

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. We've got a wide range of topics to make improving your business English fun and informative. Here's a taster of what's to come: we'll consider whether children should be allowed on business trips. Then, we'll speak to professional glaciologist Heidi Sevestre about what her work involves. After that, we'll discuss ways of being friendly and more approachable when doing business. Oh, and we've got some tips to help new team members become fully integrated at work. If you've ever been unsure about which pronouns to use to avoid gender bias in English, then you're in luck because we've got an exercise specially dedicated to this. If that wasn't enough, you'll also get a chance to practise language related to natural disasters and higher education. But before that, let's get started with some trending news items.

topic ➔ Thema**taster**

➔ Verkoster(in);

hier: Kostprobe

glaciologist

➔ Glaziologe/Glaziologin

approachable

➔ aufgeschlossen, zugänglich

gender bias

➔ geschlechterbezogener

Verzerrungseffekt (**bias** ➔ Voreingenommenheit; Tendenz)**dedicated: be ~ to sth.**

➔ etw. gewidmet sein

item ➔ Artikel**Names and News****[2] The power of remembering** **M**

“The entire sky flashed and was illuminated in bluish-white, as if the heavens had become one huge, fluorescent light,” Teruko Yahata, an 87-year-old Japanese woman, says in English. She is describing one morning when she was eight years old — 6 August 1945 — in her hometown of Hiroshima, Japan. Yahata is one of the few living survivors of the first use of a nuclear bomb in wartime.

Those who lived through the attack are called hibakusha in Japanese (literally “bomb-affected people”). Yahata has travelled the world telling her story, which she used to do through an interpreter. Then, in her late 70s, she began learning English. “I had this vague dream of learning English so that I would be able to communicate in my own words, in my own voice, the dreadful power of that horrific atomic bomb,” she told Reuters. At the Hiroshima Peace Memorial Museum, Yahata now gives her whole presentation in English — using a script that's covered with notes on correct pronunciation.

Recently, the spectre of nuclear war has returned. Anti-proliferation treaties may soon

expire, and the International Campaign to Abolish Nuclear Weapons claims that global spending on nuclear arsenals has risen by 34 per cent over the past five years. Are the world's leaders still listening to the warnings of the *hibakusha*?

Business Spotlight 9/2024, p. 8

bluish ➤ bläulich

heavens: the ~ ➤ der Himmel

fluorescent ➤ fluoreszierend

affected ➤ betroffen

interpreter

➤ Dolmetscher(in)

vague ➤ vage, unklar

dreadful ➤ schrecklich

horrific ➤ entsetzlich

spectre ➤ Gespenst

anti-proliferation treaty

➤ Vertrag über die Nichtverbreitung von Kernwaffen

expire ➤ auslaufen, enden

abolish sth.

➤ etw. abschaffen

[3] Banana business 🇧🇪

Bananas are the world's most-exported fruit. We eat more than 100 billion of them every year. The fact that bananas are available cheaply and year-round is a remarkable feat of supply-chain logistics. The biggest exporters are in Latin America and the Caribbean — although bananas are produced in about 150 countries. In Africa alone, they support an estimated 70 million jobs.

However, the existence of the banana, as we know it, is under threat, because the industry has sacrificed genetic diversity to maximize profit. More than 95 per cent of international-traded bananas are the Cavendish variety.

Being genetically homogeneous makes it difficult to control disease, and experts worry that the Cavendish banana could be wiped out by what's known as the Panama disease, which is caused by a fungus.

This has happened before. Until the 1950s, the dominant type of banana around the world was the Gros Michel. That all changed because of an earlier variety of the Panama disease, known as TR One. The current version, TR Four, could spell the end for our beloved bananas today.

Business Spotlight 9/2024, p. 9

billion ➤ Milliarde(n)

feat ➤ (große) Leistung

supply chain ➤ Lieferkette

Caribbean: the ~

➤ die Karibik

sacrifice sth.

➤ hier: etw. auf-, preisgeben

wipe sth. out

➤ etw. auslöschen, vernichten

fungus ➤ Pilz

spell sth.

➤ hier: zu etw. führen

[4] Managing medicines 🇬🇷

In Greece, nearly two million people struggle to get basic medicines because of the rising cost of living — including people with chronic conditions or disabilities. This damages public health and social equality. At the same time, a lot of unused medicine is being stored in doctors' surgeries and people's homes, and will eventually be thrown out.

The Greek organization GIVMED connects those who have surplus medicines with those

who need them. Since 2016, it has redistributed over 700,000 medicines and medical products, worth nearly \$6 million. Of course, the same problem exists in many countries. The UK's health ministry estimates that £90 million worth of unused prescriptions are stored in people's homes.

GIVMED's director, Ioanna Koutava, wishes her organization didn't have to exist. She told the World Economic Forum of the need to allow "people who are, for example, uninsured or do not have legal status and hold a refugee or migrant background to be able to access the medicine they need".

Business Spotlight 9/2024, p. 9

condition

► Erkrankung, Leiden

disability ► Behinderung

surgery (UK) ► Praxis

prescription

► Rezept, Verordnung

uninsured

► nicht versichert

refugee

► Flüchtling

access sth.

► Zugang zu etw. haben

Innovation

[5] Forward-thinking ideas ㉔

Sion: From researching mosquitoes to factories on space satellites, the world of business is full of unique ideas. Let's find out more about these innovative concepts.

research sth.

► etw. untersuchen, erforschen

unique

► einzigartig

[6] Fighting bugs ㉔

In a part of the Walter Reed Army Institute of Research, in Maryland, it's always 82 degrees Fahrenheit (28 degrees Celsius) and as humid as on a tropical island. It is an insectary, a nursery for bugs, that's home to thousands of mosquitoes. The U.S. Army keeps mosquitoes to learn about the diseases they can carry, such as viral encephalitis, malaria and the Zika virus. For the army, it's about protecting the fighting force — a soldier sick with fever cannot fight.

The insect repellents and vaccines that the army develops, however, will benefit more than just soldiers. This work is becoming increasingly important as rising temperatures allow mosquitoes to spread to regions that used to be too cold. This potentially brings millions more people into contact with these viruses than was the case in the past.

The army is also studying several other kinds of bugs here — including ticks. "Ticks are starting to become the main problem," Lieutenant Colonel Elizabeth Wanja, director of Walter Reed's entomology department, told The Washington Post. "We're finding pathogens we did not know about in ticks."

Business Spotlight 9/2024, p. 11

humid ► feucht

insectary ► Insektarium

nursery ► Kinderstube;

hier: Aufzuchtort

bug ► Käfer; hier: Insekt

encephalitis

- Enzephalitis, Gehirnentzündung

fighting force(s)

- Streitkräfte

insect repellent

- Insektenschutzmittel

vaccine ▶ Impfstoff, Vakzin**tick** ▶ Zecke**entomology**

- Entomologie, Insektenkunde

forge ▶ Schmiede**microgravity**

- Mikrogravitation

contaminant-free

- schadstoff-, verunreinigungsfrei

alloy ▶ Legierung**composite**

- Verbundwerkstoff

manufacturing

- Produktion, Fertigung

semiconductor

- Halbleiter

[7] Far-out factories 

Factories are often big — some are huge. But a UK start-up is planning to build tiny factories and send them into space on board reusable satellites. After spending time in low earth orbit, the area roughly between 160 and 2,000 kilometres up, the satellites will fall back to earth, landing softly in the ocean.

The company behind the idea, Space Forge, which is based in Cardiff, Wales, wants to take advantage of conditions in space, such as microgravity, extreme temperatures and a contaminant-free environment. It is thought that this will allow the production of materials that would not be possible on earth.

Space Forge says the creation of new alloys and composites could revolutionize manufacturing, making semiconductors far more efficient, for example. And despite the need to send satellites into space, the company claims that orbital manufacturing would use much less energy and cause fewer emissions than land-based production.

Business Spotlight 9/2024, p. 11

Metropolitan Mayhem**[8] Dialogue: Taking children on business trips** 

Sion: Do you think life would be easier if children were allowed on business trips? Or should children be kept as far away from business trips as possible? Listen to the following dialogue between colleagues Michelle and Kyle at our fictional London-based advertising agency Metropolitan Mayhem. They don't agree on this issue. Listen carefully to what they say because we'll test your understanding of the dialogue afterwards.

Michelle: I've got a business trip to Leeds next Thursday. The conference organizers just emailed me to say that a crèche will be available on site for participants who want to bring their children. Isn't that great? I wish more event organizers allowed kids to accompany their parents on business trips.

Kyle: Really? It sounds like a recipe for disaster if you ask me. You need to be able to focus while away on business. That's precisely why you go

away. You want to be removed from all the distractions you would otherwise have.

Michelle: If things are properly organized, then I don't think participants would get distracted. Some might even be calmer knowing that their children are nearby and in good hands. It can be really challenging and expensive for sole carers to find childcare every time they have a business trip.

Kyle: Yes, but in the current climate, I can't imagine many event organizers would be willing to foot the bill for on-site childcare during conferences. It's just not realistic. Besides, business trips aren't meant for family bonding or leisure. People are there to work.

Michelle: Yes, I know. But imagine if an important business trip were scheduled during the school holidays, and you didn't have anyone to look after your child during that time. Wouldn't a business trip be a great learning opportunity for children who are old enough to understand what is going on? It's so important for children to appreciate what their parents do for a living and to understand that money doesn't grow on trees.

Kyle: I still think taking kids on business trips would be disruptive for both children and adults. Children need predictable routines. They might also be exposed to things that aren't suitable for children, as business trips cater to adults' needs rather than those of children. I see more risks than advantages.

Michelle: Well, I'll report back when I return from my business trip. I'm interested to see how things work in practice at this conference.

Business Spotlight 9/2024, pp. 16–17

issue ▶ Thema

crèche (UK) ▶ Krippe

on site ▶ vor Ort;
hier: am Veranstaltungsort

participant ▶ Teilnehmer(in)

recipe ▶ Rezept; hier: Formel

distraction ▶ Ablenkung

distracted ▶ abgelenkt

challenging ▶ schwierig

sole carer (UK)

▶ alleinige(r) Betreuer(in)

climate ▶ hier: Lage, Situation

foot the bill

▶ die Rechnung bezahlen

family bonding ▶ Stärkung

der familiären Beziehungen

leisure ▶ Freizeit

schedule sth.

▶ etw. festlegen, anberaumen

appreciate sth.

▶ etw. schätzen;
hier: verstehen

living: do sth. for a ~

▶ mit etw. seinen Lebensunterhalt verdienen

disruptive ▶ störend

predictable ▶ vorhersehbar;

hier: verlässlich

exposed: be ~ to sth.

▶ etw. ausgesetzt sein

suitable ▶ geeignet

cater to sth.

▶ auf etw. eingehen

[9] Exercise: Check your understanding

Sion: OK, now it's time to test your understanding of the dialogue you have just heard. You will hear a series of statements. Decide whether they are true or false. You will hear the correct answer after the ping sound that follows each statement. Ready? Let's begin.

1. The conference that Michelle will be attending in Leeds will have a supervised area for teenagers.

- This statement is false. The conference that Michelle will be attending will have a supervised area for babies, toddlers and young children. This area is called a “crèche”. Teenagers are too old for a crèche.
2. Kyle thinks that people go on business trips to be able to concentrate on issues in an uninterrupted manner.
- This statement is true. Kyle says that people go away on business to “be removed from distractions” that they would otherwise have. “Distractions” are things that pull your attention away from what you are trying to concentrate on.
3. Michelle thinks having children on site could be reassuring for parents.
- This statement is true. Michelle thinks some parents might be calmer knowing that their children are nearby and in good hands. If someone is “nearby”, they are close (in terms of distance). And if someone is “in good hands”, then they are being looked after.
4. Michelle doesn't see the benefit of taking children on business trips for people who have sole responsibility for their child.
- This statement is false. Michelle sees clear benefits for sole carers, as it can be challenging and expensive to find childcare while away on business. Note the difference between “single parent”, “sole carer” and “sole caregiver”. Being a single parent may involve two households and shared custody of the child or children. Being a sole carer involves the absence of one carer or parent, meaning that one person is responsible for caring for the child or children. The term “sole carer” is used in the UK and “sole caregiver” is used in the US.
5. Kyle doesn't think event organizers will want to pay for childcare at their events.
- This statement is true. He says he doesn't think many event organizers would be willing to foot the bill for on-site childcare during conferences. If you “foot the bill” for something, you pay for something.
6. Michelle doesn't think children will be able to understand what their parents do without going on business trips with them.
- This statement is false. She says that she thinks it is important for children to appreciate what their parents do for a living and understand how they make their money, but she doesn't say that children would be unable to understand these things without going on business trips.
7. Kyle does not think business trips are compatible with the needs of children.
- This statement is true. Kyle thinks that business trips “cater to adults' needs rather than those of children”. If something “caters to” a specific group, it aims to serve their needs.

Sion: Great! Well done. Did you get those right?

If not, listen to the dialogue once more and try the exercise again.

Business Spotlight 9/2024, pp. 16–17

supervised ➤ überwacht

toddler ➤ Kleinkind

issue ➤ Thema, Problem

on site ➤ vor Ort;

hier: am Veranstaltungsort

reassuring ➤ beruhigend

sole ➤ alleinig

challenging ➤ schwierig

shared custody

➤ gemeinsames Sorgerecht

appreciate sth.

➤ etw. schätzen;

hier: verstehen

living: do sth. for a ~

➤ mit etw. seinen Lebensunterhalt verdienen

Climate

[10] Interview: Glaciologist Heidi Sevestre

M

Sion: Listen to the following extract from Business Spotlight correspondent Melita Cameron-Wood's interview with French glaciologist and climate scientist Heidi Sevestre. Take notes to help yourself remember the key points because we'll test your understanding of the interview afterwards.

Melita Cameron-Wood: What does your day-to-day reality look like working as a glaciologist?

Heidi Sevestre: You really split your time between, you know, being in the field or being behind your computer. I've tried so very hard to become a field glaciologist — to try to spend a lot of time out there, whether it's in the polar regions or in high-altitude environments. And

so, you usually work in small teams — small international teams. I remember, yeah, at the beginning of my career, I was usually the only girl. And now things are changing, which is very nice. And it can be quite hard on expeditions, you know, it can be quite physical, quite difficult. But it's also mesmerizing to go to these places that nobody gets to see. But yeah, the rest of the time, you know, we're processing the data, we're publishing papers, publishing reports. A big part of my work off the field is to communicate science to governments, to policy-makers, to the media, to the general public, to the younger generations.

Melita: And on the expeditions, could you give me a couple of specific examples of tasks that you might do?

Heidi: Oh, sure. Yeah, absolutely. So, you know, I've tried to specialize in field techniques. So, for example, a big part of what I do is to set up weather stations. That sounds silly, but it's actually very important, you know? When you go to Antarctica, for example, there are not many weather stations out there. So, it's very important to put them where nobody goes. I also do a lot of radars. So, basically, I get to drive a snowmobile, a snow machine, at very low speeds, which is a little bit boring, like at ten kilometres per hour for like days and days. And I drag this equipment behind me. Basically, it's like doing X-rays of the ice beneath your feet, and it tells

you, you know, how thick the ice is, how much ice there is underneath your feet. Also, it's a little bit scary, but it also tells you, you know, if there are any holes under your scooter — you know, any crevasses, any fractures that you couldn't see with your naked eye. I also plant a lot of GPSs. So, we literally plant GPSs on the ice, into the ice. And because the ice is constantly moving, we need to know how quickly it is moving. And the faster it's moving, the faster it's bringing ice to the oceans and the faster the sea level rises.

Business Spotlight 9/2024, pp. 28–29

glaciologist

► Glaziologe/Glaziologin

climate scientist

► Klimaforscher(in)

field ► hier: Gelände

high-altitude environment

► hier: hoch gelegene Region

mesmerizing ► faszinierend

process sth.

► etw. verarbeiten

polycyemaker ► politische(r)

Entscheidungsträger(in)

silly ► dumm

drag sth. behind sb.

► etw. hinter sich herziehen

X-rays: do - of sth.

► Röntgenaufnahmen von etw. machen

scary (ifml.) ► beängstigend

crevasse ► Gletscherspalte

fracture ► Abbruchstelle

naked ► hier: bloß

sea level ► Meeresspiegel

[11] Exercise: Check your understanding M

Sion: OK, let's test your understanding of the interview you have just listened to. Complete the following statements based on the conversation you have just heard by choosing option a) or b).

- Heidi divides her time between [beep] and computer work.
 - expeditions
 - excursions

► The correct answer is **a)**. Heidi divides her time between expeditions and computer work. An “expedition” is fieldwork organized for research purposes. People who go on expeditions are usually scientists or explorers. When Heidi talks about being “in the field”, she is referring to being on expeditions. An “excursion” is an organized trip for tourists, like a day trip to Berlin.
- Heidi tries to spend a lot of time in the polar regions or in [beep] environments.
 - high attitude
 - high altitude

► The correct answer is **b)**. “High-altitude” environments are places situated high up in the mountains.
- Part of Heidi's job involves sharing science with a variety of people, from younger generations to [beep].
 - politicians
 - politics

► The correct answer is **a)**. Part of Heidi's job involves sharing science with a variety of people, from younger generations to politicians. “Politicians” work for governments and are often also polycymakers. The word “politics” refers to the activities connected to

the governance of an area, country or region.

4. Heiði puts up weather stations in [beep] areas.

a) rugged

b) remote

➤ The correct answer is **b)**. Heiði puts up weather stations in remote areas. “Remote” areas are places that are far away and that few people go to. “Rugged” refers to landscapes and surfaces that are rocky and uneven.

5. Heiði uses equipment to obtain data on the thickness of the ice underneath her [beep].

a) snow plough

b) snowmobile

➤ The correct answer is **b)**. A “snowmobile” is used to drive on snow. A “snow plough” is a device used to remove snow from surfaces such as roads.

6. This equipment can also detect big cracks in the ice, otherwise known as [beep].

a) crevasses

b) creases

➤ The correct answer is **a)**. Big cracks in ice or rocks are called “crevasses”. “Creases” are lines formed by folding clothing or paper.

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

Business Spotlight 9/2024, pp. 28–29

fieldwork ➤ Feldforschung;
hier: Arbeit im Gelände

research
➤ Forschung

policymaker

➤ politische(r) Entscheidungsträger(in)

governance

➤ Regierungsgewalt, Kontrolle

uneven ➤ uneben

device ➤ Gerät

crack ➤ Riss, Spalt

Business Skills

[12] Building business relationships

Sion: Doing business is about building strong relationships. One way of doing this is by using non-verbal signs to make others enjoy being in your company and feel more confident about doing business with you. This article by Business Spotlight correspondent Ken Taylor is about softening your approach to business. The word “soften” is important because every letter of the word stands for a piece of advice in the article. Write down the six words that the acronym SOFTEN stands for while you are listening to the article. I’ll tell you what they were afterwards.

Business Spotlight 9/2024, pp. 32–34

approach

➤ Vorgehen(sweise)

[13] Soften your approach

Building good business relationships takes time and effort. They are usually based on common interests and goals, along with trust and credibility.

Your initial approach can speed up this process by showing you want a relationship based on mutual understanding. The acronym “SOFTEN” reminds us of the key non-verbal signals involved in relationship-building, but we can expand it to include attitude and mindset.

“S” for Smile

Smiling releases natural chemicals that produce positive feelings. A friendly smile lifts the mood of those around you, and laughter makes relationships stronger.

A smile helps others trust you. A Penn State University study has shown that smiling is considered a sign of confidence and capability, and of being approachable. It shows positivity. Even when you’re communicating remotely, a smile can be detected in your voice or through your writing style.

“O” for Open

In face-to-face meetings, adopt an open body posture. Try not to look defensive with folded arms and crossed legs. More importantly, be open-minded for a variety of ideas, arguments and information. Your business partners should be free to express their ideas, even if you don’t agree with them. It involves asking questions, being willing to consider different perspectives and new experiences. If your partners see that you are open to their ideas, they’ll likely be more receptive to yours.

“F” for Forward

When listening to someone, show that you are interested in what they’re saying by leaning forward, giving the speaker your full attention.

Try to be “forward” in other ways, by being proactive in the relationship. Take the initiative, look for ways to improve things for yourself and for others. What can you do to make things better?

Reactive people wait for something to happen, but proactive people try to make things happen. When something goes wrong, proactive people take responsibility and look for solutions.

“T” for Touch

Physical contact between business people is perhaps more common in some cultures than in others. For most of us, it’s just a firm handshake. The “knuckle-crusher” (too strong) or “wet fish” (too weak) tend to make a negative impression.

Of course, we can also “touch” each other emotionally, by showing empathy. This is the ability to detect and understand other people’s feelings. Empathy is often confused with sympathy, but they’re not the same. Sympathy is a feeling of concern for someone but doesn’t necessarily involve a shared perspective.

Empathy is really about listening closely and putting yourself in someone else’s shoes. The “right” way to respond depends on the situation

and individual. Here, too, you don't have to agree to understand another person's point of view.

“E” for Eyes

How we maintain eye contact is important. In Western cultures, steady eye contact is usually a sign of respect. In some Asian and African cultures, people are taught to avoid steady eye contact, which is seen as disrespectful. In general, however, linking eyes with someone has a powerful effect in connecting you.

It's not just through eye contact that you can connect with another person. Relationship-building is about finding common interests and sharing experiences. You have to be prepared to share information with your business partners. In meetings, you will share business interests, but over lunch and in the coffee breaks, share some of your personal interests. Your partners will almost certainly respond with interests of their own, and you'll soon find out if you have some in common.

“N” for Nod

Nodding is a powerful signal that shows the speaker you understand and encourages them to continue talking. In business, you want to encourage collaboration and cooperation.

Some parts of relationship-building come naturally, but they can also be learned and practised. The first step is to understand your partner's needs. Your empathetic listening will help here. The second step is to communicate clearly

and frequently. Share relevant updates, insights and feedback, as well as acknowledgement and appreciation of their contributions.

Step three is to involve your partner in problem-solving and decision-making. Actively seek their input and suggestions. And step four is to recognize and celebrate your partner's achievements and successes. Give them praise and recognition.

Finally, learn from your partner. Ask for feedback and learn from your mistakes.

Business Spotlight 9/2024, pp. 32–34

credibility ▶ Glaubwürdigkeit

approach

▶ Vorgehen (sweise)

mutual ▶ gegenseitig

mindset

▶ Denkweise, Einstellung

release sth. ▶ etw. freisetzen

mood ▶ Stimmung

approachable

▶ aufgeschlossen, zugänglich

remotely

▶ über Telekommunikation

detect sth. ▶ etw. erkennen;

hier: wahrnehmen

face-to-face ▶ hier: mit

persönlicher Anwesenheit

adopt sth. ▶ etw. annehmen;

hier: einnehmen

body posture

▶ Körperhaltung

open-minded ▶ offen

lean forward

▶ sich nach vorne neigen

firm ▶ fest, kräftig

knuckle-crusher (jfm!)

▶ zu kräftiger Händedruck

(**knuckle** ▶ (Finger-)Knöchel)

put oneself in sb. else's

shoes ▶ sich in jmd. anderen

hineinversetzen

maintain ▶ etw. beibehalten

steady ▶ kontinuierlich,

beständig

linking eyes with sb.

▶ hier: Blickaustausch

break ▶ Pause

nod ▶ nicken

insight ▶ Erkenntnis

acknowledgement

▶ Anerkennung

appreciation

▶ Wertschätzung

input ▶ Beitrag/Beiträge

achievement

▶ Leistung

[14] Exercise: Essential phrases for softening your approach

Sion: Did you write down the six words that the acronym “SOFTEN” stood for?

Here are the answers:

“S” is for smile

“O” is for open

“F” is for forward

“T” is for touch

“E” is for eyes

“N” is for nod

Now, you’ll get a chance to practise building some phrases that will help you to soften your approach when building business relationships while following the different pieces of advice given in the acronym “SOFTEN”. We’ll give you a non-verbal sign and then some words for you to build a phrase to accompany the gesture. You will need to add some words like articles or prepositions 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. Smile and reassure the other person.

- Use “I’m sure”, “this”, “work out” and “a good way”.

➤ I’m sure this will work out in a good way.

2. Adopt an open body posture and be open-minded.

- Use “I”, “haven’t thought”, “it”, “that angle” and “before”.

➤ I haven’t thought of it from that angle before.

3. Lean forward to give the speaker your full attention.

- Use “let’s”, “work”, “together”, “solve” and “this”.

➤ Let’s work together to solve this.

4. Show empathy by adjusting your facial expression.

- Use “I”, “understand”, “this”, “isn’t”, “easy” and “you”.

➤ I understand this isn’t easy for you.

5. Connect with the other person by making eye contact and sharing personal interests.

- Use “the weekends”, “I”, “like”, “switch off”, “hiking” and “the mountains”.

➤ At the weekends, I like to switch off by hiking in the mountains.

6. Nod to show the speaker that you understand them and want to encourage collaboration.

- Use “is there”, “anything”, “we”, “can do”, “our side”, “improve” and “the relationship”?

➤ Is there anything we can do on our side to improve the relationship?

Sion: Excellent. Well done!

Business Spotlight 9/2024, pp. 32–34

nod ▶ nicken

approach

▶ Vorgehen(sweise)

gesture ▶ Geste

reassure sb.

▶ jmdn. beruhigen

body posture

↳ Körperhaltung

open-minded ↳ offen**lean forward**

↳ sich ach vorne neigen

facial ↳ Gesicht-**Career Coach****[15] New team members** 

Sion: When new people join a team, it can be challenging for both new and old members. That's why it is so important to fully integrate new members into the team that they are joining, to help operations run smoothly and make sure that everyone feels happy and supported at work. This article by career coach Frank Peters is all about this process. Listen carefully!

Business Spotlight 9/2024, pp. 38–40

challenging ↳ schwierig**[16] Integrating new team members:****All aboard!** 

Do you remember the first day of your last or current job? The mixture of anxiety and excitement on your way to your new workplace to meet your colleagues for the first time? It's not only the first days on the job, but also the days just beforehand that are important for new employees. This period is often referred to as "pre-boarding". It can decide whether a new employee feels welcome and motivated or begins to wonder if this career move might have been a mistake.

Today, most companies are aware of the importance of onboarding. They make sure the new employee's essential hardware and logins are ready for them. Thoughtful managers may provide a mentor or "buddy", who offers help navigating the building(s) as well as the organizational structure. Meetings in the first few weeks allow the new person to learn who's who in the company. At regular intervals, the team leader will usually check in to see how things are going.

However companies do onboarding, most new hires are simply overwhelmed. From the question of who to ask for what to unfamiliar abbreviations of products, services, departments, etc. — even in midsize organizations, there's a mass of new information. While it's great that the new employee gets a warm welcome and everything they need to start work, there's often just too much information and too little time to absorb it all and immerse oneself in the company's or team's culture.

Is there a better way?

How do you work together? How do you communicate? How do you talk to each other, to your partners? You might say these questions have to do with the company's values and mission statement. That's right, but those are just written words. However, there is a way to ensure effective cultural onboarding for new additions to the team.

I suggest that you have a cultural onboarding workshop with a group of new hires and veterans, including mentors if your company has them. A group of ten at the most should be fine. Maybe you are a mentor yourself or you are only the moderator of the workshop. You don't have to be a team leader to moderate and organize this workshop.

Begin the workshop by explaining what its goal is:

- Dive into the company or team culture and learn first-hand how the organization ticks.
- Strengthen the connection between newbies and veterans.

The next thing is to agree, as a group, on ways of working. What's important to each of you when working with others? What is important today? This step will set the tone for the workshop.

After a quick, informal introduction, begin with the heart of the workshop. Start with a prompt like this: "Think of a moment when you felt most proud of the company you work (or worked) for. What did you or others do to make you feel that way?"

This little prompt always produces some nice results. People think of a happy moment in their lives, which creates a good atmosphere, and you get a better understanding of what makes the company special in the eyes of the new and veteran employees. You get

to know how they experience the company's culture.

The answers are very wide-ranging. Some tell a story of a team's success and how they worked together to find creative solutions. Others talk about how their boss supported them during a personal crisis at home.

In the next step, distill the values behind the stories you just heard. Don't be too strict about the defining values. You're really just looking for things that offer guidance for behaviour and determine what's important to the people who work for the organization. People might mention trust, openness, honesty and reliability. The words are important, but it's even more important to have the participants discuss what they actually mean by "trust", etc.

At this stage, you are at the heart of cultural onboarding. The next step is related to the company's values:

- Tell the participants to find similarities and differences between the values of their stories and those of the company.
- Ask what the next step would be to strengthen the company's values in the near term? How can stronger values help?

At the end, agree on a date when you have a follow-up to see how well the plan has been implemented. And don't forget to close with a short round of feedback and have everybody mention their highlight of the day.

Good luck with the workshop! It's always amazing how much a half-day workshop helps both new hires and veterans to better understand and directly live the company's culture.

Business Spotlight 9/2024, pp. 38–40

anxiety ► Unruhe, Besorgnis

pre-boarding

► Zeit vor der eigentlichen

Einarbeitung

onboarding

► Einarbeitung und Integration

buddy (jfmL.)

► Kumpel; hier: Mitarbeiter(in), der/die als Ansprechpartner(in) fungiert

navigate sth.

► sich in etw. zurechtfinden

check in (with sb.)

► sich (bei jmdm.) melden

new hire (US)

► neue(r) Mitarbeiter(in)

overwhelmed ► überfordert

abbreviation ► Abkürzung

department ► Abteilung

immerse oneself in sth.

► in etw. hineinfinden

mission statement

► Leitbild, Unternehmensphilosophie

ensure sth.

► etw. sicherstellen

veteran

► hier: länger im Unternehmen tätige(r) Mitarbeiter(in)

dive into sth.

► in etw. eintauchen

how an organization ticks

► hier: welche Unternehmenskultur vorherrscht

newbie (jfmL.) ► Neuling

heart ► hier: Kern

prompt ► Stichwort;

hier auch: Äußerung, die zum Nachdenken anregt

distil sth.

► etw. herausarbeiten

reliability ► Zuverlässigkeit

in the near term ► kurzfristig

follow-up

► Folge-, Anschlussmeeting

implement sth.

► etw. umsetzen

amazing ► erstaunlich

First, you'll hear two words or phrases and then an explanation with a beep. In the pause, decide which word or phrase you need instead of the beep. Then you'll hear the correct sentence again.

1. “buddy system” OR “bonding system”

A [beep] is a knowledge-sharing method in which a new hire is partnered with an experienced employee who guides them through the first weeks or months of their new position.

► **buddy system.** A buddy system is a knowledge-sharing method in which a new hire is partnered with an experienced employee who guides them through the first weeks or months of their new position.

2. “crossboarding” OR “overboard”

[beep] means that an existing employee from another part of the organization fills a vacancy.

► **Crossboarding.** Crossboarding means that an existing employee from another part of the organization fills a vacancy.

3. “boarding out” OR “offboarding”

[beep] comes before an employee leaves an organization to support knowledge-sharing and ensure that compliance and privacy rules aren't broken.

► **Offboarding.** Offboarding comes before an employee leaves the organization to support

[17] Exercise: Phrases for integrating new team members M

Sion: This is an exercise on key vocabulary that is useful for integrating new team members.

knowledge-sharing and ensure that compliance and privacy rules aren't broken.

4. “reboarding” OR “boarding back” [beep] involves re-integrating staff members who have been away from the business for an extended period of time.
 - **Reboarding.** Reboarding involves re-integrating staff members who have been away from the business for an extended period of time.
5. “timely boarding” OR “seasonal onboarding” [beep] refers to onboarding for temporary employees.
 - **Seasonal onboarding.** Seasonal onboarding refers to onboarding for temporary employees.
6. “time-to-produce” OR “time-to-productivity” [beep] is the time it takes for a new staff member to contribute to an organization.
 - **Time-to-productivity.** Time-to-productivity is the time it takes for a new staff member to contribute to an organization.

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

Business Spotlight 9/2024, pp. 38–40

new hire (US)

• neu(r) Mitarbeiter(in)

vacancy

• freie Stelle

ensure sth.

• etw. sicherstellen

privacy ➤ Datenschutz

onboarding ➤ Einarbeitung

Gender

[18] Non-biased communication M

Sion: English does not have gendered nouns, as German and many other languages do, but it does indicate gender in its pronouns. This exercise will help you to avoid gender bias in language when using pronouns. You will hear a series of sentences that contain gender bias. Identify the biased pronoun and change the sentence to be unbiased, or less biased.

1. A builder never goes anywhere without his tools.
 - The biased pronoun is “his”. You should not assume that a builder is a man or a person identifying as a man. Here are two unbiased versions of this sentence: “A builder never goes anywhere without their tools.” OR “Builders never go anywhere without their tools.”
2. A good hairdresser must ensure her clients leave the salon happy.
 - The biased pronoun is “her”. You should not assume that a hairdresser is a woman or a person identifying as a woman. Here are two unbiased versions of this sentence: “A good hairdresser must ensure their clients leave the salon happy.” OR “Good hairdressers must ensure their clients leave the salon happy.”
3. An accomplished writer must check her work.

- The biased pronoun is “her”. You should not assume that a writer is a woman or a person identifying as a woman. Here are two non-biased versions of this sentence: “An accomplished writer must check their work.” OR “As an accomplished writer, you must check your work.”
4. A lawyer has to be confident in his knowledge of a case before going to court.
- The biased pronoun is “his”. You should not assume that a lawyer is a man or a person identifying as a man. Here is a less biased version of this sentence: “A lawyer has to be confident in his or her knowledge of a case before going to court.” And here are two unbiased versions of this sentence: “A lawyer has to be confident in their knowledge of a case before going to court.” OR “Lawyers have to be confident in their knowledge of a case before going to court.”
5. Every teacher needs to invest her time in lesson preparation.
- The biased pronoun is “her”. You should not assume that a teacher is a woman or a person identifying as a woman. Here are two unbiased versions of this sentence: “Every teacher needs to invest their time in lesson preparation.” OR “Every teacher needs to invest time in lesson preparation.”

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

Business Spotlight 9/2024, p. 41

gender bias

► geschlechterbezogener Verzerrungseffekt (**bias** ► Voreingenommenheit; Tendenz)

assume sth. ► etw. annehmen, voraussetzen

ensure sth.

► etw. sicherstellen

accomplished

► erfüllt; hier: erfolgreich

English For...

[19] Natural disasters: Tricky translations

Sion: This exercise will focus on a false friend related to the topic of natural disasters. False friends are pairs of words that sound similar in two different languages, but their meanings are different, so they can cause confusion and misunderstanding. The German word *Brand* is “fire” in English. It is not “brand”, which is translated as *Marke*.

First, you’ll hear a sentence with a beep. In the pause, decide whether you need “fire” or “brand”. You’ll hear the correct answer after the “ping” sound. Ready?

1. The [beep] was caused by a cigarette butt that hadn’t been put out properly.
 - The fire was caused by a cigarette butt that hadn’t been put out properly.
2. Did you know that this [beep] donates one dollar per item sold to charitable causes?
 - Did you know that this brand donates one dollar per item sold to charitable causes?
3. There are two beeps in the next sentence. All insulation materials manufactured by this [beep] are [beep]-resistant.

- All insulation materials manufactured by this brand are fire-resistant.

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

Business Spotlight 9/2024, pp. 42–43

topic ▶ Thema

butt ▶ Kippe

donate sth. ▶ etw. spenden

item ▶ Artikel

charitable ▶ wohltätig

insulation ▶ Isolierung

manufacture sth.

▶ etw. herstellen

[20] Vocabulary exercise: Natural disaster management

Sion: This exercise focuses on vocabulary needed to talk about natural disaster management. Complete the sentences by choosing option

a) or b). Ready? Let's begin.

1. A “gale-force wind” is...

- a) extremely strong wind.
- b) moderately strong wind.

➤ The correct answer is **a)**. A “gale-force wind” is extremely strong wind. Note that the word “wind” is often used in the plural in this expression: gale-force winds.

2. “Uprooted trees” are...

- a) trees with visible roots because they have been torn out of the ground, usually as the result of a natural disaster.
- b) trees that have been burned down to the roots as the result of a fire.

➤ The correct answer is **a)**. “Uprooted trees” are trees with visible roots because they have been torn out of the ground, usually as the result of a natural disaster.

3. “Droughts” are...

- a) periods of intense rainfall that cause crops to fail.
- b) periods of intense dryness, caused by lack of rainfall and extreme heat.

➤ The correct answer is **b)**. “Droughts” are periods of intense dryness, caused by lack of rainfall and extreme heat.

4. “Sandbags” are...

- a) bags of sand used to stop water from entering buildings during floods.
- b) bags of sand used to put out fires and cool the ground.

➤ The correct answer is **a)**. “Sandbags” are bags of sand used to stop water from entering buildings during floods.

5. “Rubber dinghies” are...

- a) warehouses used to store supplies donated by NGOs.
 - b) small boats used to rescue people during floods.
- The correct answer is **b)**. “Rubber dinghies” are small boats used to rescue people during floods.

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

Business Spotlight 9/2024, pp. 42–43

visible ▶ sichtbar
crop ▶ Anbaupflanze

warehouse
 ▶ Lagerhalle, -haus
donate sth. ▶ etw. spenden

Skill Up!

[21] Vocabulary exercise: Essential words and phrases for higher education

Sion: In this exercise, we'll practise some words and phrases that can be used to talk about higher education. 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. A person in charge of a university department, faculty, school or college is a...

- a) dean.
- b) scholar.

➤ **a)** is right. A "dean" is the head of a university department, faculty, school or college. A "scholar" is either a student who has been given money by an organization to fund their studies or a person who studied a subject and knows a lot about it.

2. In the UK, a person who teaches at a university is called a...

- a) lecturer.
- b) chatter.

➤ **a)** is right. In the UK, a "lecturer" is someone who teaches at a university. In the US, "professor", "assistant professor" or even "instructor" may also be used, depending on

the context. In the UK, the term "professor" is also used. "Chatter" is the sound generated by many people talking at the same time.

3. A student who is studying for their first degree at a college or university is...

- a) a high-school dropout.
- b) an undergraduate.

➤ **b)** is right. An "undergraduate" is a student who is studying for their first university degree. A "high-school dropout" is a pupil who leaves high school early and does not complete their studies.

4. The money that students pay for their studies at a college or university is called...

- a) tuition fees.
- b) student loan.

➤ **a)** is right. Students pay "tuition fees" for their studies. A "student loan" is money that a student borrows from a bank and has to pay back.

5. "GPA" is short for...

- a) graduate personal average.
- b) grade point average.

➤ **b)** is right. "GPA" is short for "grade point average" and indicates the average mark that a student received for all their courses. This system is used in the US.

6. A student in the first year of study at a college or university in the US is called a...

- a) fellow.
- b) freshman.

➤ **b)** is right. A student in their first year of study

in the US is called a “freshman”. In the UK, a student in their first year of study is called a “fresher”. A “fellow” is a senior member of a college or university. This term exists in both the UK and the US.

7. An organization for male students at an American or Canadian college or university is a...

a) fraternity.

b) sorority.

➤ a) is right. A “fraternity” is an organization for male students. “Sorority” is the counterpart for female students.

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

Business Spotlight 9/2024, pp. 44–47

department ▶ Abteilung

subject ▶ (Studien-)Fach

[22] Text and exercise: Collocations

Sion: This exercise is on collocations with the word “degree”. Collocations are words that frequently go together to form word partnerships. Listen carefully to this email from a dean of faculty to the new students. We’ll then do an exercise on it.

Dear first-year students
Welcome to our university and the start of your journey to becoming a degree holder.

Whether you are pursuing a four-year degree,

a dual degree or a graduate degree, you will find our degree programmes exciting, challenging and rewarding.

To ensure success, it is essential that you meet your degree requirements.

These include earning the necessary credits and completing the relevant coursework and activities.

We are here to support you every step of the way towards getting your college degree. If you have any questions or need assistance, please do not hesitate to ask.

Best wishes for a successful academic year ahead!

Dean of Faculty

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 with “degree” from the text that you have just heard. Then, you’ll hear the correct answer. OK, here’s the first sentence.

1. Someone who completes their college or university studies is a [beep].

➤ **degree holder.** Someone who completes their college or university studies is a “degree holder”.

2. The prerequisites to be accepted to study and complete a degree are the [beep].

➤ **degree requirements.** The prerequisites to be accepted to study and complete a degree are

the “degree requirements”. “Prerequisites” are the necessary conditions that must be met in order to do something.

3. Someone who graduates from a college holds a [beep].

► **college degree.** Someone who graduates from a college holds a “college degree”. Note that “college” means “university” in the US. In the UK, you cannot get a “college degree”, as college refers to sixth-form college, an educational establishment attended by 16- to 18-year-olds. Degrees can only be obtained from universities.

4. Someone who studies two majors and ends up with a degree in each of them gets a [beep].

► **dual degree.** Someone who studies two majors and ends up with a degree in each of them gets a “dual degree”.

5. A student who does a course that lasts four years does a [beep].

► **four-year degree.** A student who does a course that lasts four years does a “four-year degree”.

6. Someone who graduates from a college or university holds a [beep].

► **graduate degree.** Someone who graduates from a college or university holds a “graduate degree”.

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

Business Spotlight 9/2024, pp. 44-47

pursue sth. ► etw. verfolgen;
hier: anstreben

ensure sth.

► etw. sicherstellen

credit ► Anrechnungspunkt

dean ► Dekan(in)

prerequisite

► Voraussetzung,
Anforderung

graduate

► seinen Abschluss machen

major ► Hauptfach

[23] Dialogue and exercise: Study plans

Sion: Irene and Gaby are talking about Irene's children's plans for university. Listen to their conversation. We'll test your understanding of it afterwards.

Irene: It's so nice to get out. We've got a rather full house at the moment.

Gaby: Oh, why's that?

Irene: Lauren is back home from her gap year in Australia.

Gaby: You had turned her room into your office, hadn't you?

Irene: Yes. Now, I'm working at the dining table again until she goes off to university. She's got a place to study chemistry at Magdalen College.

Gaby: That's part of Oxford University, isn't it? Sounds expensive!

Irene: Not really. The tuition fees are about £9,000 a year, but the bursary will cover most of

it. She'll be living in student accommodation, in the halls of residence, and working part-time.

Gaby: What about Ben? Is he still in America?

Irene: Yes, but he'll be coming back from his semester abroad soon. Then, he'll be living at home while he writes his thesis.

Gaby: Does he plan to continue studying after that?

Irene: Actually, he wants to go back to America to do a postgraduate degree at an Ivy League college!

Gaby: Oh, they're the elite universities in the US, aren't they?

Irene: That's right. Obviously, we can't afford to pay for all that, so unless we win the lottery, it'll have to remain a dream.

Gaby: He's really good at rowing, isn't he? Do they offer athletic scholarships to foreign students?

Irene: Hmm, maybe. Oh, there's the waiter. We've got enough time for dessert, haven't we?

Sion: OK, now let's do an exercise to check your understanding of what you have just heard. Decide whether the following statements based on the dialogue are true or false.

1. Lauren has just got back from a 12-month stay in Australia between the end of school and the start of university.
 - This statement is true. Lauren has just got back from her gap year in Australia. A "gap

year" is typically taken between the end of school and the start of university.

2. Lauren is the recipient of a grant.

➤ This statement is true. Lauren has received a bursary, which will cover most of her tuition fees. A "bursary" is a type of grant.

3. Lauren will be living in a hall at university.

➤ This statement is false. Lauren will be living in the "halls of residence" or, in other words, "student accommodation".

4. Ben is going to complete a long essay while in the US.

➤ This statement is false. Ben is going to live at home while completing his thesis. A "thesis" is a long essay.

5. Ben had the opportunity to spend a term abroad in the US.

➤ This statement is true. Ben is currently on his "semester abroad". A "semester" is another word for "term".

6. Ben plans to become a gardener or a rower after his course.

➤ This statement is false. Ben wants to do a "postgraduate degree" at an Ivy League college in the US. "Ivy" is a plant, but "Ivy League" has nothing to do with gardening. This is a name given to a group of elite colleges in the US. He is good at rowing, but there is no mention of him becoming a professional rower.

7. Gaby thinks Ben's athletic abilities may help him to realize his dream.
- This statement is true. Gaby thinks he might be able to get an athletic scholarship due to his rowing skills that will enable him to finance his tuition at a top US university.

Sion: Did you get those right? If not, try the exercise again.

Business Spotlight 9/2024, pp. 44–47

gap year ➤ Auszeitjahr (zwischen Schule und Universität)

tuition fee ➤ Studiengebühr

bursary (UK) ➤ Stipendium

student accommodation

➤ Wohnraum/Unterkunft für Studenten

hall of residence (UK)

➤ Studentenwohnheim

thesis ➤ Abschlussarbeit

postgraduate

➤ Doktorand(in)

Ivy League college/university (US) ➤ eine von bestimmten Elite-Universitäten in den USA

rowing ➤ Rudern

scholarship ➤ Stipendium

recipient ➤ Empfänger(in)

grant ➤ Förderung, Zuschuss

rower ➤ Ruderer/Ruderin

ivy ➤ Efeu

Conclusion

[24] 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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