieren

**have a say**

➤ ein Mitspracherecht haben

**item** ➤ hier: Punkt

**neglect sth.**

➤ etw. vernachlässigen, außer Acht lassen

**adhere to sth.**

➤ sich an etw. halten, etw. einhalten

**point sth. out**

➤ auf etw. hinweisen

**live up to sth.**

➤ etw. erfüllen

**carved in stone**

➤ in Stein gemeißelt

**thumbs up** (ifml.)

➤ Daumen hoch, Zustimmung

**accessible**

➤ zugänglich

**enforce sth.**

➤ etw. durchsetzen

**speak up**

➤ sich äußern

**mindset**

➤ Einstellung, Denkweise

**stray** ➤ abweichen;

hier: sich abweichend verhalten

## [16] Exercise: Essential phrases to talk about different ways of working

**Sion:** This is an exercise on phrases that are useful for talking about ways of working. First, you'll hear two words and then a sentence with a beep. In the pause, decide which word you need instead of the beep. Then, you'll hear the correct sentence again. In the first three sentences, the speaker suggests ways of working, and in the last three, the speaker reminds others of agreements.

- “guidelines” OR “baselines”  
Let’s establish some clear [beep] to ensure smooth cooperation.
- **guidelines.** Let’s establish some clear guidelines to ensure smooth cooperation.
- “landmarks” OR “milestones”  
It’s important to set deadlines and [beep] to keep us on track.
- **milestones.** It’s important to set deadlines and milestones to keep us on track.
- “protocol” OR “track record”  
We should establish a [beep] for resolving conflicts.
- **protocol.** We should establish a protocol for resolving conflicts.
- “apply” OR “adhere”  
As a friendly reminder, let’s ensure we [beep] to the deadlines we agreed to.
- **adhere.** As a friendly reminder, let’s ensure we adhere to the deadlines we agreed to.
- “appreciation” OR “commitment”  
Let’s remember our [beep] to sharing resources and supporting each other’s efforts within the team.
- **commitment.** Let’s remember our commitment to sharing resources and supporting each other’s efforts within the team.
- “refrain” OR “refuse”  
Let’s [beep] from interrupting others and allow everyone the opportunity to express their ideas.

➤ **refrain.** Let’s refrain from interrupting others and allow everyone the opportunity to express their ideas.

**Sion:** Well done. Did you get all the phrases right? If not, go back and try this exercise again.

Business Spotlight 6/2024, pp. 38–41

#### ensure sth.

• etw. sicherstellen

#### on track: keep sb. -

• jmdn. auf Kurs halten

#### resolve sth.

• etw. lösen

## ENGLISH FOR...

### [17] Striking: Tricky translations

**Sion:** This exercise will focus on a false friend related to the topic of striking. False friends are pairs of words that sound similar in two different languages, but their meanings are different, so they can cause confusion.

The German word *plakatieren* means “put up posters” or “put up billboards” in English. It is not “placate”, which means *besänftigen* or *beschwichtigen*.

First, you’ll hear a sentence with a beep in the place of a missing word. In the pause, decide whether you need “placate” or “put up posters”. You’ll hear the correct answer after the “ping” sound. Ready?



- Shouldn't we [beep] to inform people about the strike action?
  - Shouldn't we put up posters to inform people about the strike action?
- The union leader lost his temper, and it took some time to [beep] him.
  - The union leader lost his temper, and it took some time to placate him.
- There are two beeps in the next sentence. To [beep] the management team, the unionists did not [beep] by the gate to the company premises.
  - To placate the management team, the unionists did not put up posters by the gate to the company premises.

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

Business Spotlight 6/2024, pp. 42–43

topic ➤ Thema

**temper: lose one's ~**  
➤ die Beherrschung verlieren

### [18] Exercise: Strike vocabulary **M**

**Sion:** This exercise will focus on vocabulary needed to talk about striking. Complete the sentences by choosing option **a)** or **b)**. Ready? Let's begin.

- When workers go on strike, they often organize...

**a)** demonstrations.

**b)** gatherings.

- The correct answer is **a)**. When workers go on strike, they often organize demonstrations. A “demonstration” is an organized assembly of people who come together to show their support for a cause. A “gathering” is a group of people who meet for a specific reason. Alternatively, “gathering” can also refer to a small informal party, usually held at a person's home.

- To get people's attention, strikers sometimes blow a...

**a)** pipe.

**b)** whistle.

- The correct answer is **b)**. To get people's attention, strikers sometimes blow a whistle. The word “pipe”, on the other hand, is used to smoke tobacco. “Pipe” can also refer to a tube used to carry fluids into and out of a building.

- To make their voices audible to everyone in the crowd and in the surrounding area, strikers use a...

**a)** loudspeaker.

**b)** megaphone.

- The correct answer is **b)**. To make their voices audible to everyone in the crowd and in the surrounding area, strikers use a megaphone. In other words, a “megaphone” makes the speaker's voice louder. A “loudspeaker” is

used to amplify the sound of music or other sound recordings.

4. People go on strike because of unfulfilled...  
 a) demands.  
 b) wishes.  
 ➤ The correct answer is **a)**. People go on strike because of unfulfilled demands. A “demand” is a firm request, which is seen as a right by the person asking. “Wishes”, on the other hand, are things that a person would like to have.
5. A person who belongs to a trade union is a...  
 a) unionist.  
 b) trader.  
 ➤ The correct answer is **a)**. A person who belongs to a trade union is a unionist. A “trade union” is an organized group of workers who defend the rights of the people working in that sector.
6. To make themselves more visible, strikers often wear...  
 a) warning vests.  
 b) high-visibility vests.  
 ➤ The correct answer is **b)**. To make themselves more visible, strikers often wear high-visibility vests. These are often yellow or orange in colour.
7. A person who speaks on behalf of the company management is the...  
 a) employer’s representative.  
 b) management representative.

- The correct answer is **a)**. A person who speaks on behalf of the company management is the employer’s representative. An “employer” is a person or an organization that hires “employees” or, in other words, workers who work a set number of hours per week.

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

Business Spotlight 6/2024, pp. 42–43

cause ➤ Anliegen

fluid ➤ Flüssigkeit

audible ➤ hörbar

trade union ➤ Gewerkschaft

visible ➤ sichtbar

on behalf of ➤ im Auftrag von

## SKILL UP!

### [19] Vocabulary exercise: Inside and outside a building

**Sion:** In this language exercise, we’ll practise some words and phrases that can be used to talk about the things you will find inside and outside a building. First, you’ll hear the 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. A row of frames where you can park your bicycle is called a...  
 a) bike rack.  
 b) bike shelf.

- **a)** is right. A “bike rack” — also called “bike stand” — is a place where you can leave your bicycle. A “shelf” is a piece of furniture consisting of a flat board on which things can be placed. The plural is “shelves”.
2. A place where goods are loaded on to or taken off a vehicle is called a...
- a)** loading bay.  
**b)** charging station.
- **a)** is right. A “loading bay” — also called a “loading dock” — is a place used to load or unload goods from a vehicle. “Charging”, however, is used in the context of a battery. For example, you could “recharge” the battery of an electric car at a “charging station”.
3. In British English, the area where cars are parked is called a “car park”. In US English, this is called a...
- a)** parking bay.  
**b)** parking lot.
- **b)** is right. The area where cars are parked is called a “parking lot” in US English and a “car park” in British English. A “parking bay” — or a “parking space” — is an area where one car can be parked.
4. If you want to relax at work, you can go to the...
- a)** break room.  
**b)** dormitory.
- **a)** is right. A “break room” is a room in a workplace where employees can go to relax.
- A “dormitory” is a bedroom where several people sleep, for example in a boarding school or hostel.
5. A screen that can be pulled up and down to stop light from entering a window is called...
- a)** an awning.  
**b)** a blind.
- **b)** is right. A “blind” — also used in the plural, “blinds” — is a covering for a window that is used to darken a room. An “awning” is mounted outside a building above a door or window to protect those beneath it from the sun or the rain.
6. The noun “floor” refers to a level in a building. Another word for this is...
- a)** storey.  
**b)** layer.
- **a)** is right. Instead of “floor”, you could also say “storey”. “Layer” is used for something that is located over, between or under something else. For example, you could make a cake with many layers.
7. An emergency exit that can be used in the event of a fire is a...
- a)** fire drill.  
**b)** fire escape.
- **b)** is right. A “fire escape” is a special kind of emergency exit, often a set of stairs outside a building, that is used to leave a building in the event of a fire. A “fire drill” is a practice evacuation of a building, so that people

know how to exit the building if there is a fire. “Evacuation” is another way of saying “escape”.

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

*Business Spotlight 6/2024, pp. 44–47*

vehicle ▶ Fahrzeug

boarding school ▶ Internat

## [20] Text and exercise: Collocations **M**

**Sion:** This exercise is on collocations with the word “access”. Collocations are words that frequently go together to form word partnerships. Listen carefully to the following information about accessing a company’s premises. We’ll then do an exercise on it.

\*\*\*

### NEW! 24/7 ACCESS

#### To all employees

From the beginning of next month, our new biometric access system will replace the current swipe-card access. To ensure you continue to have unrestricted access to the premises, come to HR this week to have your face and fingerprint scanned.

Additionally, to improve wheelchair access to our company, we have installed a new ramp with handrails that leads to a second door. This second point of entry will also serve as the new night access and visitor access point.

**Sion:** In this exercise, you’ll hear a sentence with a beep where a missing collocation with the word “access” should be. This sentence will be followed by the description of a situation. In the pause, replace the beep 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.

- [beep] means that you may enter a building without any control or limitation.
  - ▶ **Unrestricted access...** “Unrestricted access” means that you may enter a building without any control or limitation.
- [beep] refers to a method of identifying people based on their unique physical features.
  - ▶ **Biometric access...** “Biometric access” refers to a method of identifying people based on their unique physical features.
- [beep] means that a card with a magnetic stripe has to be moved through a magnetic reading device to provide access.
  - ▶ **Swipe-card access...** “Swipe-card access” means that a card with a magnetic stripe has to be moved through a magnetic reading device to provide access.
- [beep] means that a building is accessible to disabled people who are not able to walk or stand.
  - ▶ **Wheelchair access...** “Wheelchair access” means that a building is accessible to dis-

abled people who are not able to walk or stand.

5. [beep] is the entrance that visitors use to enter a building.
  - **Visitor access...** “Visitor access” is the entrance that visitors use to enter a building.
6. [beep] is the entrance that provides access to authorized people during the night-time when the building is closed.
  - **Night access...** “Night access” is the entrance that provides access to authorized people during the night-time when the building is closed.
7. [beep] means that a building is accessible at any time.
  - **24/7 access...** “24/7 access” means that a building is accessible at any time.

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

*Business Spotlight 6/2024, pp. 44–47*

#### premises

- Betriebsgelände; Geschäftsräume

#### ensure sth.

- etw. sicherstellen

#### HR (human resources)

- Personal; hier: Personalabteilung

**handrail** ▶ Handlauf

#### unique

- einzigartig

#### physical features

- körperliche Merkmale/Eigenschaften

#### device

- Gerät

#### accessible

- zugänglich

## [21] Dialogue and exercise: Visiting a company for the first time **M**

**Sion:** Listen to the following dialogue between Dan and Holly. Dan has just had an online interview with Holly from HR about the warehouse manager position. Holly invites him to the company in the conversation you are about to hear. We will test your understanding of some of the words and phrases used afterwards. Ready? Let's begin.

**Holly:** So, the next step is for you to visit us at our premises.

**Dan:** I'm looking forward to it. Where can I park when I get there?

**Holly:** There are a few parking spaces at the front of the building, but if they're taken, go around the back and drive into the main car park. If the electronic barriers are down, press the intercom buzzer and someone will open them.

**Dan:** OK, thanks. Can I park in any of the free spaces there?

**Holly:** Yes. Although not the ones with charging stations. And make sure you don't park in front of the bike stands or the bollards. There are usually free spaces under the flagpoles, so drive towards them.

**Dan:** Got it. And after I've parked, should I go directly around to the loading bay?

**Holly:** No, we'll go up to my office first and do the paperwork. Walk up the steps and go into

the main building through the large revolving doors. Emma at reception will be expecting you. Wait in the lobby and I'll come down to get you. We'll take the lift back up to my office.

**Dan:** I don't mind walking up the stairs.

**Holly:** My office is on the seventh floor.

**Dan:** Ah, in that case, the elevator sounds good.

**Sion:** OK, now complete the definitions of some of the words used in the dialogue by choosing option **a**) or **b**). Ready? Let's begin.

1. "Bollards" are...

a) short vertical posts.

b) gates.

➤ The correct answer is **a**). "Bollards" are short vertical posts.

2. "Premises" is the word used to refer to...

a) the fences surrounding a property.

b) the area occupied by a property or business.

➤ The correct answer is **b**). "Premises" is the word used to refer to the area occupied by a property or business. Note that this word is always used in the plural.

3. An "intercom buzzer" is...

a) a device located next to an entrance through which a person inside the building can speak with a person outside the building.

b) a security camera located outside the entrance of a building.

➤ The correct answer is **a**). An "intercom buzzer" is a device located next to an entrance

through which a person inside the building can speak with a person outside the building.

4. "Stairs"...

a) are a series of flat surfaces outside a building that can be climbed to access a higher surface or door.

b) are a series of flat surfaces inside a building that can be climbed to access a higher surface or door.

➤ The correct answer is **b**). "Stairs" are a series of flat surfaces inside a building that can be climbed to access a higher surface or door. Note that "stairs" are located inside a building, while steps are usually located outside a building.

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

Business Spotlight 6/2024, pp. 44-47

#### interview

• Bewerbungsgespräch

#### HR (human resources)

• Personal; hier: Personalabteilung

#### warehouse

• (Waren-)Lager

#### premises

• Betriebsgelände; Geschäftsräume

#### look forward to sth.

• sich auf etw. freuen

#### parking space

• Stellplatz, Parkbucht

#### car park (UK)

• Parkplatz(gelände)

#### barrier

• Schranke

#### intercom buzzer

• Summer der Gegensprechanlage

#### charging station

• Ladestation

#### bollard (UK)

• Poller

#### loading bay

• (Ver-)Laderampe

**paperwork: do the ~**

- ▶ die Formalitäten erledigen

**revolving door**

- ▶ Drehtür

**mind: not ~ doing sth.**

- ▶ nichts dagegen haben, etw.

zu tun

**property**

- ▶ Immobilie

**device**

- ▶ Gerät

## CONCLUSION

### [22] Until next time... ㊦

**Sion:** Thanks so much for joining us and taking the time to practise your business English. We hope you enjoyed our selection of articles, interviews, dialogues and exercises. Keep up the good work!

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**Geschäftsführende Redakteurin**

(CvD): Maja Sirola

**Audiodirektion:**

Melita Cameron-Wood (Autorin,

Produktion, Redaktion; frei),

Hildegard Rudolph (frei)

**Gestaltung:** Georg Lechner,

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**Fachredaktion:**

Hildegard Rudolph (frei),

Maria Saworski (frei),

Michele Tilgner (frei)

**Druck und Vervielfältigung:**

optimal media GmbH,

D-17207 Röbel/Müritz

## SPRECHER

**Melita Cameron-Wood (UK):**

Names and News, Profile, Metro-

politan Mayhem, Business Skills,

Odd Jobs, English for..., Skill Up!

**Sion Dayson (US):** Anmoderation

**Richard Mote (UK):** Business

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**Eliza Nicholas (UK):** Odd Jobs

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Metropolitan Mayhem, Business

Skills, Career Coach, English for...,

Skill Up!

**Damion Sanchez (US):** Names

and News, Metropolitan Mayhem,

Career Coach, English for...,

Skill Up!

**Audioproduzent:**

Matthieu Rouil

**Aufnahme und Abmischung:**

Domenic Meinhold

GEMA

**Verlag und Redaktion**

ZEIT SPRACHEN GmbH

Kistlerhofstr. 172

81379 München

Tel. (089) 8 56 81-0

[www.business-spotlight.de](http://www.business-spotlight.de)

**Kundenservice:**

[abo@zeit-sprachen.de](mailto:abo@zeit-sprachen.de)

**Redaktion:**

[business-spotlight@zeit-sprachen.de](mailto:business-spotlight@zeit-sprachen.de)

**Einzelverkaufspreis:**

Deutschland € 14,50

**Abonnementpreis:**

Deutschland € 12,90

**Geschäftsführer:**

Ulrich Sommer

Amtsgericht München

HRB 179611

USt-IdNr. DE 265 973 410

ZEIT SPRACHEN ist ein

Tochterunternehmen der

Zeitverlag Gerd Bucerius GmbH

& Co. KG

@ZEIT SPRACHEN 2024

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