

**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!**

**Sion Dayson:** Welcome to Business Spotlight Audio. We've got a wide range of topics to make improving your business English fun and informative. Our friends at the fictional advertising agency Metropolitan Mayhem talk about whether daylight saving time is a good or a bad thing. Then, you'll get a chance to practise some useful small talk phrases. You'll also hear some great advice on designing good meetings and considering your team members' needs. We'll then hear from businessman Eric McLoyd about what he learned from the two years he spent as a stay-at-home dad. Other topics include dealing with death at work and the language needed to talk about general elections and printed promotional materials. Let's get started with some trending news topics.

**topic** ➤ Thema**daylight saving time**

➤ Sommerzeit

**design sth.** ➤ hier:

etw. konzipieren, gestalten

**Names and News****[2] Tech dreams**

Start-ups everywhere are struggling with high interest rates, which make future profits look less attractive to investors today. In 2023, Europe produced just a handful of tech unicorns (start-ups valued at over \$1 billion) compared with 107 in 2021. And in 2023 alone, 50 unicorns lost their horns, meaning they now have lower valuations.

Despite short-term worries, however, there are good reasons for optimism. Investment in European start-ups has been at a historical high. Between January and September of 2023, Europe created about 14,000 new tech start-ups, compared with 13,000 in America (although the US creates more start-ups overall). If we include Britain in the calculation, there are currently more than 41,000 young tech firms and nearly 4,000 older ones, employing some 2.3 million people across the continent — about twice as many as in early 2019.

This is seen as a sign that Europe's tech scene is maturing, meaning its founders have more experience. It's estimated that over 9,000 people who worked for successful unicorns back in the 2000s have since gone on to start companies of their own. There's even talk of tech "mafias" — groups of entrepreneurs who used to work for the same company. These network effects are making Europe's tech industry stronger.

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interest rate ▶ Zinssatzunicorn ▶ Einhornbillion ▶ Milliarde(n)valuation ▶ Bewertung;  
hier: Wertansatzshort-term ▶ kurzzeitigoverall ▶ insgesamtcalculation ▶ Berechnungmature ▶ reifen; hier: den  
Kinderschuhen entwachsenfounder ▶ Gründer(in)entrepreneur

▶ Unternehmer(in)

industry ▶ Branche

### [3] Art and science **A**

Designer Scarlett Yang is a mix of artist and engineer in exploring completely new types of matter. She once mixed algae and the protein from silk cocoons to create a dress made of a glass-like material that became stiffer or softer according to humidity levels. She's also experimenting with a substance she describes as a hydrogel. "It's non-toxic and it doesn't exploit any natural resources," she told the *Financial Times*. "And once it's crystallized, it is quite stable."

Yang isn't making these things for fun. "There is so much potential with biomaterial, and it will be usable in cars and fashion and architecture," she says. Originally from Hong Kong, Yang moved to London in 2014, when she was 18, and studied fashion at the arts and design college Central Saint Martins. Her passion is innovation. She uses robotics, 3D printing and computer simulations to create her designs.

Her aim is to transform both manufacturing

and consumer behaviour. She was partly inspired by her follow fashion students who, she says, bought fabrics without questioning how sustainable they were. "I thought: 'Why not change this model completely. Why not start making the actual materials in a much better way?'"

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engineer ▶ Ingenieur(in)matter ▶ Materiealgae (sg. alga) ▶ Algensilk cocoon ▶ Seidenkokonstiff ▶ steif; hier: festhumidity ▶ Feuchtigkeitexploit sth.▶ etw. ausschöpfen;  
hier: nutzenfellow ▶ Mit-fabric ▶ Stoffsustainable ▶ nachhaltig

### [4] The cashier who isn't here **M Ü S**

At Sansan Chicken, a restaurant in New York, local customers come in for the teriyaki chicken bowl, vegan ramen or one of the many other dishes on the menu. To order and pay, they talk to a polite, cheerful cashier. All of this is normal, except that the cashier isn't in New York but sitting at a computer thousands of miles away, in the Philippines.

This service was started by entrepreneur Chi Zhang, the founder of Happy Cashier. For small businesses struggling with inflation and high rent, the appeal is clear: The remote workers earn \$3 an hour, compared with an hourly minimum wage in New York of \$16. For the cashiers, despite the 12-hour time difference, it's a

comfortable job they can do from home.

Virtual assistants are common in some customer-service settings, but not in the hands-on restaurant business. Many people are understandably worried that this trend will push wages down for American workers across the industry. But Rosy Tang, manager of the Sansan Chicken restaurant in Manhattan, told *The New York Times*: “This is a way for small businesses to survive.”

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menu ▶ Speisekarte

cheerful

• fröhlich, gut gelaunt

cashier

• Kassierer(in)

entrepreneur

• Unternehmer(in)

founder ▶ Gründer(in)

appeal ▶ Anreiz

remote worker

• Telearbeiter(in)

hands-on ▶ praktisch;

hier: wo tatkräftige Hilfe  
vonnöten ist

## Innovation

### [5] Industry and logistics

**Sion:** When things get hard, you can either give up or get creative. Producing high temperatures using green energy is not easy. Nor is transporting enormous wind turbine blades. That's where innovative solutions can be useful. Let's find out more!

wind turbine

• Windkraftanlage, Windrad

blade ▶ Rotor

### [6] Heat without burning

Heavy industries, such as those that produce steel or cement, need to make things really hot. The processes of steel making, for example, require temperatures over 1,600 degrees Celsius. So far, such temperatures have been possible only through the burning of fossil fuels. This is why these are known as “hard-to-abate industries”, in which decarbonization is difficult. They produce about a quarter of global carbon emissions.

Now, the Finland-based company Coolbrook is testing a device that, it claims, can reach temperatures of up to 1,700 degrees Celsius using electricity from renewable power. The company's RotoDynamic technology produces heat without burning — by converting kinetic energy from high-speed rotation into thermal energy.

If all goes well, Coolbrook says its device could replace fossil-fired furnaces and kilns with electrification of heat in industrial processes. The plan is for a commercial launch in early 2025.

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fossil fuel

• fossiler Brennstoff

hard-to-abate industry

• Industriezweig, bei dem eine  
Senkung der Treibhausgase  
schwierig ist

carbon emission

• CO<sub>2</sub>-Ausstoß, -Emission

device ▶ Gerät

high-speed rotation

• hohe Rotationsgeschwindigkeit

**furnace**

- Hoch-, Schmelzofen

**kiln** • (Brenn-)Ofen

**commercial launch**

- Markteinführung

**[7] Carry the wind** 

Bigger wind turbines produce more power. However, the blades for onshore turbines are usually limited to 70 metres in length, because transporting them is so difficult. “Today, the turbines are simply too big to get under bridges, through tunnels, around curves,” says Mark Lundstrom, founder of the Colorado-based start-up Radia.

To solve this challenge, the company is building the world’s largest plane. Called WindRunner, it will have 12 times more storage volume than a Boeing 747. “It has the capability of moving a 100-metre blade and landing on dirt within a wind farm,” Lundstrom told the World Economic Forum. Radia plans to fly WindRunner, which will run on sustainable aviation fuel, for the first time in 2027.

To get to net-zero by 2050, global investment in green energy must rise from \$1.2 trillion a year today to \$4.4 trillion by 2030. Larger turbines will help make wind power a more attractive investment.

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**wind turbine**

- Windkraftanlage, Windrad

**blade** • Rotor

**founder** • Gründer(in)**storage volume**

- Fassungsvermögen

**capability**

- Fähigkeit

**dirt**

- hier: unbefestigter Boden

**sustainable**

- nachhaltig, grün


**aviation fuel**

- Flugtreibstoff

**net-zero**

- hier: CO<sub>2</sub>-Neutralität

**trillion** • Billion(en)

**Metropolitan Mayhem****[8] Dialogue: Should we stop using daylight saving time?** 

**Sion:** The colleagues at our fictional London-based advertising agency just cannot seem to agree on whether daylight saving time is a good or a bad thing. Listen carefully to this dialogue because we’ll test your understanding of it afterwards.

**Michelle:** Don’t forget the clocks go back tonight! Or should I say “fall back”, as you Americans say?

**Kyle:** Yeah, I still can’t get used to saying “autumn”. For me, it will always be “fall”. Thanks for reminding me. Wow, I can’t believe it’s already that time of year.

**Michelle:** Finally another hour of sleep. I cannot wait.

**Kyle:** Well, technically, that’s just an illusion. There are still 24 hours in the day, and if you decide to sleep an hour longer, that is a choice. Daylight saving time has nothing to do with it.

**Michelle:** Well, that’s one way of looking at it. Personally, I’m a big fan of daylight saving time.

Of course, it requires some adjustment, but as I see it, the advantages outweigh the adverse effects.

**Kyle:** Well, I think we'd all be better off with standard time, which is basically an approximation of solar time. It would be better for our health and sleep patterns. When the clocks change, it's disruptive, and it just makes people sluggish.

**Michelle:** For me, the annoyance is short-lived. And the benefits are clear to see. So many businesses like shops, cinemas and sports venues are dependent on footfall and daylight. There would be a negative impact on the economy if daylight saving time didn't exist.

**Kyle:** But you're only considering a small portion of society. People on lower incomes suffer as a result of daylight saving time. They usually have strict schedules that they are unable to change, while people on higher incomes are more likely to have flexitime. If you mess with your body's natural rhythms, that will have a bad effect on the economy in the long run, too. People will be less alert and productive.

**Michelle:** But you have to consider people's safety. I feel so much safer walking back home in the daylight than I do in the dark. It's not just about the economy — it's about reducing crime, too.

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#### daylight saving time

► Sommerzeit

#### outweigh sth.

► gegenüber etw. überwiegen

#### approximation (of)

► Annäherung,  
Angleichung (an)

#### pattern ► Muster

**disruptive** ► störend

**sluggish** ► träge, schwerfällig

**annoyance** ► Ärgernis

#### short-lived

► hier: von kurzer Dauer

**venue** ► Veranstaltung-,  
Austragungsort

**footfall** ► Tritt, Schritt;  
hier: Kunden-, Besucherfrequenz

**schedule** ► Zeitplan

**mess with sth.** (jfm.)  
► an etw. herumbasteln;

hier: etw. manipulieren

**alert** ► aufmerksam,  
wachsam

### [9] Exercise: Check your understanding **A**

**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 sound that follows each statement. Ready? Let's begin.

- The American English expression "fall back" is used to refer to the clocks being put back because this change happens in the autumn, which is known as "fall" in the US.
  - This statement is true. "Fall" is American English for "autumn". The full expression used to help people remember when to change their clocks and which direction to change them in is "spring forward, fall back".
- Michelle admits that people need to adapt to daylight saving time.
  - This statement is true. Michelle says: "Of course, it requires some adjustment..."

“Adjustment” is another word for change or adaptation, in this case, to a new routine.

3. Kyle doesn't think that the clock changes slow people down, even though the changes are annoying.
  - ▶ This statement is false. Kyle thinks the use of daylight saving time makes people “sluggish”. If you are “sluggish”, you are slow.
4. According to Michelle, many businesses could do equally well without daylight saving time.
  - ▶ This statement is false. Michelle says that many businesses are dependent on “footfall and daylight”. “Footfall” refers to the number of people who go into a shop, which is an important factor for many businesses.
5. Kyle thinks that the impact of daylight saving time is worse for people earning less money.
  - ▶ This statement is true. Kyle talks about people on lower incomes having “strict schedules that they are unable to change”, while those earning higher incomes are more likely to have flexitime. “Flexitime” is the ability to work flexible hours.
6. Michelle sees a direct connection between safety and hours of daylight.
  - ▶ This statement is true. Michelle talks about feeling safer walking home in the daylight than in the dark.

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

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daylight saving time

▶ Sommerzeit

annoying ▶ ärgerlich

schedule ▶ Zeitplan

## Communication

### [10] Exercise: Small talk

**Sion:** Although small talk might sound like it is about unimportant things, it can be an important part of business in many places around the world. Listen to five short interactions between businesspeople and decide which of the following titles best fits each conversation: “paying someone a compliment”, “asking someone’s opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”. You will hear these options again after every conversation. Let’s begin.

1.

**Ralph:** How was your weekend?

**Odette:** Hectic. I have three kids, so I spent the whole time ferrying them from one sporting activity to another.

**Ralph:** Oh, wow! That sounds like a lot of work.

**Odette:** I know. I’m glad to be at this conference. Things are a little calmer.

**Sion:** Choose from the following titles: “paying someone a compliment”, “asking someone’s opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”.

➤ The correct answer is “free time”.

2.

**Ralph:** I like your briefcase. Where did you get it?

**Odette:** Oh, thanks. My brother is a bag designer, and he always gives me a new model for Christmas.

**Ralph:** That’s great. What’s his brand called? I will look them up.

**Odette:** BAXX Bags. I’ll tell him you liked the design. He often calls me “his walking advertisement”.

**Sion:** Choose from the following titles: “paying someone a compliment”, “asking someone’s opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”.

➤ The correct answer is “paying someone a compliment”.

3.

**Odette:** I really enjoyed that presentation. What did you think?

**Ralph:** It wasn’t bad, but for me, the one beforehand stood out more.

**Odette:** What did you like about that one?

**Sion:** Choose from the following titles: “paying someone a compliment”, “asking someone’s

opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”.

➤ The correct answer is “asking someone’s opinion”.

4.

**Odette:** I’m planning on eating out with a client later on. Could you give me some tips as to where to go?

**Ralph:** Well, I’m vegetarian, so I would recommend VegDreams in the town centre. They use fresh, seasonal produce for all their dishes.

**Odette:** My client said she is vegan, so that sounds like a great option. Thanks for the recommendation.

**Sion:** Choose from the following titles: “paying someone a compliment”, “asking someone’s opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”.

➤ The correct answer is “asking for advice”.

5.

**Odette:** I need a coffee before the next session. Would you like to join me and chat about your business?

**Ralph:** Sure, I could do with an espresso myself.

**Sion:** Choose from the following titles: “paying someone a compliment”, “asking someone’s opinion”, “asking for advice”, “taking a break”, “finding out a reason”, “free time”.

➤ The correct answer is “taking a break”.

6.

**Ralph:** So, what brings you to this conference?

**Odette:** I'm an entrepreneur, and I'm keen to learn more about digitalization solutions for small businesses.

**Sion:** Choose from the following titles: "paying someone a compliment", "asking someone's opinion", "asking for advice", "taking a break", "finding out a reason", "free time".

➤ The correct answer is "finding out a reason".

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

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break ➤ Pause

ferry sb. (jfml.)  
➤ jmdn. kutschieren

briefcase ➤ Aktentasche

brand ➤ Marke

stand out ➤ herausragen

produce ➤ Erzeugnis, Ware

entrepreneur  
➤ Unternehmer(in)

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

## Business Skills

### [11] The art of meetings ̄

**Sion:** When you look at your work calendar, how many meetings do you typically have? How many of them do you find useful? And how many feel like a waste of time? If meetings aren't properly planned, they can cause workers to lose motivation. Listen to this article written by Business Spotlight correspondent Ken Taylor for some advice on the topic.

topic ➤ Thema

### [12] Designing a good meeting ̄

Any good meeting needs good planning. Typically, business people spend ten per cent of their time planning a meeting, 80 per cent in the meeting itself and (maybe) ten per cent on a follow-up. It would be better to spend a lot more time on planning and follow-up. Then, you'd need much less time in the meeting. There are four key steps to follow:

#### 1. Define the key business

The first question is whether you need a meeting at all. If you can't describe in one sentence the main reason for it, you probably don't need it. Consider the alternatives to get the work done — email, group chat or a simple conversation.

Apart from training, there are three main reasons for a group of people to meet at work, in person or online. The first is to create a forum for the exchange of ideas and experiences. The second is to make a decision that provides direction. This might include solving a problem. And the third reason is to build or strengthen the team, by developing interpersonal skills or instilling a sense of togetherness, for example.

Whatever the reason, you'll need to set criteria for success, including specific outcomes for each item on the agenda. This should include time management and the desired level of



interaction among the participants. The aim is always to ensure the meeting is focused.

### 2. Identify who needs to be there

Once you know the content, it should be reasonably clear who needs to be there. Invite the minimum number of people required. Ask yourself who will really benefit from being there and whose expertise is needed. Amazon founder Jeff Bezos swears by his “two-pizza rule”: “If you need more than two pizzas to feed everybody, there are too many people.”

The larger the group, the more discussion and disagreement there'll be. According to Blenko, Mankins and Rogers, authors of *Decide & Deliver: 5 Steps to Breakthrough Performance in Your Organization*, once you have seven people in a decision-making group, each additional member reduces decision effectiveness by ten per cent. Surveys by the software company Atlassian suggest that workers consider most meetings to be ineffective — 77 per cent say meetings frequently end in a decision to have another meeting, and 80 per cent think that most meetings could be done in half the time.

### 3. Choose the right tools

Think again about the outcome you want to achieve. Is it to establish common ground?

Generate ideas? Make decisions? Choose the best method and tools. Going around the table is a good way to build trust, but an anonymous brainstorming tool will probably produce more ideas.

### 4. Write an effective agenda

The agenda should communicate the purpose and goals of the meeting. It should also include practical information, have a logical order, and use clear and concise language.

Here's a sample agenda:

\*\*\*

#### SAMPLE AGENDA

##### Quarterly European Sales Meeting Agenda

To be held on 16 May 2025 from 09.00 to 12.00 in Conference Room D

(Where and when)

Participants: T. Jones, A. Heimbring, G. Evans, G. van Eyl, F. Lacroix, D. Ponti  
(List who should come)

- 1) Apologies  
(Record those who can't attend and why)
- 2) Minutes of previous meeting  
(Check they were written correctly)
- 3) Progress reports from each subsidiary  
(10 minutes each x 4 = 40 minutes)  
(Indicate time required)
- 4) Revision of sales targets for... (30 minutes)

- 5) Strategy for introduction of new products  
— Amcolite and Amcorex (40 minutes)
- 6) **Staffing** requirements for... (30 minutes)  
(Note what decision is taken)
- 7) **Any other business** (15 minutes)  
(Allow only urgent items here)
- 8) Date of next meeting

\*\*\*  
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**follow-up** ► Nachbereitung  
**direction** ► Richtung;  
 hier auch: Vorgaben  
**instil sth.** ► etw. einflößen;  
 hier: herstellen  
**criteria** (sg. **criterion**)  
 ► Kriterium, Maßstab  
**outcome** ► Ergebnis  
**item** ► hier: Punkt  
**agenda** ► Tagesordnung  
**ensure sth.**  
 ► etw. sicherstellen  
**expertise** ► Sachkompetenz  
**founder** ► Gründer(in)  
**swear by sth.**  
 ► auf etw. schwören  
**breakthrough**  
 ► bahnbrechend  
**survey** ► Umfrage, Erhebung  
**suggest** ► hier: vermuten  
 lassen

**common ground**  
 ► Gemeinsamkeit;  
 hier: gemeinsame Basis  
**go round the table**  
 ► hier: sich nacheinander  
 äußern  
**concise** ► knapp, prägnant  
**sample** ► Beispiel, Muster  
**quarterly** ► vierteljährlich  
**apologies** ► hier: Entschuldigungen für Nichtteilnahme  
**minutes** ► Protokoll  
**previous** ► vorangegangen  
**subsidiary**  
 ► Tochtergesellschaft  
**indicate sth.** ► etw. angeben  
**revision** ► Überprüfung  
**sales target** ► Umsatzziel  
**staffing** ► Personalbesetzung  
**any other business**  
 ► Sonstiges

**Sion:** In this exercise, you'll practise building phrases that are useful for designing a good meeting. 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. Define the key business.
  - Use "objective", "is", "formulate", "our" and "future strategy".
  - The **objective** is to formulate our future strategy.
2. Identify who needs to be there.
  - Use "which", "technical experts", "need" and "attend".
  - Which **technical** experts need to attend?
3. Choose the right tools.
  - Use "brainstorming", "is", "good way", "generate" and "ideas".
  - Brainstorming is a good way to generate ideas.
4. Write an effective agenda.
  - Use "try", "estimate", "time needed" and "each item".
  - Try to estimate the time needed for each item.

**Sion:** Excellent. Well done!

### [13] Exercise: Essential phrases for designing a good meeting

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objective ► Zielsetzung

technical ► hier: Fach-

## Career Coach

### [14] Meeting your team members' needs

**Sion:** Teams are composed of many individuals, all of whom have different ideas and preferences. To make sure your team members are working to the best of their ability, it's important to make people feel their needs are being met. Listen carefully to this article by Business Spotlight career coach Frank Peters for some helpful advice.

### [15] Washing instructions for your team

A few months ago, I bought a football jersey for my son. And, of course, I got his size wrong. It was far too big, but my son was happy and wore it with pride — unfortunately, he also wore it once to the playground. Obviously, we couldn't return it after that.

But there was still one chance to make the jersey smaller: deliberately disregard the washing instructions! We turned up the washing machine to a much higher temperature than recommended and even put the jersey in the dryer. After that, it was pretty much the perfect size. However, my son wasn't happy. He missed his big jersey and was upset that we had changed it without asking him. It turns out, we hadn't just ignored the washing instructions, but also our

son's own "instructions". He hates it when we change something without consulting him.

### Different preferences

Everyone has their own washing instructions. Some have a constant need for variety and change, while others feel more comfortable with regularity. You might have co-workers who prefer to be spoken to directly and efficiently, whereas others like to take the time for a more personal and "chatty" style of conversation.

These differences in working and communication styles may get in the way of good teamwork and could potentially lead to conflicts. This is why it's a good idea to talk about everyone's individual washing instructions.

Here's an exercise you can do together in about an hour:

- **Break the ice:** Start with a simple check-in question, to which you'll get different answers from your team members. It should be a question about their preferences in a non-work-related field — such as: "What's your favourite food?" This step underlines the fact that people have different preferences, and that assuming others share your preferences can cause misunderstandings.

- **Explain the concept:** After this quick warm-up, explain the idea. Say that you want to explore how personal preferences might translate into workplace preferences.
- **Ask for “loves” and “hates”:** You can ask lots of questions about working preferences, but to keep things brief, ask the following two questions: “What drives you nuts?” (your “hates”) and “What makes you shine?” (your “loves”). Make sure it’s quiet so it’s easier to concentrate. Allow everyone several minutes to think of one answer to each question. If they have more than one answer, tell them to focus on the main one. Have them write down their answers anonymously on sticky notes: red for negative things; green for positive. Then, collect the notes in a box or container.
- **Read and assign notes:** Have each team member blindly pick one green and one red note out of the box. They then take turns reading out what’s written on their notes. The person reading out each note assigns it to an (in their opinion) appropriate team member. It helps to prepare a wall or pinboard with the names (and/or photos) of the team members so that each note can be pinned to the respective person. By the end of this step, each team member should have one green and one red note.

- **Reveal and discuss:** Reveal the correct guesses and place the notes in the right spot. The team will then see the overall picture of what members love and hate about working together. Use this overview to identify potential areas of conflict.
- **Develop strategies:** After all groups have presented their conflicts and resolutions, gather the top three strategies to deal with the differences in preferences. It’s likely that asking questions and listening carefully will be on the list.

At the end, it is always good to discuss with the team how they want to make use of the list of loves and hates in their everyday work. With this step, you make sure that everyone is constantly aware of each other’s washing instructions. And finally, remember: if you ever find that you need to wash an oversize football jersey too hot so that it shrinks, make sure your little one is OK with it first.

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**jersey** ▶ Trikot

**return sth.** ▶ hier:  
etw. zurückgeben, -senden

**deliberately**  
▶ bewusst, absichtlich

**disregard sth.**  
▶ etw. missachten, ignorieren

**pretty much** ▶ so ziemlich

**upset** ▶ verärgert,  
aufgebracht

**it turns out**  
▶ hier: wie sich  
herausgestellt hat

**regularity** ▶ Regelmäßigkeit

**assume sth.**

- etw. annehmen

**translate into sth.**

- hier: in etw. resultieren

**brief** ▶ kurz**drive sb. nuts** (jfm.)

- jmdn. wahnsinnig machen

**shine** ▶ glänzen;

- hier: brillieren

**sticky note** ▶ Haftzettel**assign sth.** ▶ etw. zuteilen**appropriate** ▶ passend**reveal sth.** ▶ etw. enthüllen;

- hier: offenlegen

**overall** ▶ Gesamt-**resolution** ▶ Lösung**shrink** ▶ eingehen**little one** (jfm.) ▶ Kleine(r)**[16] Exercise: Phrases for explaining likes and dislikes** 

**Sion:** This is an exercise on phrases that are useful for explaining likes and dislikes. First, you'll hear two words or phrases and then a sentence 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. Let's start with three sentences explaining likes. Choose the word that expresses the more positive meaning.

## 1. "anxious" OR "enthusiastic"

I'm very [beep] about our new marketing strategy.

▶ **enthusiastic.** I'm very enthusiastic about our new marketing strategy.

## 2. "appreciates" OR "estimates"

Everyone [beep] the collaborative environment in our team.

▶ **appreciates.** Everyone appreciates the

collaborative environment in our team.

## 3. "fond" OR "foolish"

I'm particularly [beep] of innovative project approaches.

▶ **fond.** I'm particularly fond of innovative project approaches.

**Sion:** The following three sentences are about dislikes. Choose the word that expresses the more negative meaning.

## 4. "everyone" OR "no one"

[beep] is keen on lengthy meetings.

▶ **No one.** No one is keen on lengthy meetings.

## 5. "reservations" OR "reserves"

I have some [beep] about implementing this new software immediately.

▶ **reservations.** I have some reservations about implementing this new software immediately.

## 6. "furious" OR "infuriating"

I find the lack of clear communication [beep].

▶ **infuriating.** I find the lack of clear communication infuriating.

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

Business Spotlight 11/2024, pp. 36–38

**appreciate sth.**

- etw. zu schätzen wissen

**approach** ▶ Vorgehensweise**fond: be - of sth.**

- etw. mögen

**keen: be - on sth.** (UK)

- auf etw. erpicht sein

**implement sth.**

- etw. einführen

**reservation**

• hier: Bedenken

**infuriating**

• äußerst ärgerlich

**Career Changer****[17] Interview and exercise: Eric McLoyd on being a stay-at-home dad MÜS**

**Sion:** Chicagoland-based businessman Eric McLoyd has founded several not-for-profits in his local area. He has also worked in the real-estate industry for almost 20 years and has his own financial advisory practice. But what many people don't know about him is that he was a stay-at-home dad to his eldest daughter, who is now in her early 20s. He sees this period as a formative one that helped him in business further down the line. Listen carefully to this extract from *Business Spotlight's* interview with him because we'll test your understanding of what you have heard afterwards.

**Eric:** For my oldest child, my daughter Asia, I was a stay-at-home dad for probably two years. It was interesting. I mean, first of all, people never really could acknowledge that I actually did work in the evenings. So, my family, I feel like, had the strongest reaction. I don't know. They just felt like I was not doing anything to benefit myself. And so, I was in school at the time, and I also had a job working for Oprah Winfrey. She had a studio here in Chicago called Harpo Studios. And it was

like my family just wouldn't acknowledge that. And so, they would kind of talk to me as if I was like this aimless person that was just watching my daughter and doing nothing else.

And honestly, even if I had only been doing that, I don't see what would be wrong with that. But I was pursuing my education and also pursuing my career at the same time. But again, it just wasn't really acknowledged. Now, the general public, I just used to get weird looks a lot of times, because I would be home with my daughter, walking her through the neighborhood during the day and just moving about. And when I would tell people I was a stay-at-home dad — just very strange reactions from most people, just like strange stares or as if they thought I wasn't being honest about what I was doing. Very strange.

So, becoming an entrepreneur, as we all sort of know, you have to have a lot of resilience because you're going to face rejection. And so that time of me watching my daughter and getting those reactions from people was a form of rejection because it was like I wasn't being accepted for who I was. And so in business, it helped me because when I would face those rejections early on in my business, I had already built up this thick skin of not really taking it personally because I knew from that experience they weren't rejecting me per se, because they

didn't necessarily know me, but I had to be able to accept those rejections in order to move forward.

And I feel like in business, that's what hurts a lot of people in those early stages because it's not like when you're in college where you're getting a grade. Sometimes, you can't necessarily quantify whether you're being successful in business, which can also count as a rejection, right? You might say I have a business, but you don't have anything to show for it. So, because I went through that experience with my daughter, I wasn't really worried about the public's view of me running my business. I was only worried about being centered within myself and being able to stay focused on my goal. And I would give that advice to anyone who's starting a business, like be able to accept those initial rejections because there will be some.

**Sion:** Now, decide whether the following statements based on the interview extract are true or false. You will hear the answers after the sound that follows each statement.

1. Eric's family approved of his decision to be a stay-at-home dad.
  - This statement is false. Eric's family felt like he was not doing anything to benefit himself and spoke to him as if he was "aimless." If someone is "aimless," they have no purpose.

2. Eric did evening shifts and studied while being a stay-at-home dad.

- This statement is true. Eric worked evenings at Oprah Winfrey's Harpo Studios and was also in college while being a stay-at-home dad.

3. The general public reacted as if his decision to be a stay-at-home dad was odd.

- This statement is true. "Odd" is another word for "strange" or "weird." Eric says he received "weird looks" and "strange stares" from the general public.

4. When Eric started his own business, he felt more able to deal with rejections because of people's reactions to his having been a stay-at-home dad.

- This statement is true. Eric saw people's negative reactions to him being a stay-at-home dad as a form of rejection. This gave him "a thick skin," or in other words, made him more able to deal with rejection and not take it personally. This helped him when he faced rejections in the early stages of his business.

5. It is always easy to measure your own success in business, according to Eric.

- This statement is false. He says: "Sometimes, you can't necessarily quantify whether you're being successful in business..."

**found sth.** ➤ etw. gründen**not-for-profit**

➤ gemeinnützig

**real estate** (US)

➤ Immobilie(n)

**formative** ➤ prägend**further down the line**

➤ später, in der weiteren Zukunft

**acknowledge sth.**

➤ etw. eingestehen

**benefit sb.** ➤ jmdm. nützen**pursue sth.** ➤ etw. verfolgen**weird** (ifml.) ➤ sonderbar**stare** ➤ Anstarren**entrepreneur**

➤ Unternehmer(in)

**resilience**

➤ Widerstandskraft

**rejection** ➤ Ablehnung**grade** (US) ➤ Note, Benotung**run sth.**

➤ hier: etw. betreiben, leiten

**shift** ➤ Schicht

## Workplace

### [18] Exercise: Dealing with death ̄

**Sion:** It isn't always easy to know what to say or how to act after the death of a colleague. In this exercise, complete each piece of advice about dealing with the death of a colleague by choosing the correct option: **a)** or **b)**. Ready? Let's begin.

1. Avoid...

**a)** clichés.**b)** clutter.

➤ The correct answer is **a)**. Avoid clichés. "Clichés" are phrases that are overused. In the context of death, examples of such phrases are: "They are in a better place" or "Time will heal". "Clutter" is stuff that takes up space and makes a place or surface look messy.

2. Acknowledge that you don't know how others are...

**a)** experiencing.**b)** feeling.

➤ The correct answer is **b)**. Acknowledge that you don't know how others are feeling. The verb "experience" always goes with an object. People experience something.

3. Be...

**a)** passive.**b)** patient.

➤ The correct answer is **b)**. Be patient. If you are "patient", you are able to wait calmly. "Passive", on the other hand, is the opposite of "active".

4. Share...

**a)** memories.**b)** memoirs.

➤ The correct answer is **a)**. Share memories. "Memories" are things you remember doing. "Memoirs" are published accounts or biographies, written using personal experiences and knowledge.

5. ...a list of things that need to be done.

**a)** Do**b)** Make

➤ The correct answer is **b)**. Make a list of things that need to be done. The verb "make" is used in the phrase "make a list".

6. ...your own experience.

**a)** Recognize**b)** Recall



➤ The correct answer is **a)**. Recognize your own experience. The verb “recall” is a more formal way of saying “remember”.

7. Do not ... yourself or others.

a) rush

b) hush

➤ The correct answer is **a)**. Do not rush yourself or others. “Rush” means “to push yourself to go faster or do something faster”. The verb “hush” is used when telling someone to be quiet.

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

Business Spotlight 11/2024, pp. 40–41

### messy

• unordentlich, chaotisch

### acknowledge sth.

• etw. einräumen, eingestehen

## English for...

### [19] General elections: Tricky translations

**Sion:** This exercise will focus on a false friend related to the topic of general elections. False friends are pairs of words that sound similar in two different languages, but their meanings are different, so they can cause misunderstanding. The German word *Konterfei* is “picture”, “image” or “likeness” in English. It is not “counterfeit”, which is translated as *Fälschung*, *fälschen*

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

1. This ballot paper looks genuine, but it is [beep].

➤ This ballot paper looks genuine, but it is counterfeit. The piece of paper that is used to register votes is called a “ballot paper”.

2. Which of these three [beep] will attract young voters?

➤ Which of these three pictures will attract young voters?

3. There are two beeps in the next sentence. The candidate ruined her chances of election, as a [beep] of her purchasing [beep] goods was leaked to the press.

➤ The candidate ruined her chances of election, as a picture of her purchasing counterfeit goods was leaked to the press.

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

Business Spotlight 11/2024, pp. 42–43

**topic** • Thema

**ballot paper** (UK)

• Stimmzettel

**genuine** • echt

**purchase sth.**

• etw. (ein)kaufen

**leak sth. to sth.**

• etw. bei etw. durchsickern lassen

## [20] Vocabulary exercise: General elections

**Sion:** In this exercise, we'll practise some words and phrases that can be used to talk about general elections. 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 who casts a vote is a...
  - a) caster.
  - b) voter.

> **b)** is right. A person who casts a vote is a "voter".
2. A person who runs for election is a...
  - a) runner.
  - b) candidate.

> **b)** is right. A person who runs for election is a "candidate".
3. Speeches are delivered from a...
  - a) lectern.
  - b) reader.

> **a)** is right. Speeches are delivered from a "lectern". This is a stand that reading material can be placed on. A "reader" is a person who reads.
4. A person who backs a political party is a...
  - a) party advocate.
  - b) party supporter.

> **b)** is right. A person who backs a political

party is a "party supporter".

5. People who are eligible to vote are listed on the...
  - a) electoral roll.
  - b) electoral agenda.

> **a)** is right. People who are eligible to vote are listed on the "electoral roll".

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

Business Spotlight 11/2024, pp. 42–43

lectern ➔ Rednerpult  
eligible to vote  
 ➔ wahlberechtigt

electoral roll (UK)  
 ➔ Wählerliste, -verzeichnis

## Skill Up!

### [21] Vocabulary exercise: Printed promotional materials

**Sion:** In this language exercise, we'll practise some words and phrases that can be used to talk about printed promotional materials. 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 small card that is printed with a person's name and details about their job and company is a...
  - a) business card.

- b) professional card.
- a) is right. A “business card” shows a person’s name and information about their job and company. A “professional card”, like the “European Professional Card”, is issued by an EU member state for foreign nationals recognizing their professional qualification in the issuing country.
2. A small, often round object that you put under your glass to protect a table is a...
- a) coaster.  
b) cover.
- a) is right. You put a “coaster” under your glass to protect the surface of a table. A “cover” is something you put on top of an object.
3. A piece of paper issued by a shop that you can exchange for items in that shop is a...
- a) freebie.  
b) voucher.
- b) is right. A “voucher”, which may be given to someone as a gift, can be used in a particular shop instead of money. A “freebie” is something that is given to someone without them having to pay for it, often as a promotional item.
4. A sheet of paper that is printed on the front and on the back is...
- a) double-sided.  
b) two-faced.
- a) is right. “Double-sided” means that

something like a sheet of paper is or can be used on both sides. A person who is deceitful is “two-faced”.

5. A brochure that is printed on shiny paper is a...
- a) gleaming brochure.  
b) glossy brochure.
- b) is right. Paper used for a “glossy brochure” is shiny. Something that is “gleaming” shines with a pale, clear light.
6. A person who takes photos is a...
- a) photograph.  
b) photographer.
- b) is right. A “photographer” is someone who takes photos. “Photograph” or “photo” is the picture that is taken.
7. Someone who carefully checks the spelling and content of a text is a...
- a) proofreader.  
b) controller.
- a) is right. A “proofreader” checks the spelling and content of a text. A “controller” is in charge of the financial accounts of a company.

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

Business Spotlight 11/2024, pp. 44–47

## [22] Exercise: Common collocations with “image”

**Sion:** This exercise is on collocations with the word “image”. Collocations are words that frequently go together to form word partnerships. Listen carefully to these guidelines about printed materials for a new company brochure. We’ll then do an exercise on it.

\*\*\*

Dear Team

Before our meeting to discuss the new brochures, here are some updated guidelines about printed materials:

- Use only high-resolution images. Poor image quality will make the brochure, and us, look unprofessional.
- Use appropriate image formats. Digital images should be in JPEG or PNG.
- Always consider the image size. A full-page image should fill the whole page without being pixelated or stretched.
- We can use stock images where necessary, but consider whether they add value to the brochure.
- Background images should not overpower the text or other elements on the page.

I look forward to your report and hearing about your ideas.

Best regards

J. Zull

Head of marketing

\*\*\*

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

1. The [beep] indicates how large or small the picture is.
  - **image size.** The “image size” indicates how large or small the picture is.
2. The shape and size of a picture is the [beep].
  - **image format.** The shape and size of a picture is the “image format”.
3. The [beep] specifies how good or bad the picture is.
  - **image quality.** The “image quality” specifies how good or bad the picture is.
4. A picture covering an entire page is a [beep].
  - **full-page image.** A picture covering an entire page is a “full-page image”.
5. A [beep] underlies the other elements in the picture.
  - **background image.** A “background image”

underlies the other elements in the picture.

6. A picture with a high concentration of pixels is a [beep].
- **high-resolution image.** A picture with a high concentration of pixels is a “high-resolution image”.
7. A picture that is a computer file made of pixels is a [beep].
- **digital image.** A picture that is a computer file made of pixels is a “digital image”.
8. A [beep] is a photo taken by a professional photographer and licensed for commercial or editorial purposes.
- **stock image.** A “stock image” is a photo taken by a professional photographer and licensed for commercial or editorial purposes.

**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 11/2024, pp. 44–47

#### guideline

➤ Richtlinie

#### appropriate

➤ passend, geeignet

**pixelate sth.** ➤ etw. verpixeln

**stretch sth.** ➤ etw. auseinander ziehen, die Größe von etw. ändern

#### overpower sth.

➤ etw. überwältigen;  
hier: dominieren

#### look forward to sth.

➤ sich auf etw. freuen

**editorial** ➤ redaktionell

### [23] Dialogue and exercise:

#### Printed promotional materials

**Sion:** Mel, Dom and Irene from a small start-up are discussing what printed promotional materials to take to a trade fair.

**Mel:** Just to remind you both, we're sharing a stand with GreenHaven, a new start-up recently founded by a friend of mine.

**Dom:** Who's going to be representing us at the stand?

**Mel:** We thought you and Irene could go. So, let's discuss what printed materials you'll need, bearing in mind that you'll have to transport everything there yourselves.

**Irene:** Dom, didn't you say a friend of yours had a van? Do you think we could borrow it?

**Dom:** Sure. We could take the display shelves for our new, glossy product catalogues and sales brochures.

**Mel:** Maybe you could also take the revolving display rack for the flyers and postcards.

**Irene:** We can put the stickers and our business cards on the tables. We may not be at the stand the whole time.

**Mel:** Just make sure you take the updated materials. There's a good chance you'll meet at least one former colleague of ours who will be familiar with our products.

**Irene:** Have the new roll-up banners arrived yet?

**Mel:** The printers have promised they'll be delivered this week.

**Dom:** I'm looking forward to seeing the new ones. We ordered them in full-colour, didn't we?

**Mel:** Yes, the designer who Jenni recommended did a fantastic job. It was a great idea of hers to use him. The banners will be a real eye-catcher.

**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.

- Mel's friend discovered a new start-up, GreenHaven, which will be sharing the stand with them at the trade fair.
  - This statement is false. Mel's friend founded a new start-up, which will be sharing the stand with them at the trade fair. The verb "found" means to "start" or "establish". It does not mean "discover" or "find".
- The printed materials will be transported by Dom's friend in his van.
  - This statement is false. The printed materials will be transported in Dom's friend's van, but they will not be transported by Dom's friend. Dom and Irene will "borrow" the van, which means they will use the van and then return it at no cost.
- The product catalogues have a matt finish.
  - This statement is false. The product

catalogues have a glossy finish. "Matt" is the opposite of "glossy", which is shiny and slippery.

- Revolving display racks turn to make it easier to view items.
  - This is true. Revolving display racks turn to make it easier to view items.
- The roll-up banners have been delivered by the printers.
  - This is false. The printers have promised the roll-up banners will be delivered this week.
- Mel thinks the banner design will catch people's attention.
  - This is true. Mel describes the banner design as being "a real eye-catcher". This means that the banner will catch people's attention.

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

Business Spotlight 11/2024, pp. 44–47

**trade fair** ➤ (Handels-)Messe

**found sth.** ➤ etw. gründen

**van** ➤ Lieferwagen

**display shelf**

➤ Präsentationsregal

**glossy** ➤ Hochglanz-

**revolving display rack**

➤ Präsentationsdrehständer

**roll-up banner** ➤ Roll-up-Banner, (mobiles) Werbebanner

**look forward to doing sth.**

➤ sich darauf freuen, etw.

zu tun

**eye-catcher**

➤ Blickfang, Hingucker

**slippery** ➤ glatt

**item** ➤ Artikel

## 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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