## Introduction

### [1] Let's get started! E

**Sion Dayson:** Welcome to *Business Spotlight Audio*. This time around, we'll cover topics ranging from security to house-sitting. And editor-in-chief Judith Gilbert will explain how the US presidential election works. You'll also get a chance to express your opinion about whether it is better to have more money or more time. But before all that, let's start with some trending news items from around the world.

| | |
|---|---|
| **topic** ► Thema | **editor-in-chief** ► Chefredakteur(in) |
| **house-sitting** ► Haussitting, Haushüten | **item** ► Artikel |

## Names and News

### [2] Job cuts E

Forget work from home! The latest trend is "work from hairdressers". "Everybody brings their laptop and does their work, especially when they get their colour done," Neil Moodie, who runs a hair salon in Spitalfields, near the City of London, told the *Financial Times*. "I've had a couple of people do a Zoom meeting when they're here — with the camera on."

Like many other service providers, hairdressers have had to struggle with the changes to their customers' regular habits since the pandemic. And recently, high energy prices have added to their problems. A survey by the price-comparison service Uswitch found that electricity bills can make up 40 per cent of hairdressers' costs. Now, some salons are trying to attract new customers with work-friendly facilities such as desks, USB ports and quiet areas for online meetings.

Since 2020, the UK has seen a sharp rise in salon closures, some of which have been caused by the growing popularity of TikTok hair tutorials and DIY styling tools. However, for many people, a trip to the hairdresser has always been about more than just a haircut — hair salons can also be hubs for community and socializing. From there, it seems like a natural step to let people do some work while they get their hair done.

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| | |
|---|---|
| **work from hairdressers** ► Arbeiten im Friseursalon | **tutorial** ► Seminar; *hier*: Anleitung |
| **get one's colour done** ► sich die Haare färben lassen | **DIY (do it yourself)** ► *hier*: für den Selbstgebrauch |
| **run sth.** ► *hier*: etw. betreiben | **hub** ► Zentrum |
| **survey** ► Umfrage, Erhebung | **socializing** ► Kontaktpflege; *hier*: Gespräche |
| **facility** ► Einrichtung | |

## [3] Follow the leader 🅰

Politicians often have access to privileged information, and watchdog groups have long believed that some use their knowledge to gain a financial advantage. A group of senators wants to make it illegal for America's politicians to trade on the stock market. There are already restrictions on what lawmakers can do. They're not allowed to trade based on material and non-public information they get through their positions, and they must disclose any trades they (or their family members) make within 45 days.

Some experts think leading politicians and other famous traders still have an unfair advantage, however. So, they want to give ordinary investors the chance to copy those trades. Autopilot is one of several apps that make this possible.

Tracking the trades made by lawmakers could be good for investors and for democracy. "Our mission isn't to make everyone millionaires — it's actually to highlight the hypocrisy of congressional trading in an effort to bring more transparency and trust back into our government," Autopilot's co-founder Christopher Josephs told *The Washington Post.* "Hopefully it's helping, but our slogan is: 'If you can't beat them, join them.'"

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**watchdog (group)**
☛ Organisation, die die Einhaltung der gesetzlichen Regeln überwacht

**stock market**
☛ Aktienmarkt, Börse

**lawmaker** ☛ Abgeordnete(r)

**disclose sth.**
☛ etw. offenlegen

**trade** ☛ hier: Börsengeschäft

**hypocrisy**
☛ Scheinheiligkeit, Verlogenheit

**If you can't beat them, join them.** ☛ Wenn du sie nicht schlagen kannst, schließ dich ihnen an / verbünde dich mit ihnen.

## [4] Africa's potential Ⓜ

British actor Idris Elba once played the role of former South African president Nelson Mandela. Today, he's thinking about another African country, Sierra Leone, where his father was born. Elba wants to help turn Sherbro Island, off the coast of Sierra Leone, into a smart city.

He got involved in the project through a childhood friend, Siaka Stevens, whose grandfather had once been president of Sierra Leone. The pair grew up together in East London. "It's a dream, you know, but I work in the make-believe business," the 51-year-old told the BBC. "It's about bringing an economy that feeds itself and has growth potential. I'm very keen to reframe the way Africa is viewed."

The 600-square-kilometre island will be a special economic zone, with a separate legal system. It will also bring the first wind-powered electricity to Sierra Leone. "Never in my lifetime would I have thought I could build the foundation for a new smart city," Elba says. "I'm not qualified for that, but I am qualified to dream big."

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**smart city**
☛ technologisch fortschrittliche, grüne und sozial inklusive Stadt

**make-believe business**
☛ *etwa*: Geschäft mit Traumwelten

**feed oneself**
☛ *hier*: nicht auf finanzielle Hilfe angewiesen sein

**keen: be ~ to do sth.** (UK)
☛ etw. unbedingt tun wollen

**reframe sth.**
☛ etw. neu rahmen; *hier*: eine neue Ausrichtung geben

**foundation** ☛ Fundament

**big** (*ifml.*)
☛ *hier*: in großem Ausmaß

## Head-to-Head
### [5] Conversation: Is it better to have more money than time? Ⓜ

**Sion:** Is it better to have more money than time? We asked *Business Spotlight* editor Richard Mote and *Spotlight Audio* editor Owen Connors to answer this question. Listen carefully to what they said and make a list of all the opinion phrases that they use. Ready?

**Richard:** Err, I think this is a difficult question to answer because there are times when you probably want more of one than the other. But overall, I think, in my view, I would probably go for time. And I know there are tests that say once people have a certain amount of money to cover their needs, so they can live relatively well, if you give them more money, then it doesn't actually make them happier. Or maybe it does for a little while, but then they quickly forget about that, and they're sad again. So, I would go for time. I think time is ultimately more precious. And what you do with your time is then, of course, up to you. You can waste it, or you can invest it.

**Owen:** In my opinion, it all boils down to individual values and priorities. From my point of view, time is the ultimate non-renewable resource. You can always find ways to earn more money, but you can't create more time. Having enough time allows for personal growth, spending quality moments with loved ones and pursuing passions, which are essential aspects of a fulfilling life. On the other hand, money provides the freedom and opportunities to make the most of the time you have. You can afford better health care, education and experiences that enhance your overall quality of life. However, while money is crucial for security and comfort, it's the wise use of time that truly enriches our lives. Balancing both is ideal, but if I had to choose, I would lean towards having more time. After all, how we spend our time defines our experiences and memories, which are invaluable.

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**editor** ☛ Redakteur(in)
**overall** ☛ insgesamt; Gesamt-
**ultimately** ☛ letztendlich
**precious** ☛ kostbar

**boil down to sth.**
☛ auf etw. hinauslaufen
**ultimate** ☛ letzte(r,s)
**growth** ☛ *hier*: Entwicklung

**loved one**
➤ nahestehende Person

**pursue sth.**
➤ etw. nachgehen

**enhance sth.**
➤ etw. verbessern

**crucial**
➤ wesentlich, maßgeblich

**editor** ➤ Redakteur(in)

**overall** ➤ insgesamt

**boil down to sth.**
➤ auf etw. hinauslaufen

## [6] Exercise: Expressing your opinion M

Which phrases did you hear the two editors use to express their opinions? Here's a list of all the opinion phrases they used:
➤ I think that…
➤ In my view…
➤ I would go for…
➤ In my opinion, …
➤ From my point of view, …
➤ If I had to choose, I would lean towards…
Other useful phrases that show you have considered the question carefully include:
➤ Overall, …
➤ After weighing up both sides, …
➤ After careful consideration, …
➤ All things considered, …
➤ It all boils down to… (meaning "It all comes down to…")
➤ On the other hand, …
OK, now answer the question in your own words, using some of the opinion phrases used by our editors to help you to express your thoughts and some of the other useful phrases provided. So, in your opinion, is it better to have more money than time?

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### Politics
## [7] Interview: How does the U.S. presidential election work? M US

**Sion:** Are you confused about the U.S. political system? Would you like more information about the various steps that take place before a new president is elected? We asked *Business Spotlight* editor-in-chief Judith Gilbert to explain the process. Listen carefully because we'll test your understanding of her explanation afterwards.

**Judith:** It's a very complicated process, the presidential election. The primaries and the caucuses take place across the U.S. from January to June of the election year, and they're run by state and local governments and the party members — people who are Republican or Democrat, because we only have a two-party system, really. They elect the nominees. They go to a polling station and vote. And then, that happens in January to June. And then, the second step happens in July and August: the national conventions of the two big parties. And that's when each party announces its official presidential candidate and when the candidate's choice of vice president is officially announced. That's July and August, and then

in the <u>run-up</u> to election day, which is always the first Tuesday after November 1, the two candidates <u>campaign</u> across the country. They tour the country and do <u>town hall meetings</u> and speak to people and kiss babies and collect money and try and get the vote. And then, the election day itself: the <u>popular votes</u> and the <u>electoral votes</u>. Who's <u>eligible</u>? Americans who are 18 and over. They can elect the president and their vice president. They don't have to be a member of a party to do so. It happens, as I said, on the first Tuesday after November 1 of the election year. These individual popular votes in the 50 states and in Washington, D.C., are then counted. However, as we saw in recent history, the person who gets to be president is not necessarily the person who gets the most popular votes. In 2016, Hillary Clinton got almost three million more popular votes than Donald Trump did. But in spite of this, as we all know, she didn't win the election because she didn't win the majority of the states' electoral votes. And the "electoral votes" are in German the *Wahlmänner* for each state, but each state is different. California, for example, has a population of around 40 million people, but Kansas, say, only has about three million. So, each state gets a number of <u>electors</u> based on the size of its population. It sounds fair and logical, but it isn't. Because of the way the electoral districts in each state are <u>drawn</u>, and these are drawn

and manipulated to weight the states in favour of whoever's drawing and manipulating. And that's how someone with fewer popular votes can actually get to become president.

**editor-in-chief**
➤ Chefredakteur(in)

**primary** ➤ Vorwahl

**caucus** ➤ Vorwahl

**run sth.**
➤ *hier:* etw. durchführen

**nominee**
➤ Nominierte(r), Kandidat(in)

**polling station** (UK)
➤ Wahllokal

**national convention**
➤ Nationalkonvent

**run-up** ➤ Vorfeld

**campaign**
➤ *hier:* Wahlkampf führen

**town hall meeting**
➤ Bürgerversammlung

**popular vote**
➤ Stimme aus der Bevölkerung

**electoral vote**
➤ Stimme einer Wahlperson

**eligible**
➤ wahl-, stimmberechtigt

**elector** ➤ Wähler(in); *hier:* Wahlmann/-frau, Wahlperson

**draw sth.**
➤ *hier:* etw. abstecken

## [8] Check your understanding: U.S. politics M US

**Sion:** OK, let's test your understanding of what you have just heard. Listen to the following statements and decide whether they are true or false. Some are based on what Judith said and others are based on your knowledge of the vocabulary used. You will hear the correct answer after the sound that follows each statement.

1. The primaries and the courses happen between January and June.
➤ This statement is false. The primaries and the "caucuses" happen between January

and June. What are the "primaries" and the "caucuses"? Well, the primaries are statewide elections to choose party candidates to run in the general election. Primaries are run by state officials. Caucuses, on the other hand, are meetings organized by political parties. These vary from state to state, but caucuses usually involve the formation of groups in support of individual candidates. The number of states that have caucuses has gone down over the years.

**2.** Judith thinks the number of parties in the U.S. is what makes the presidential election so complicated.
➤ This statement is false. Judith says the U.S. is a two-party system, in reference to the Republicans and the Democrats. This means there are only two significant parties.

**3.** A polling station is a place where people vote.
➤ This statement is true. A "polling station" is a place where people vote.

**4.** If a person is allowed to vote, they are "legal to vote."
➤ This statement is false. If a person is allowed to vote, they are "eligible to vote."

**5.** According to Judith, the electoral voting system is unjust.
➤ This statement is true. Judith says the system "sounds fair and logical, but it isn't." "Unjust" is a more formal word for "unfair."

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

**run (for sth.)**
➤ (für etw.) kandidieren

**state offcial**
➤ Staatsbeamter/-beamtin, Vertreter(in) staatlicher Stellen

## Metropolitan Mayhem
### [9] Dialogue: Phygital advertising strategies M

**Sion:** Have you heard the word "phygital" before? It is a combination of the words "physical" and "digital". Think QR codes on restaurant tables or touchscreen ticket machines in train stations. Phygital solutions are all about the smooth integration of offline and online experiences. Our friends at Metropolitan Mayhem, our fictional London-based advertising agency, have been asked to create a phygital advertising strategy for a well-known brand. They brainstorm ideas over a cup of coffee in the office. Listen carefully because we'll test your understanding of the conversation afterwards.

**Michelle:** I can't believe we've got the opportunity to work with this client. I absolutely love the clothes they make. I have quite a few pieces from them in my wardrobe.

**Kyle:** Yes, it's certainly exciting, but this brief doesn't come without its challenges.

**Doug:** You can say that again. Listen to this part: "We'd like to apply a phygital strategy that appeals to customers' senses during the retail experience, making shopping in our stores interactive and unforgettable."

**Kyle:** It's a tall order, but they've asked the right people.

**Michelle:** That's the spirit. Let's start pooling ideas. How about interactive mirrors, which double up as screens in the changing rooms? You could see yourself in the mirror and then select accessories to match your outfit using the options on the touchscreen.

**Doug:** I like that idea. Then a member of staff could bring your selection of accessories to the till to accompany your final purchase.

**Kyle:** I think we should think about using virtual reality headsets to make the shopping experience more memorable, too. It would be a great way of introducing information like special offers in a fun, interactive way.

**Michelle:** Great, I've made a note of that. Any ideas, Doug?

**Doug:** We should use the power of social media to our advantage. An Instagrammable art installation next to the exit would be a really cool addition to the in-store experience. It could have a simple text printed on it, like "Today, I bought…". That would encourage customers to document their experience online for other potential customers to see.

**Kyle:** Awesome. As long as the brand logo is visible in the art installation, that will be really effective.

**Michelle:** Wow, we're on fire. We haven't even been here five minutes and we've already got a list of suggestions.

**Kyle:** What did I say? The dream team!

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| | |
|---|---|
| **brand** ➤ Marke | **changing room** ➤ Umkleidekabine |
| **brief** ➤ Kurzdarstellung | **match sth.** ➤ zu etw. passen |
| **apply sth.** ➤ etw. anwenden | **till** ➤ Kasse |
| **appeal to sb.** ➤ jmdn. ansprechen | **purchase** ➤ Kauf, Einkauf |
| **retail** ➤ Einzelhandel; *hier*: beim Einkaufen im Einzelhandelsgeschäft | **memorable** ➤ unvergesslich |
| **tall** ➤ *hier*: umfangreich, anspruchsvoll | **awesome** ➤ großartig, fantastisch |
| **pool sth.** ➤ etw. bündeln | **visible** ➤ sichtbar |
| **double up as sth.** ➤ auch als etw. dienen | **fire: be on ~** ➤ *hier*: Feuer und Flamme sein |

**[10] Exercise: Check your understanding** Ⓐ

**Sion:** OK, let's test your understanding of the conversation you have just heard. Complete the following statements by choosing option **a)** or **b)**. Ready? Let's begin.

**1.** The outline of the project requirements supplied by the client is…
**a)** short in length.
**b)** difficult.

➤ The correct answer is **b)**. Kyle says the "brief does not come without its challenges". If something "does not come without its challenges", it is difficult in some way. The noun "brief" is an outline of the work that needs to be done. The adjective "brief" means "short". Here, Kyle is using the word brief to mean an "outline of the project requirements".

**2.** Kyle is confident in the ability of the team, despite the…

**a)** <u>demanding</u> nature of the project.

**b)** high number of orders to be processed.

➤ The correct answer is **a)**. Kyle says, "It's a tall order, but they've asked the right people." "A tall order" is a big ask. If a client asks a lot of you, then you can refer to the work as "a tall order".

**3.** Michelle suggests using mirrors that are also screens in the…

**a)** changing rooms.

**b)** changing cabinets.

➤ The correct answer is **a)**. Michelle suggests using mirrors that are also screens in the changing rooms. A "cabinet" is a type of cupboard in English.

**4.** Michelle's idea is that customers can use the touchscreen mirror to choose accessories that [*beep*] their outfit.

**a)** fit

**b)** go well with

➤ The correct answer is **b)**. When two <u>items</u> "go with" each other, they match or look good together. When something "fits", the size is right.

**5.** Kyle suggests using virtual reality…

**a)** headphones.

**b)** headsets.

➤ The correct answer is **b)**. Kyle suggests using virtual reality "headsets". Note that "virtual reality" is often shortened to "VR".

**6.** Doug thinks they should [*beep*] the power of social media.

**a)** harness

**b)** promote

➤ The correct answer is **a)**. Doug thinks they should harness the power of social media. If you "harness the power of something", you control it and use it to your advantage.

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

| | |
|---|---|
| **outline** ➤ Skizzierung | **item** ➤ Artikel |
| **demanding** ➤ anspruchsvoll | |

## Real Estate

### [11] Interview and exercise: Professional house-sitter Angela Laws <u>A</u>

**Sion:** *Business Spotlight* <u>editor</u> Richard Mote spoke to Angela Laws, the head of community and public relations at Trusted<u>Housesitters</u>,

about her job and her experience as a professional house and <u>pet</u>-sitter. While you listen to the interview, we'd like you to write down the order of the following elements in the conversation. Get out a pen and paper to make notes, if necessary. I will repeat the elements twice before the interview begins. Ready? These are the elements you will need to put in the correct order, according to the order you hear them in the interview:

A. Angela mentions the number of different <u>sits</u> she has completed.

B. Angela explains her professional history at TrustedHousesitters.

C. Angela talks about her dog.

D. Angela explains the financial advantages of house-sitting.

E. Angela refers to the types of people who like the lifestyle of house-sitting.

**Richard:** Could we start perhaps with some personal information about you, about your background, where you live, where you're from? That sort of thing.

**Angela:** Yep. So, I'm Angela Laws and I'm head of community and public relations for TrustedHousesitters. I actually have a home in Scotland, and I have been with Trusted-Housesitters since the very beginning, when there were just three of us. The company was <u>founded</u> in 2010. And we've been around for 14 years. I not only work <u>remotely</u> for the

10

company in my capacity as the head of community. Over the years, being with a start-up, I've worked in many, many different fields within the company. But I also am a pet-sitter full-time, and I do that working remotely and travelling. So, yeah, so I've done about 200 sits across five different continents, and I live the lifestyle that many of our members live.

**Richard:** And this is a full-time job? Basically, you do this…?

**Angela:** Full-time. I'm not actually sitting full-time right now, because we, since the <u>pandemic</u>, we now have a home in Scotland. We used to live in Canada because I'm Canadian, too. But for six years, we actually lived this lifestyle without a base, pet-sitting <u>back-to-back</u> around the world.

**Richard:** Aha. And did you start pet-sitting and house-sitting when the company was started? Or did you — had you done that before?

**Angela:** I'd done it before. And how I got into it was purely because of my love of animals. I had my own dog. When I lost her, the loss was so <u>profound</u>, and I decided not to have another one of my own. But I knew that animals make such a difference in human lives, and especially mine, and so I needed to have that pet connection, and pet-sitting gives that to me. It actually satisfies the three Ps that I have, which is "pets", "people" and "places". Erm, and so, that's how I got into it. So, I was pet-sitting before

TrustedHousesitters was founded. That's how I got involved.

**Richard:** But it is <u>accommodation</u>, so can I ask what's the possibility to save on rent and expenses?

**Angela:** Yeah, absolutely. I mean, we have sitters that sit full-time that don't — they do not have a base. They <u>go sit-to-sit</u> because they love the lifestyle. Many of them are remote workers. Many of them are digital nomads. And so, they're free to go wherever they choose. Provided they have, you know, a <u>reliable</u> internet connection, they can work from anywhere in the world. But you know, there are those that believe they can come into pet-sitting, and it's a solution for their accommodation because we know right now that rents are <u>incredibly</u> expensive — that housing is expensive. However, this is not a permanent solution. This can be worked, and you can make it work. However, for anybody believing that's the solution to their accommodation needs, it's not, because the responsibilities come with it. However, it's a very <u>affordable</u> means of travel. It's an alternative way to travel. And, yes, you save on accommodation costs. As opposed to going into a hotel and what that costs, you're in a complete home. And so, there's [*non-stand.*] other related costs that you save on, for example you get your <u>WiFi</u>, you can cook at home, you can <u>do laundry</u>. All the things that you would do at home, you can do while you're pet-sitting. So, those are related costs that are saved, too.

| | |
|---|---|
| **editor** ► Redakteur(in) | **accommodation** ► Unterkunft |
| **house-sitter** ► Haussitter(in), -hüter(in) | **go sit-to-sit** ► von einem Einsatz als Haussitter(in) zum nächsten wechseln |
| **pet** ► Haustier | |
| **sit** ► *hier*: Einsatz als Haussitter(in) | |
| **found sth.** ► etw. gründen | **reliable** ► zuverlässig |
| **remotely** ► *hier*: im Homeoffice | **incredibly** ► unglaublich |
| **pandemic** ► Pandemie | **affordable** ► erschwinglich |
| **back-to-back** ► fortlaufend | **WiFi** ► WLAN |
| **profound** ► tiefgehend | **do laundry** ► Wäsche waschen |

### [12] Check your answers Ē

**Sion:** OK, it's time to check your answers. The correct order of the elements is as follows:

B– Angela explains her professional history at Trusted<u>House</u>sitters.

A– Angela mentions the number of different <u>sits</u> she has completed.

C– Angela talks about her dog.

E– Angela refers to the types of people who like the lifestyle of house-sitting.

D– Angela explains the financial advantages of house-sitting.

Did you put those elements in the correct order? Well done if you did. If not, why not listen to the interview again?

## Business Skills

### [13] Navigating feedback Ɛ

**Sion:** What does feedback mean to you? Do you see it as an opportunity to complain? Or is feedback just a form of constructive advice? *Business Spotlight* correspondent Ken Taylor shares the ins and outs of giving and getting feedback in this article. Listen carefully.

### [14] Giving and getting feedback M

Two young parents are worried about their four-year-old son. He's bright, cheerful and seems very happy — but he hasn't yet spoken a single word. They've taken him to see specialists, but nothing seems to work.

One morning, his mother makes him a bowl of porridge. Suddenly, the boy turns to her and says: "Mummy, this porridge is cold." The mother is surprised and delighted. "But why haven't you spoken before?" she asks. The boy replies: "Well, I haven't had anything to complain about until now."

It's good to get feedback — and it doesn't always have to be criticism. If done well, feedback is an effective tool for developing skills.

Really, most feedback should be positive. We often forget to tell people that a job has been done well, but good results are more likely to be repeated if they're followed by positive feedback. Also, feedback should be wanted and not imposed. This requires an open atmosphere in which feedback is encouraged and welcomed. It must be seen as support. If a person feels the feedback is helping their personal development, they're more likely to act on it.

**Giving feedback**

Of course, there are times when we need to give feedback after something has gone wrong. In such cases, follow these rules:

➤ Never take people by surprise. Arrange a time for a feedback session and explain why it's needed.

➤ Focus on the issues not on the person. If someone feels you're attacking them personally, they'll naturally become very defensive. Describe the issue at hand, simply and clearly.

➤ Look to the future. Don't focus too much on the past. After describing the issue, decide how to solve it in the future, rather than apportioning blame.

➤ Don't generalize. Limit feedback to the particular situation under discussion and avoid widening it to the person's work in general. Don't use general statements beginning with: "You always/never…".

➤ Look for joint solutions. Work together to

come up with answers. Offer suggestions but discuss all ideas openly.

➤ Be specific. Be concrete, precise and <u>concise</u>.

➤ Be <u>empathetic</u>. A positive, friendly <u>approach</u> shows you understand the other person's situation.

With these rules, your feedback is more likely to be understood in the right way and taken <u>on board</u>.

**Receiving feedback**

Dr David Burkus is an organizational psychologist and bestselling author. He suggests this approach to receiving feedback:

➤ Start by saying "thank you". Feedback is an opportunity. Show that you're happy to receive it and are prepared to listen.

➤ Repeat what you hear. <u>Summarize</u> the feedback. This lets you check that you've understood correctly, so you'll avoid <u>taking away</u> the wrong lessons. It also shows that you <u>appreciate</u> other opinions.

➤ Say what you're changing. Obviously, listening is just the first step. You may also need to take action if something is wrong. Once you've decided what needs to change, let the other person know what you've done or plan to do.

➤ Ask for more. Feedback is an <u>ongoing</u> process, so let people know that you're open to learning more. This will also encourage more open and honest feedback.

**bright**
➤ intelligent, aufgeweckt

**delighted**
➤ entzückt; *hier:* überglücklich

**imposed** ➤ aufgezwungen

**act on sth.**
➤ auf etw. reagieren

**issue** ➤ Problem

**at hand** ➤ vorliegend

**apportion blame (to sb.)**
➤ (jmdm.) die Schuld zuweisen

**concise** ➤ kurzgefasst

**empathetic**
➤ empathisch, mitfühlend

**approach** ➤ Vorgehensweise

**on board: take sth.~**
➤ *hier:* etw. annehmen, akzeptieren

**summarize sth.**
➤ etw. zusammenfassen

**take sth. away**
➤ *hier:* etw. verinnerlichen

**appreciate sth.**
➤ etw. (wert)schätzen

**ongoing** ➤ kontinuierlich

## [15] Exercise: Essential phrases for giving feedback <u>M</u>

**Sion:** In this exercise, you can practise phrases that are useful for giving feedback. I'll tell you what to say and give you some of the words that you'll need. Remember that 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.** Never take people by surprise but let them know that you are going to give them feedback.

■ Use "can we meet", "later", "talk" and "this project".

➤ Can we meet later to talk about this project?

**2.** Focus on the <u>issues</u>, not on the person.
- Use "let's look", "the issue", "we've had" and "this project".
➤ Let's look at the issue we've had with this project.
**3.** Look to the future.
- Use "our aim", "should be", "meet" and "the deadlines".
➤ Our aim should be to **meet the deadlines**.
**4.** Don't generalize.
- Use "let's concentrate", "the issue" and "hand".
➤ Let's concentrate on the issue <u>at hand</u>.
**5.** Look for joint solutions.
- Use "what", "would you", "suggest", "speed", "process" and "up".
➤ What would you suggest to speed the process up?
**6.** Be <u>empathetic.</u>
- Use "I understand", "that", "not", " always" , "easy", "set" and "right priorities".
➤ I understand that it's not always **easy to set the right priorities**.
**Sion:** Excellent. Well done!

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**issue** ➤ Problem
**at hand** ➤ vorliegend

**empathetic** ➤ empathisch, mitfühlend

## Career Coach
### [16] Meetings with a difference Ⓔ

**Sion:** Have you ever fallen asleep in a meeting? Perhaps not, but you probably have found
yourself thinking about other things — like what you're going to have for dinner or where your colleague got her shirt from. But meetings don't have to be boring. *Business Spotlight* career coach Frank Peters shares advice on how to make meetings more <u>engaging</u> in this article. Listen carefully, and then think about what you can do to make your meetings more fun and interactive.

---

**engaging** ➤ einnehmend;
*hier:* die Teilnehmenden mitwirken lassen

### [17] Interactive meetings Ⓜ

**Damion:** A few months ago, I attended a conference with a lot of speakers. By the afternoon, I was <u>exhausted</u> — just from sitting in the audience listening to the presentations. Then, the moderator did something unexpected. She said: "You'll now hear three more speeches. After the last one, there'll be a quiz about what you heard. If you can answer correctly, you'll have the chance to win a prize."

Suddenly, I was awake and listening carefully — it only takes simple <u>incentives</u> to get my attention. Sometime later, I remembered this experience when a manager asked me how to get his team <u>engaged</u> during meetings. He felt a little frustrated that he was always the one who did most of the talking. Although the manager

didn't have a budget for a financial prize, like a voucher, he wrote down the quiz idea anyway.

## Make meetings fun

This got me thinking. In some teams, the fun of doing a quiz might be enough. In others, you may need something extra to make sure you have everyone's attention and engagement. So, I've come up with a list of things to make meetings more interactive.

### Give your team a quiz

A nice variation might be to have team members themselves ask the questions after presentations.

### Ask questions

From time to time, during a presentation, involve the team. Ask questions that get them to express their opinions or talk about their experiences. If you're talking about new guidelines for travel expenses, for example, you could just mention them quickly. Ask a relevant question that makes the team think, however, and you'll get more out of it.

### Do a short survey

This is a more structured way of asking questions and getting answers. If your meeting is remote, you can take advantage of the various survey tools out there, such as Mentimeter or slido. Depending on the tool, you can ask scaling questions, multiple-choice questions or open-ended questions.

I have a monthly meeting with a management team, and every time we meet, we have a quick survey with two simple questions: "What is working well at the moment?" and "What is not?" The group can type in a few words for every question, and, out of all the answers, a word cloud is created. Words used more often appear bigger. This gives you an overview of what your team members think.

### Chat waterfall

In online conferences, the chat is a very underrated tool. Mostly, it's used to report technical problems, or it's misused to send memes or jokes. But the chat can be used for more constructive purposes.

Imagine you want to present your ideas on knowledge management or how to improve the team's file structure. Of course, you can just say what you think. Or you can stop speaking for a moment and ask the team something like: "What is your favourite tool for taking notes or writing down ideas?" Ask everyone to write their answers in the chat and send them simultaneously. Like a waterfall, the answers appear in the chat, and, instantly, you have a collection of ideas for tools.

### A moment of silence

Caution: This is only for the brave. In workshops and meetings, I sometimes experiment with silence. Silence can be powerful. It can let your mind wander and rest, and it

15

gives you time to <u>digest</u> the information and reflect.

After a presentation, ask your team to think in silence for 30 seconds about what it could mean for the team. For some, 30 seconds isn't very long, but for others, it may feel like an <u>eternity</u>. I call this "silent engagement".

In both cases, you get people to think about the questions and about what you presented. You could discuss the effects on your team, or you could just move on to the next point.

**Short one-to-one conversations**

Let people talk to each other. Give them a simple task related to what was presented. Have them discuss the <u>topic</u> in pairs and think of one idea about how the team can help in that situation.

It doesn't need to be the best idea ever. It's really a tool to <u>process</u> and work with new information. For this reason, three minutes should be enough time. That also keeps everyone focused. Collect the ideas and integrate them into the next part of the meeting.

You might be wondering whether I won at the conference I told you about at the beginning. The good news is that lots of people paid close attention and got the answers right. The bad news is that I wasn't among the prize-winners. Maybe I'll have better luck next time. If you have more engaged team members in your next meeting, that's a clear win.

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**exhausted**
➤ erschöpft

**incentive**
➤ Anreiz

**engaged**
➤ mitwirkend, sich aktiv beteiligend

**voucher** ➤ Gutschein

**engagement** ➤ Mitwirkung

**come up with sth.**
➤ mit etw. aufwarten

**guideline** ➤ Richtlinie

**expenses**
➤ Ausgaben, Spesen

**survey**
➤ Umfrage, Befragung

**remote**
➤ *hier:* nicht in Präsenz, virtuell

**out there**
➤ *hier:* zur Verfügung stehend

**scaling question**
➤ Skalierungsfrage

**open-ended question**
➤ offene Frage

**word cloud**
➤ Wortwolke (visuelle Darstellung von Wörtern)

**underrated**
➤ unterschätzt

**file** ➤ Ablage

**brave: the ~**
➤ die Mutigen

**wander** ➤ schweifen

**rest** ➤ zur Ruhe kommen

**digest sth.**
➤ etw. verdauen;
*hier:* verarbeiten

**eternity** ➤ Ewigkeit

**topic** ➤ Thema

**process sth.**
➤ etw. verarbeiten

## [18] Exercise: Phrases for interactive meetings Ⓜ

**Sion:** This is an exercise on key vocabulary that is useful for engaging team members in a meeting. First, you'll hear two words or phrases and then a sentence with a beep, which you might say in a particular situation. In the pause, decide which word or phrase you need instead of the beep. Then, you'll hear the correct sentence again.

**1.** Do you need "follow" OR "track" to make sure that someone understands?

Do you [*beep*] what I'm saying?
➤ **follow.** Do you follow what I'm saying?
2. Do you need "logic" OR "sense" to find out if someone understands?
Does this make [*beep*]?
➤ **sense.** Does this make sense?
3. Do you need "capture" OR "catch" to let someone know that you didn't understand or hear something?
Sorry, I didn't [*beep*] that last bit.
➤ **catch.** Sorry, I didn't catch that last bit.
4. Do you need "go over" OR "get around" to ask someone to repeat something?
Could you [*beep*] this one more time?
➤ **go over.** Could you go over this one more time?
5. Do you need "mean" OR "mind" to make it clear that you understand what the other person is saying?
Right. I see what you [*beep*].
➤ **mean.** Right. I see what you mean.
6. Do you say "Got it!" OR "Have it!" to show that you understand something?
[*beep*]! Thanks.
➤ **got it.** Got it! Thanks.
**Sion:** Well done. Did you get all the phrases? If not, go back and try this exercise again.

## Odd Jobs
**[19] Interview: Offshore wind farm engineer Andrew Miller** M

**Sion:** If you live near a coastline, you might have seen <u>wind turbines</u> out at sea. But have you ever thought about the people who plan, <u>design</u> and construct these massive structures? *Business Spotlight Audio* <u>editor</u> and correspondent Melita Cameron-Wood spoke to offshore wind farm <u>engineer</u> Andrew Miller about his <u>unique</u> career. Listen carefully because we'll test your understanding of what was said afterwards.

**Melita:** So, the first question I wanted to ask you was when did you realize that you were interested in wind farm <u>engineering</u> professionally?
**Andrew:** That's a great question. On the <u>cusp</u> of 2010. I was becoming more aware of the industry. I knew that my professional experience was valid to it. I was doing a lot of ground investigations on land around Ireland and Scotland. And I also, from a business point of view, saw how much work was on the horizon there, with the EU's <u>blueprint</u> for the next ten years, and I thought, "Well, then, that's very interesting work." This job <u>ticked</u> all my interests, and I thought it would be a positive contribution, as well — a very constructive career to be in.
**Melita:** And what changes have you seen in wind farming since you started working in the sector?
**Andrew:** It is changing rapidly. Even now, I'm seeing changes year to year. I'm seeing the

territories expand. We're in Korea, Taiwan, United States. Ireland recently started to get <u>serious</u> about wind farms, and that is a result of the drop in price and cost of producing renewable energy offshore. Due to <u>economy of scale</u>, we're much bigger, so I've seen the technology get larger. The turbines are now huge. <u>Blades</u> are massive. Blades are football-fields long. They're 110 metres and they're only getting bigger. And all of this has been in a decade and a half. It's no longer in the scale of 20 turbines are going to be installed into a <u>site</u>. They're putting 150 turbines into the site. A modern offshore wind park is now the size of a nuclear reactor in its output. It's absolutely huge.

**Melita:** And I mean, you said you specialize in the design of wind turbines. Could you talk to me a bit about some of the considerations that you need to think about when you're designing a wind turbine?

**Andrew:** Absolutely. I mean, again, I mean, for me, it's quite easy to <u>summarize</u>. There's [*non-stand.*] three main <u>stages</u> in the <u>life cycle</u> of a wind turbine. There's obviously the design and consent stage, which is consent and planning permission to build on that site. And that is the planning stage at which I'm involved. Then comes construction, which is probably the biggest and most expensive effort. Then, there's the <u>operation</u> and <u>maintenance</u> throughout the lifecycle of that turbine, which is 25 years nom-

inally. Recently, they've been <u>extending</u> the life of turbine sites for [*non-stand.*] 35 to 40 years. And then, there is a fourth stage, which is <u>decommissioning</u>, which is basically the <u>reverse</u> of the construction, where they will actually remove everything from <u>seabed</u> and leave the site as it was found before they started developing the site.

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**wind turbine**
➤ Windkraftanlage, -rad
**design sth.**
➤ *hier:* etw. konzipieren
**editor** ➤ Redakteur(in)
**engineer** ➤ Ingenieur(in)
**unique** ➤ einzigartig
**engineering** ➤ Ingenieurwesen; *hier:* Konstruktion
**cusp: be on the ~ of sth.**
➤ an der Schwelle zu etw. stehen
**blueprint**
➤ Blaupause, Plantick
**tick sth.** (UK) ➤ etw. abhaken
**serious: get ~ about sth.**
➤ es ernst mit etw. meinen

**economy of scale**
➤ Größenvorteil
**blade** ➤ Rotor
**site** ➤ Standort
**summarize sth.**
➤ etw. zusammenfassen
**stage**
➤ *hier:* Entwicklungsphase
**lifecycle**
➤ Lebenszyklus, -dauer
**operation** ➤ Betreiben
**maintenance** ➤ Wartung
**extend sth.** ➤ etw. verlängern
**decommission sth.**
➤ etw. stilllegen, abbauen
**reverse** ➤ Gegenteil
**seabed** ➤ Meeresboden

**[20] Exercise: Check your understanding** E

**Sion:** OK, let's check your understanding of what you have just heard. Choose the correct option, **a)** or **b)**, to complete each sentence.

**1.** Andrew first found out about the industry…
**a)** just before 2010.

**b)** just after 2010.

➤ The correct answer is **a)**. Andrew first became aware of the industry "on the cusp of 2010". This means "just before 2010".

**2.** Andrew knew his professional experience was…

**a)** not completely valuable to the wind-power industry.

**b)** relevant to the wind-power industry.

➤ The correct answer is **b)**. Andrew describes his professional experience as "valid" to the wind-power industry. In this context, this means "relevant to" the wind-power industry.

**3.** Back in 2010, the E U's…

**a)** plan for the coming decade made Andrew realize how much work there would be in the sector.

**b)** focus on water-based projects gave Andrew hope for the future of the industry.

➤ The correct answer is **a)**. The EU's 2010 "blueprint" for the next ten years made Andrew realize how much work there would be in the sector. A "blueprint" is a type of plan.

**4.** According to Andrew, a modern offshore wind park…

**a)** has the same square footage as a nuclear reactor.

**b)** produces the same amount of energy as a nuclear reactor.

➤ The correct answer is **b)**. According to Andrew, a modern offshore wind park is now

the size of a nuclear reactor in its "output". In this context, the word "output" refers to the energy produced.

**5.** While a wind turbine is active, there are teams responsible for its…

**a)** operation and upkeep.

**b)** operation and manufacturing.

➤ The correct answer is **a)**. "Upkeep" is another word for "maintenance" or, in other words, the process of making sure that everything is in good working order.

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

| | |
|---|---|
| **square footage** ➤ Quadratmeterzahl | **manufacturing** ➤ Herstellung |
| **operation** ➤ Betreiben | |

## English for…
### [21] Workwear: Tricky translations Ɛ

**Sion:** This exercise will focus on a false friend related to the topic of workwear. 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. In the context of women's clothes, the German word *Kostüm* is "woman's suit" or "skirt suit" in English. It is not "costume", which is also translated as *Kostüm* but refers

to the clothes that actors wear in a play or the clothes that people wear to a <u>fancy dress</u> party. Fancy dress parties are parties where you <u>dress up</u> like someone else, for instance you could go as Elvis Presley or Marilyn Monroe. First, you'll hear a sentence with a beep. In the pause, decide whether you need "skirt suit" or "costume". You'll hear the correct answer after the "ping" sound. Ready?

**1.** The dark red [*beep*] she wears at work looks very fashionable.
➤ The dark red skirt suit she wears at work looks very fashionable.
**2.** Did you have a favourite [*beep*] for carnival when you were a child?
➤ Did you have a favourite costume for carnival when you were a child?
**3.** There are two beeps in the next sentence.
   I really liked the main character's [*beep*], a pink [*beep*].
➤ I really liked the main character's costume, a pink skirt suit.

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

| | |
|---|---|
| **topic** ➔ Thema | **fancy dress** (UK) |
| **workwear** | ➔ Verkleidung, (Faschings-) |
| ➔ Arbeits-, Berufskleidung | Kostüm |
| | **dress up** ➔ sich verkleiden |

# Skill Up!
## [22] Exercise: Essential words and phrases related to security Ē

**Sion:** In this language exercise, we'll practise some words and phrases that can be used to talk about security. 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 metal <u>device</u> with a U-shaped bar that is closed by a key and used with chains on gates is a…
**a)** paddock.
**b)** padlock.
➤ **b)** is right. A "padlock" is a kind of lock that is used with a chain on gates. A "paddock" is a small field where horses are kept.
**2.** A strong wire with sharp <u>points</u> like <u>thorns</u> is a…
**a)** barbed wire.
**b)** barber.
➤ **a)** is right. A "barbed wire", also called "razor wire", is a wire with sharp points to prevent <u>intruders</u> from entering a place. A "barber" cuts men's hair and shaves them.
**3.** A person who enters a place illegally and steals things is a…
**a)** burglar.
**b)** burglary.

➤ **a)** is right. A "burglar" is someone who enters a place unauthorized, while a "burglary" is the crime <u>committed</u> by a burglar.

**4.** If you stop something from happening, you…
**a)** preview it.
**b)** prevent it.

➤ **b)** is right. If you "prevent something", you take measures to stop it from happening. If you "preview something", for example a film, you see it before it is shown to the public.

**5.** If you carefully look for something, you…
**a)** search for it.
**b)** research it.

➤ **a)** is right. The phrasal verb "search for something" means that you carefully look for something. More effort is involved in "searching" than "looking for something". The verb "research" means to "study something in detail to discover new information".

**6.** Something that makes you feel that something is illegal or wrong is…
**a)** suspended.
**b)** suspicious.

➤ **b)** is right. "Suspicious" refers to something that makes you feel that something illegal is happening. "Suspended" means that something is cancelled or not allowed to happen temporarily.

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

| | |
|---|---|
| **device** ➤ Gerät | **commit sth.** ➤ etw. begehen, verüben |
| **point** ➤ hier: Spitze | **sensible** ➤ sinnvoll, vernünftig |
| **thorn** ➤ Dorn | **appreciated** ➤ geschätzt |
| **intruder** ➤ Eindringling, Einbrecher(in) | |

### [23] Text and exercise: Security collocations Ē

**Sion:** This exercise is on collocations with the word "security". Collocations are words that frequently go together to form word partnerships. Listen carefully to this offer from a company specializing in security services. We'll then do an exercise on it.

\*\*\*

**Let us handle your security**

With many years of experience, we provide professional security services according to your needs. Our team will <u>assess</u> your security risks and help you minimize security breaches and violations.

Our service includes:

+ <u>state-of-the-art</u> security system
+ 24-hour <u>surveillance</u> through integrated security cameras
+ quick response to alarms and <u>incidents</u>

Contact us today for a free consultation to discuss your current security measures and look at how we can help you and your business be and feel as safe as possible.

\*\*\*

**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 "security" from the text that you have just heard. Then, you'll hear the correct answer. OK, here's the first sentence.

1. Something that might cause danger to the security of a company's <u>assets</u>, data and business operations is a [*beep*].

➤ **security risk.** Something that might cause danger to the security of a company's assets, data and business operations is a "security risk".

2. Actions that are taken to <u>ensure</u> a company's security are [*beep*].

➤ **security measures.** Actions that are taken to ensure a company's security are "security measures".

3. <u>Devices</u> that protect persons and property against dangers and illegal acts make up a [*beep*].

➤ **security system**. Devices that protect persons and property against dangers and illegal acts make up a "security system".

4. A means of surveillance that records pictures of everything that happens on a <u>company's premises</u> is a [*beep*].

➤ **security camera**. A means of surveillance that records pictures of everything that happens on a company's premises is a "security camera".

5. Actions against security regulations are... [*beep*].

➤ **security breaches** or **security violations.** Actions against security regulations are "security breaches" or "security violations".

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

| | | |
|---|---|---|
| **assess sth.** ➤ etw. beurteilen | | **ensure sth.** ➤ etw. gewährleisten |
| **state-of-the-art** ➤ topaktuell, auf dem neuesten Stand der Technik | | **device** ➤ Gerät |
| **surveillance** ➤ Überwachung | | **company's premises** ➤ Firmengelände, Geschäftsräume |
| **incident** ➤ Vorfall | | |
| **asset** ➤ Vermögenswert | | |

### [24] Dialogue and exercise: Security Ⓜ

**Sion:** <u>Site manager</u> Diane is talking to Sam from <u>HR</u> about security <u>issues</u> at the factory. Listen to this dialogue between them. We'll test your understanding of it afterwards, so pay attention!

**Diane:** As you know, we had a <u>burglary</u> over the weekend. The thieves cut through a chain and <u>padlock</u> and stole valuable parts from the back of a van.

**Sam:** Didn't we get the <u>intruders</u> on camera?

**Diane:** No, we didn't. It seems the van was parked in a <u>blind spot</u>, so there's no <u>footage</u>.

**Sam:** [*slightly <u>exasperated</u>*] Hasn't this happened before?

**Diane:** Yes, it has. We really need to do something. The police strongly suggest we upgrade our security system to prevent further break-ins.

**Sam:** Yes. It's not just <u>property</u> we need to protect, but also our employees. I've heard that some don't always feel safe in the car park after dark.

**Diane:** That's not good. Although our security guard, Joe, and his guard dog <u>patrol</u> the <u>perimeter</u> every hour, that may not be enough to <u>deter</u> <u>trespassers</u>, I'm afraid.

**Sam:** What shall we do?

**Diane:** I'm already <u>on it</u>. I've contacted a company that can install new <u>CCTV cameras</u> and infrared sensors. We need to do more to improve security and protect our business and staff.

**Sam:** What about Joe? Won't he lose his job if we upgrade?

**Diane:** No, he won't — not necessarily. We could move him to a daytime security job. He could work in the old gatehouse and check everyone entering and exiting the <u>premises</u>.

**Sam:** That's a great idea! He could give visitor <u>IDs</u> to people who have a <u>valid</u> reason to be here and stop unauthorized people from coming in.

**Sion:** OK, now let's test your understanding of a few of the words and phrases used in the dialogue. Complete the definitions of the words by choosing option **a)** or **b)**.

**1.** "Footage" is…

**a)** the sound of footsteps running away.

**b)** filmed material.

➤ The correct answer is **b)**. "Footage" is filmed material.

**2.** "Intruders" are…

**a)** corrupt security guards who accept <u>bribes</u> to ignore break-ins.

**b)** people who break into a property that they have no right to be in.

➤ The correct answer is **b)**. "Intruders" are people who break into a property that they have no right to be in. Note that the word "bribe" means "money given to someone to persuade them to do something illegal or risky".

**3.** The phrase "deter trespassers" means…

**a)** to discourage unauthorized people from entering.

**b)** to identify <u>burglars</u>.

➤ The correct answer is **a)**. "Trespassers" are unauthorized people in an area that they are not supposed to be in. If you "deter someone from doing something", you discourage them from doing something.

**4.** The word "premises" means…

**a)** land and/or buildings that are either privately owned or owned by a company.

**b)** a recommended course of action in the event of a break-in.

➤ The correct answer is **a)**. The word "premises" means "land and/or buildings that are either privately owned or owned by a company".

**site manager** ► Standort-, Niederlassungsleiter(in)

**HR (human resources)** ► Personal; *hier*: Personalabteilung

**issue** ► Problem

**burglary** ► Einbruch

**padlock** ► Vorhängeschloss

**intruder** ► Eindringling, Einbrecher(in)

**blind spot** ► toter Winkel

**footage** ► (Kamera-)Aufnahme(n), Bildmaterial

**exasperatetd** ► genervt, verärgert

**property** ► *hier*: Firmengrundstück, -gebäude

**patrol (sth.)** ► (etw.) patrouillieren, Wache gehen

**perimeter** ► Eingrenzung

**deter sb.** ► jmdn. abschrecken

**trespasser** ► Eindringling

**on it: be ~** (*ifml.*) ► dran sein, sich darum kümmern

**CCTV camera** ► CCTV-Kamera, Überwachungskamera

**premises** ► Firmengelände, Geschäftsräume

**ID (identity card)** ► Ausweis

**valid** ► *hier*: triftig

**bribe** ► Bestechungsgeld

**burglar** ► Einbrecher(in)

## Conclusion

### [25] Until next time... Ē

**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!