



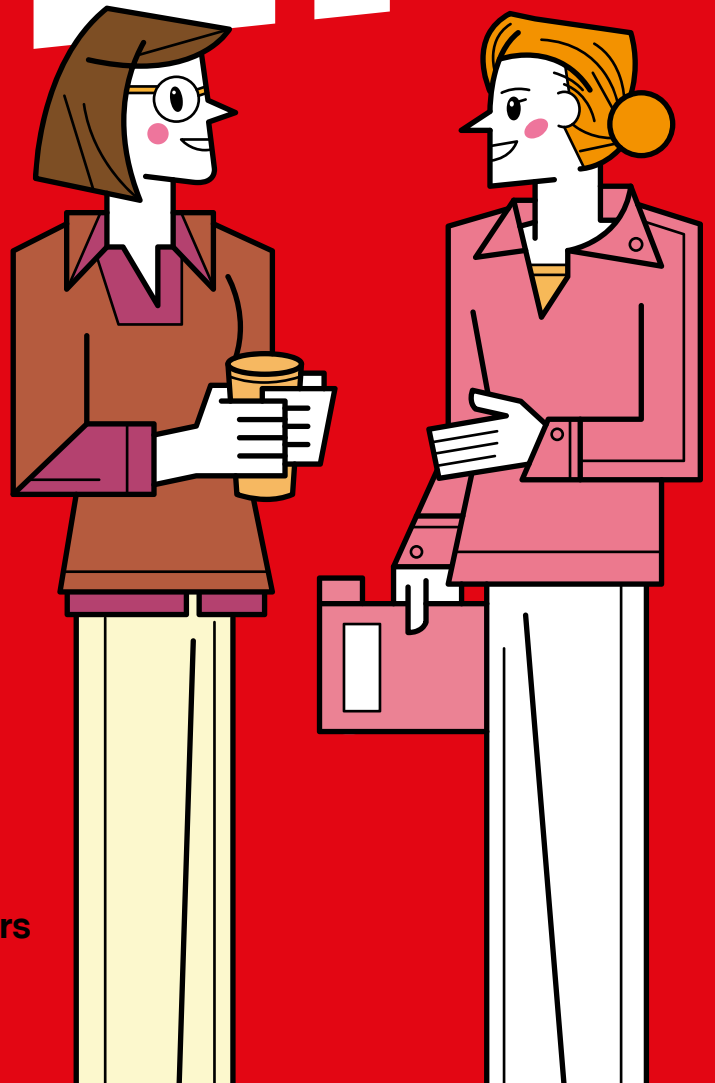
Business Spotlight

Gratis:
Vokabeltrainer

Digital marketing

HELP!

How a mentor can transform your career



Business Skills
Key competencies for the 2020s

Language Test
Looking after business visitors

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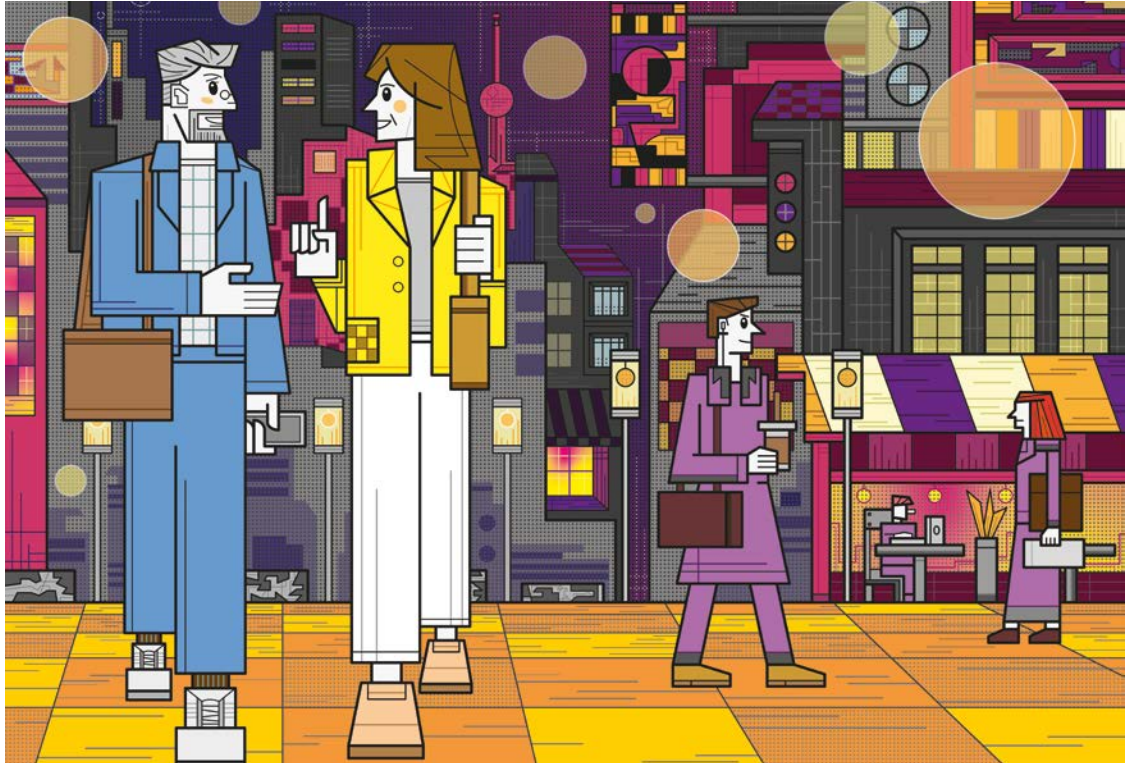
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Help is at hand

If you are feeling under pressure at work, a mentor could be the solution — someone who can use their experience to give you helpful advice and tips.

Struggling at work? A mentor can help you



Many people have the feeling that they are permanently struggling to master the challenges of their job: dealing with a constantly increasing workload, satisfying the competing demands of their colleagues, learning new skills and setting priorities when all tasks seem to be equally urgent.

If this is how you feel, **you might want to consider finding a mentor: someone who can use their experience to help you.** In our Careers & Management feature (p. 66), Steve Flinders looks at the history of mentoring and at its different forms, including “community mentoring” and “reverse mentoring”. Steve also provides valuable advice on how to find a suitable mentor and how to organize your mentoring schedule.

One year after our special language test “No greenwash!”, **we once again put the spotlight on environmental issues.** Our Global Business feature (p. 14) looks at how firms can reduce their global footprint, at the battles over water resources and at the link between development policies and the environment. Our Intercultural article (p. 24) focuses on the environmental challenges facing New Zealand, and we look at the topic of green finance (p. 50).

Ian McMaster

PS: Which of our 2019 covers did you like best? Turn to page 82 and let us know.

IAN MCMASTER,
EDITOR-IN-CHIEF
i.mcmaster@
spotlight-verlag.de



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Viewpoint

Long hours and low productivity in Britain





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Short Story

The mystery is solved in the sixth and final part of “The Impressions”



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Intercultural Communication

New Zealand’s beauty and challenges

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Language in Business Spotlight

- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked.
- Articles that use American style, spelling, punctuation and pronunciation are marked with “US”.

E
EASY

Approximately at CEF level A2

M
MEDIUM

Approximately at CEF levels B1–B2

A
ADVANCED

Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

ifml.: informal word or phrase
vulg.: vulgar word or phrase; *sl.*: slang word or phrase
non-stand.: non-standard word or phrase
 UK: chiefly British usage; US: chiefly North American usage



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THE BIG PICTURE SOUTH AFRICA

Hallelujah!

MEDIUM

First came a trickle, then a stream, then a deluge. Water began to flow in the Buffalo River in the Karoo region of southwestern South Africa on 24 January 2020. Minutes before this picture was taken, farmworkers Ryno Baadjies, Pierrrie Baadjies, Hans Kietas and Ideon de Peers had been standing next to a dry riverbed.

The Karoo is a semi-arid region in South Africa. It has been suffering its worst drought in a century, putting pressure on a local economy dependent on agriculture. Karoo farmers have had to sell most of their livestock. Some farmers have been forced to sell their farms and lay off their farmworkers. With the area's extremely high unemployment rate, the loss of a job can devastate a family.

But then — hallelujah! — it rained, temporarily filling up reservoirs and bringing rivers back to life. It will take much more rain to end the drought, but in an area with much hardship, a river overflowing with water is indeed something to smile about.

buffalo ['bʌfələʊ]

• Büffel

deluge ['delju:dʒ]

• Flut

devastate sb. ['devəsteɪt]

• jmdn. vernichten;
hier: hart treffen

drought [draʊt]

• Dürre

hallelujah [ˌhæliˈluːjə]

• [wg. Aussprache]

hardship ['hɑːdʃɪp]

• Not, Mühsal

lay sb. off [ˌleɪ 'ɒf]

• jmdn. entlassen

livestock ['laɪvstɒk]

• Vieh

reservoir ['rezəvwaː]

• Stausee

semi-arid [ˌsemi 'ærɪd]

• halbtrocken

stream [stri:m]

• (Wasser-)Schwall

trickle ['trɪkəl]

• Rinnsal

Farmworkers in
the Karoo region:
overflowing
with joy





Delhomme: bringing famous artists to life on Instagram

FRANCE

@museedorsay MEDIUM

The Musée d'Orsay, one of the most important art museums in Paris, has a new position: Instagram artist-in-residence. In 2020, French illustrator Jean-Philippe Delhomme will take over the museum's Instagram account every Monday. He will create posts as if he were a famous artist from history, such as Degas or Monet.

Delhomme is excited about his new gig representing these artists in a contemporary way. He told *The Guardian*: "They're the gods of art. Artists want to be seen — even the most serious ones. Why wouldn't they show off like everyone else?"

Delhomme takes a humorous approach to the fictional Instagram posts and often

imagines what comments and trolling the posts would have provoked. One of his made-up Instagram posts is of French photographer Félix Nadar's portrait of Monet. At the bottom, there's a comment to Monet from one of his contemporaries, author Guy de Maupassant: "You look like a fucking hipster on this."

The Musée d'Orsay hopes this project will help to connect today's social media generation to artists from the past. Far from wanting to dishonour the artists and their work, the museum hopes to shine a light on a moment in the artists' lives, "fictional or not". For Delhomme, using social media to illustrate these moments is "just irresistible".

approach

[ə'prəʊtʃ]
• Herangehensweise

artist-in-residence

[,ɑ:tɪst ɪn 'rezɪdəns]
• Residenzkünstler(in)

contemporary

[kən'tempərəri]
• zeitgemäß, modern; zeitgenössisch

fictional

[fɪk'tɪʃəsl]
• fiktiv

fucking

['fʌkɪŋ] vulg.
• Scheiß-

gig [gɪg] ifml.

• (befristeter) Job

irresistible

[,ɪrɪ'zɪstəbəl]
• unwiderstehlich

made-up

[,meɪd 'ʌp]
• erfunden, erdacht

provoke sth.

[prə'vəʊk]
• etw. hervorrufen

shine a light on sth.

[,ʃaɪn ə 'laɪt ɒn]
• etw. beleuchten; hier: etw. in den Blickpunkt rücken

show off [,ʃəʊ 'ɒf]

• auf den Putz hauen

Hike-rodosing

ADVANCED US AUDIO PLUS

Feeling uninspired at work? Take a walk in the woods. Better yet, invite Paul Austin to join you. Austin is a psychedelics coach: He teaches people how to use psychedelic drugs to level up in their careers.

Long associated with the hippie movement of the 1960s, psychedelic drugs such as LSD and “magic mushrooms” have been making a comeback in the workplace. The trend is called “microdosing” — taking tiny doses of a drug in an effort to boost creativity and performance.

Austin leads his clients, who have already taken a microdose of their drug of choice, on meandering walks in the woods near Silicon Valley, California. He

calls it “hike-rodosing.” During the walk, the conversation sounds much like an ordinary coaching session, but, as Austin told the BBC, he believes the psychedelics enhance the process. “Why are we doing what we’re doing? Why does the work that we’re doing matter to us? I think psychedelics are really helping people with that process more than anything.”

Paul Austin would be happy to guide your inspirational walk in the woods. You need only commit to at least three months of coaching at \$1,000–\$2,000 (about €900–€1,800) a month. And swallow a dash of magic mushrooms, of course.



Drugs and a forest: the tools of an effective career coach?

boost sth. [bu:st]
• etw. steigern

commit to sth.
[kə'mit tu]
• für etw. (verbindlich) zusagen

dash [dæʃ]
• Schuss, Prise; hier: sehr geringe Menge

enhance sth. [ɪn'hæns*]
• etw. verbessern, fördern

hike-rodosing
['haik ru:doʊsɪŋ*]
• etwa: Wandern unter leichtem Drogeneinfluss

level up in sth.
[ˌlevl 'ʌp ɪn]
• bei/in etw. aufsteigen, ein höheres Niveau erreichen

meandering walk
[mi,ændərɪŋ 'wɔ:k*]
• etwa: zielloser Spaziergang (meander sich schlängeln)

mushroom ['mʌʃru:m]
• Pilz

psychedelics
[ˌsɑ:kə'delɪks]
• Psychedelika

* This symbol marks standard US pronunciation.

“The most important thing in communication is hearing what isn't said”



Austrian-born US management consultant, educator and writer Peter Drucker (1909–2005)

consultant
[kən'sʌltənt]
• Berater(in)

educator
['edjukeɪtə]
• Pädagoge/Pädagogin



Looking to the future of the world economy: Kristalina Georgieva

at the helm
[ˌæt ðə 'helm]
• an der Spitze

Haiti ['heɪti]
• [wg. Aussprache]

International Monetary Fund (IMF) [ɪntə,næʃ'nəl 'mʌnɪtəri fʌnd]
• Internationaler Währungsfonds (IWF)

issue ['ɪʃu:]
• Thema

managing director
[ˌmænɪdʒɪŋ də'rektə]
• geschäftsführender(r) Direktor(in)

nominee
[ˌnɒmɪ'ni:]
• Kandidat(in)

waive sth.
[weɪv] • auf etw. verzichten, etw. außer Acht lassen

PROFILE

Humanitarian at the helm

MEDIUM AUDIO

She was the only nominee for the job. And at 66, she was too old. But the International Monetary Fund (IMF) waived its age limit of 65 to allow Kristalina Georgieva to become its new managing director in September 2019.

Georgieva studied political economy in Bulgaria. She then travelled to the UK, where she studied at the London School of Economics. She later held important positions in the World Bank and the European Commission. In 2010, she was recognized as “European of the Year” and “EU Commissioner of the Year” for her handling of humanitarian disasters in Haiti and Pakistan.

In a statement, Georgieva said the IMF would have to “deal with issues like inequalities, climate risks and rapid technological change” in order to improve people’s lives. Georgieva took over the job from another powerful international figure — Christine Lagarde, who left the IMF to become the head of the European Central Bank (ECB).

Good ideas

Die beiden Ideen, die wir hier vorstellen, haben eins gemeinsam:
Sie sollen unser Leben verbessern oder zumindest leichter machen.



MEDIUM



Full marks to...

...Zeteo Tech and Dr Peter Scheifele,
for protecting working dogs' ears.

Around 1,600 dogs work in the US military. They are often exposed to loud noises, which can lead to hearing loss. "Even a short helicopter flight can affect a dog's hearing," Stephen Lee, a scientist at the Army Research Office, said on the organization's website. Unlike the humans they work with, however, working dogs are rarely provided with hearing protection.

To change this, Zeteo Tech, a biodefence and medical-equipment start-up based in Maryland, and Dr Peter Scheifele, executive director of the animal acoustics laboratory FETCHLAB at the University of Cincinnati in Ohio, worked together to develop the Canine Auditory Protection System (CAPS).

The CAPS is an elastic hood that fits over a dog's head and seals around its ears. Because the CAPS is thin, it can be used by dogs working in tight spaces.

Lee is optimistic about the CAPS: "This new technology protects the canine while on missions and can extend the dog's working life."

<https://zeteotech.com>

<https://cahs.uc.edu/about/departments-schools/communication-sciences-and-disorders/speech-and-hearing-clinic/fetchlab.html>

Full marks to...

[,fʊl 'mɑ:ks tu]
• Die Bestnote erhält ...

affect sth. [ə'fekt]
• etw. beeinträchtigen

Army Research Office [ˌɑ:mi ri'sɜ:tʃ ,ɒfɪs]
• Forschungsinstitut der US-Armee

based in...
['beɪst ɪn]
• mit Sitz in ...

canine ['keɪnaɪn]
• Hund; Hunde-; hier: für Hunde

executive director [ɪg,zekjʊtɪv də'rektə]
• Geschäftsführer(in), geschäftsführende(r) Direktor(in)

exposed: be ~ to sth. [ɪk'spəʊzd]
• etw. ausgesetzt sein

hood [hʊd]
• Haube

seal around sth. ['si:əl ə'raʊnd]
• dicht an etw. anliegen (seal ► abdichten)

Full marks to...

...Loop,

for providing a service aimed at reducing plastic waste.

Let's face it: most of us have got used to the convenience of tossing away our empty plastic containers. Some of us manage to throw them into the recycle bin, at least. Tom Szaky, founder and CEO of the US recycling company TerraCycle, wants us to go one step further. He has started a service called Loop in parts of North America, France and the UK.

Users of the service have products such as Pantene shampoo and Häagen-Dazs ice cream delivered to their homes in refillable containers. When the containers are empty, they are collected, cleaned, refilled and re-used. The products cost the same as they do in stores. The only additional cost to the user is the deposit required for each container.

Szaky insists that working with large international companies such as Unilever and Nestlé is the only way to reduce the global problem of plastic waste. Szaky realizes that his company is taking a risk by trying to change consumer behaviour. He told CNN that Loop is "the biggest risk we've ever done. It's in every way a massive gamble".

Loop hopes to launch its service in selected German cities in 2020.

<https://loopstore.com>

Full marks to...

[,fʊl 'mɑ:ks tu]
• Die Bestnote erhält ...

CEO (chief executive officer) [ˌsi: i: 'əʊ]
• Geschäftsführer(in)

container [kən'teɪnə]
• hier: Kunststoffbehälter

convenience [kən'vi:niəns]
• Bequemlichkeit

deposit [dɪ'pɒzɪt]
• Pfand

founder ['faʊndə]
• Gründer(in)

gamble ['gæmbəl]
• Spiel; hier: Einsatz, Risiko

launch sth. [lɔ:ntʃ]
• etw. starten

Let's face it. [ˌlets 'feɪs ɪt]
• Seien wir ehrlich.

recycle bin [ri:'saɪkəl bɪn] UK
• Recyclingtonne

toss sth. away [ˌtɒs ə'weɪ]
• etw. wegwerfen



MEDIUM

WORD WATCHER

hustle porn

“Hustle” is a verb used to talk about someone moving hurriedly. Add the word “porn” — which is short for “pornography” — and you’ve got something much more interesting. “Hustle porn” is the glorification of the idea that only those who push themselves to work 24/7 are successful. On social media, hustle porn takes the form of posts celebrating such a demanding schedule. However, increasingly, people are rejecting this idea and consider it bad for one’s work and well-being.

cakeism

This term comes from the expression “you can’t have your cake and eat it”. “Cakeism” has recently appeared in news headlines to describe the behaviour of a person or an organization that believes they can have all the advantages of something and none of the disadvantages. The term has been used to describe certain politicians’ approach to Brexit. On being called a “cakeist”, Boris Johnson, prime minister of the UK, said: “My policy on cake is pro having it and pro eating it.”

approach

[ə'prəʊtʃ]
• Herangehensweise; hier: Einstellung

reject sth.

[ri'dʒekt]
• etw. ablehnen

schedule

['ʃedju:l]
• Zeitplan; hier: Tagesablauf

COMPARISON



8.8
KILOGRAMS

The amount of chocolate the average Swiss person eats in a year

0.1
KILOGRAMS

The amount of chocolate the average Chinese person eats in a year

Source:

“Lindt & Sprüngli Annual Report 2017” (<https://report.lindt-spruengli.com/17/ar/en>)

“Growth and comfort do not coexist”



American businesswoman Ginni Rometty, 62



Men on their work: I'm the king, baby!

GLOBAL

Male self-promotion? What a novel idea

ADVANCED

“I think you have a lot of room to be more braggy. I expect you are competing against men who have no problem doing so.” In *The Seattle Times*, career coach Kathryn Crawford Saxer recounts the advice she gave to a female client who was writing a job application letter. Saxer was right: research suggests that men do indeed promote themselves more, which, in turn, advances their careers.

The *British Medical Journal* analysed the titles and abstracts of scientific articles and found that male-led teams were 21 per cent more likely than female-led teams to say their research was good and important. The male-led teams used terms such as “novel”, “excellent” and “promising” to describe their work. The study also found that other researchers were more likely to cite the abstracts that included such positive terms. In the world of research, the people with the most citations are more likely to get hired and promoted. And their projects tend to receive more funding.

The question is whether the study’s findings have implications for other industries. Should women make a conscious effort to use positive language to promote their work? Saxer thinks so. She advised her client to replace words that “undermine her serious professionalism” such as “thrilled” and “eager”. Her client chose to use “novel” instead.

abstract

[ˈæbstrækt]
→ Kurzfassung

braggy

[ˈbræɡi] ifml.
→ angeberisch, großspurig

citation

[saiˈteɪʃən]
→ Nennung, Erwähnung

cite sth.

→ etw. anführen, nennen

eager

[ˈiːɡə]
→ eifrig; hier auch: strebsam, einsatzfreudig

in turn

[ˌɪn ˈtɜːn]
→ wiederum, im Gegenzug

novel

[ˈnɒvəl]
→ neu(artig)

recount sth.

[ˌriːˈkaʊnt]
→ etw. wiedergeben, von etw. berichten

room

→ hier: Spielraum

undermine sth.

[ˌʌndəˈmaɪn]
→ etw. beeinträchtigen

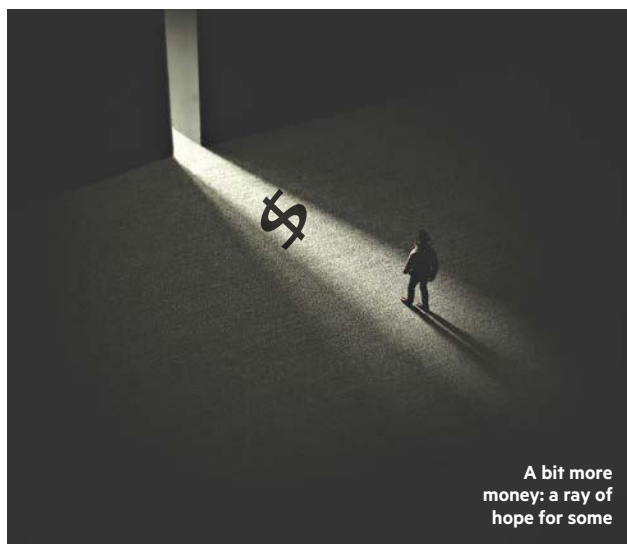
UNITED STATES



MEDIUM

Researchers have found that a \$1 (€0.92) **increase** in minimum wage would lead to a 3.4 per cent **decrease** in suicides among **US** adults with a high school education or less. If there had been such an increase in the 25 years covered by the study, 27,550 suicides could have been avoided.

Source: “Effects of Increased Minimum Wages by Unemployment Rate on Suicide in the USA” (<https://jech.bmj.com/content/74/3/219>)



A bit more money: a ray of hope for some

high school education

[ˈhaɪ skuːl edʒu,keɪʃən]
US → etwa: normaler Schulabschluss ohne anschließendes Studium

researcher

[riˈsɜːtʃə]
→ Forscher(in)

78%

Increase in job posts in the past three years offering “workplace flexibility” as an option for employees to work when and where they choose.

job post

[ˈdʒɒb pəʊst]
→ Stellenausschreibung (im Internet und auf sozialen Medien)

Source: LinkedIn’s “Global Talent Trends 2019” report (<https://news.linkedin.com/2019/January/linkedin-releases-2019-global-talent-trends-report>)



THE RIVALRY

Für Fans von Lewis Hamilton & Co. gibt es neben der Formel 1 nun auch die Formel E mit Elektroautos. DEBORAH CAPRAS vergleicht beide Autorennen.

MEDIUM



FORMULA E

STATUS For the 2020–21 season, the Formula E series has been given full world championship status by the Federation Internationale de l'Automobile (FIA).

CHAMPIONSHIP Twelve teams of two drivers in single-seater cars race around street circuits in 12 cities. Potential top speed is 280 km/h (174 mph).

MANUFACTURERS Carmakers include Audi, BMW, Mercedes-Benz, Porsche and Venturi Automobiles. Cars are fairly standardized, but teams customize the design and develop software to manage energy flow.

PIT STOPS Originally, battery life was under 45 minutes, so a car change was necessary. Batteries now last the whole race.

GAME ON Drivers unlock a short “attack mode” power boost by driving a certain part of the circuit. “Fanboost” allows fans to vote online during a race on the best driver, who gets a five-second boost.

WATCH Alexander Sims, British driver ranked number one. Season 2019–20 ends on 26 July 2020 with the E-Prix in east London.

2014–15

First season, starting with an E-Prix in Beijing, China

14

Number of races in current championship

45 MINUTES

Race time

2.8 SECONDS

Time to go from zero to 100 km/h (62 mph)

€150 MILLION

Estimated total losses since launch

25,000 TONNES

Estimated carbon footprint in the first season. Carbon neutral by 2020?

1901

Year of first use of “grand prix”, at Le Mans, France

22

Number of grand prix events in 2020–21 season

2 HOURS

Race time

2.4 SECONDS

Time to go from zero to 100 km/h (62 mph)

\$1.004 BILLION (€930 MILLION)

Total prize money in 2019

256,551 TONNES

Estimated carbon footprint in 2019–20 season. Carbon neutral by 2030?

FORMULA ONE

STATUS With the first British Grand Prix on 13 May 1950, the FIA Formula One (F1) World Championship officially started.

CHAMPIONSHIP Ten teams of two drivers race mainly on special circuits. New for the 2020–21 season: the Vietnamese Grand Prix, a city street circuit in Hanoi. Top recorded speed: 372.6 km/h (231.5 mph).

MANUFACTURERS Ferrari, Renault and Toyota make their entire F1 car. McLaren, Sauber and Williams buy engines made by BMW, Honda and Mercedes-Benz.

PIT STOPS Pit stops are for changing tyres and making minor repairs. Red Bull has the record for the fastest pit stop at 1.82 seconds.

GAME ON Teams spend a total of \$2.6 billion (€2.4 billion) a year to participate. To level the playing field, a \$175-million (€162-million) cost cap for each car has been introduced (excluding drivers' salary and marketing) from season 2021–22.

WATCH British champion Lewis Hamilton. Season 2020–21 started on 15 March with the Australian Grand Prix in Melbourne.

Beijing

[,ber'ʤɪŋ]
• Peking

billion

['bɪljən]
• Milliarde(n)

boost

[bu:st]
• Schub; hier: Leistungserhöhung

cap

[kæp]
• Obergrenze

carbon footprint

['kɑ:bən ,fʊtprɪnt]
• CO₂-Bilanz

circuit

['sɜ:kɪt]
• Rundparcours; hier: Rennstrecke

customize sth.

['kʌstəmaɪz]
• etw. individuell (aus)gestalten

engine

['endʒɪn]
• hier: Motor

game on

[,geɪm 'ɒn]
• etwa: los geht's

grand prix

[,grɑ:n 'pri:]
• [wg. Aussprache]

launch

[lɔ:ntʃ]
• Beginn (des Wettbewerbs)

level the playing field

[,levəl 'fi:ld]
• gleiche Ausgangsbedingungen schaffen

pit stop

['pɪt stɒp]
• Boxenstopp

tyre

['taɪə]
• Reifen

CLEA THE

Anlass für unseren Sonderbeitrag zum Thema „Umwelt“ ist der „Tag der Erde“, der weltweit in zahlreichen Ländern am 22. April 2020 zum 50. Mal gefeiert wird. Zunächst berichtet SUZANNE BEARNE von Unternehmen, die ihren CO₂-Fußabdruck reduzieren.

ADVANCED

Is your employer having the conversation about cutting back on flying? While activist Greta Thunberg's speeches around the globe have gained headlines, so, too, has her decision to shun air travel in favour of train and boat journeys — no matter how difficult. With flying being one of the fastest-growing sources of greenhouse gas emissions, many people are following Thunberg's lead and rethinking the way they travel.

Business travel in the spotlight

But it's not just about holidays — business trips are a big contributor to the problem, and discussions are taking place at companies up and down the UK about flying less and “clean travel” options.

The value of the global business travel market is forecast to increase from around £1 trillion (€1.2 trillion) in 2017 to almost £1.3 trillion (€1.5 trillion)

cut back on sth.
[ˌkʌt 'bæk ɒn]
• etw. einschränken

forecast sth.
[ˈfɔːkɑːst] ▶ etw.
prognostizieren

shun sth. [ʃʌn]
▶ etw. (ver)meiden

greenhouse gas
[ˌɡriːnhaʊs 'ɡæz]
▶ Treibhausgas

trillion ['trɪljən]
▶ Billion(en)

by 2023, according to an Allied Market Research report from November 2018. Will large numbers of businesses really start to rethink the need to jet across the Atlantic from the UK to New York to set up a deal, or fly from London to Dublin for a meeting?

The often exorbitant cost of train travel means that it might be difficult to argue against a £40 (€48) return flight from London to Edinburgh versus £240 (€285) on the train, for example. And what about long-distance commuting to work? Many passengers are weekly commuters hopping on flights to and from mainland Europe. “With more and more companies making their own ‘net zero’ pledges, business travel is bound to come under the spotlight before long,” says Cait Hewitt, deputy director of the campaigning organization Aviation Environment Federation. “We’re starting to get inquiries from the business travel-buying community (corporate travel buyers) to discuss what they should be doing about the impact of climate change on travel.”

There are no green flights on the market today

Starting to take action

Some companies have already taken action. London-based Lawson Conner, a company offering compliance services and software to financial firms, says that it has reduced business flights by 75 per cent over the past two years. “I used to fly quite a lot — I’d probably take about eight flights a month, travelling to Singapore and Hong Kong,” says Gerhard Grueter, co-founder and managing director of Lawson Conner, which employs about 50 people in the UK. “That’s now completely cut.” The business has a “one person” international travel policy, according to which only one member of staff is allowed to attend global business meetings.

The reduction in flights has, in part, been possible only because the company has offices around the world. “If clients are being served locally, if someone wants to speak to me, I don’t need to fly to New York — it’s not necessary,” says Grueter.

Two years ago, the global engineering professional services company WSP set itself a target in the UK to become carbon-neutral by 2025. This has meant reducing business flights in the UK by 9 per cent and 16 per cent worldwide. In 2017, it banned flights under 250 miles and introduced an initiative that encourages non-travel and low-carbon alternatives to driving and flying. “When our staff book travel online, a pop-up asks whether they need to travel or could they use Skype,” says Claire Gott, UK head of corporate social responsibility (CSR) at WSP. “Also, our admin staff have been trained to challenge any travel. The first choice is by rail.” There’s also an internal carbon levy of £50 (€60) a flight on all domestic air travel, to be increased to £200 (€240) a trip. This money will be invested in CSR activities.

Sabine Zetteler, owner of the London-based communications agency Zetteler, is on a mission to reduce flights taken by her company of ten people. Zetteler says her agency has clients all over the world, so in some cases, flying can’t be avoided, but for short trips, it plans to find more carbon-efficient ways to travel. For instance, in April 2019, five of the team travelled by train to Milan Design Week. “It took 12 hours longer and cost a few hundred extra financially, but it was liberating, bonding and important for us to try,” says Zetteler. As for this year, the company plans to visit fewer places and share the carbon offset charge for international meetings that can’t be avoided.

Universities are also looking at what they can do. Sion Pickering, social responsibility and sustainability projects coordinator

What you and your organization can do

Think about whether it’s essential to travel for business. Could you join the meeting by conference or video call? Is there someone who lives or works nearer to the event or meeting who could go instead? If you have to go, could you get there by train? Any extra costs compared with flying can sometimes be offset by travelling on an overnight train and avoiding the cost of a hotel room.

If you do fly, buy an economy-class ticket (a business-class seat has around three times the CO₂ impact of an economy-class seat, according to the Aviation Environment Federation).

Try to choose the most efficient airline for the route. As well as showing you prices, websites such as Skyscanner display which flights are “greener” because they emit less CO₂. This calculation is based on aircraft type, capacity and number of stops.

Don’t encourage extra flying by letting staff keep air miles. Find other ways to provide rewards.

aircraft

['eɪkrɑːft]
• Flugzeug(é)

Aviation Environment Federation

[eɪvi,eɪfjən
n'vaɪərənəmənt
fedə'reɪfjən] • etwa:
Verband für umweltver-
trägliches Fliegen

offset sth.

[.ɒf'set]
• etw. ausgleichen

route

[ru:t]
• [wg. Aussprache]

admin

['ædɪn] UK *ɪfml.*
• Verwaltung

argue against sth.

[.ɑːɡjuː ə'ɡenst]
• Gründe gegen etw.
vorbringen

Aviation Environment Federation

[eɪvi,eɪfjən
n'vaɪərənəmənt
fedə'reɪfjən]
• etwa: Verband für
umweltverträgliches
Fliegen

ban sth.

[bæn]
• etw. verbieten

bonding

['bɒndɪŋ]
• verbindend

bound: be ~ to do sth.

[baʊnd]
• etw. zwangsläufig
tun werden

carbon

['kɑːbən]
• Kohlenstoff; hier: CO₂

commuting

[kə'mjuːtɪŋ]
• Pendeln

corporate

['kɔːpərət]
• Unternehmens-, Firmen-

corporate social responsibility (CSR)

[.kɔːpərət ,səʊʃl
rɪ'spɒnsə'bɪlətɪ]
• soziale Unternehmens-
verantwortung

Edinburgh

['edɪnbərə]
• [wg. Aussprache]

engineering professional services company

[endʒɪ,nɪəɪŋ
prə'feʃnəl 'sɜːvɪsɪz
,kʌmpəni]
• Unternehmen für
Ingenieur- und Beratungs-
leistungen

levy

['leɪvɪ]
• Abgabe

liberating

['lɪbəreɪtɪŋ]
• befreiend

look at sth.

['lʊk æt]
• hier: etw. prüfen

mainland

['meɪnlænd]
• Festland;
hier: Kontinental-

net zero

[.net 'ziərəʊ]
• Netto-Null

offset

['ɒfset]
• Ausgleich

pledge

[pledʒ]
• Versprechen

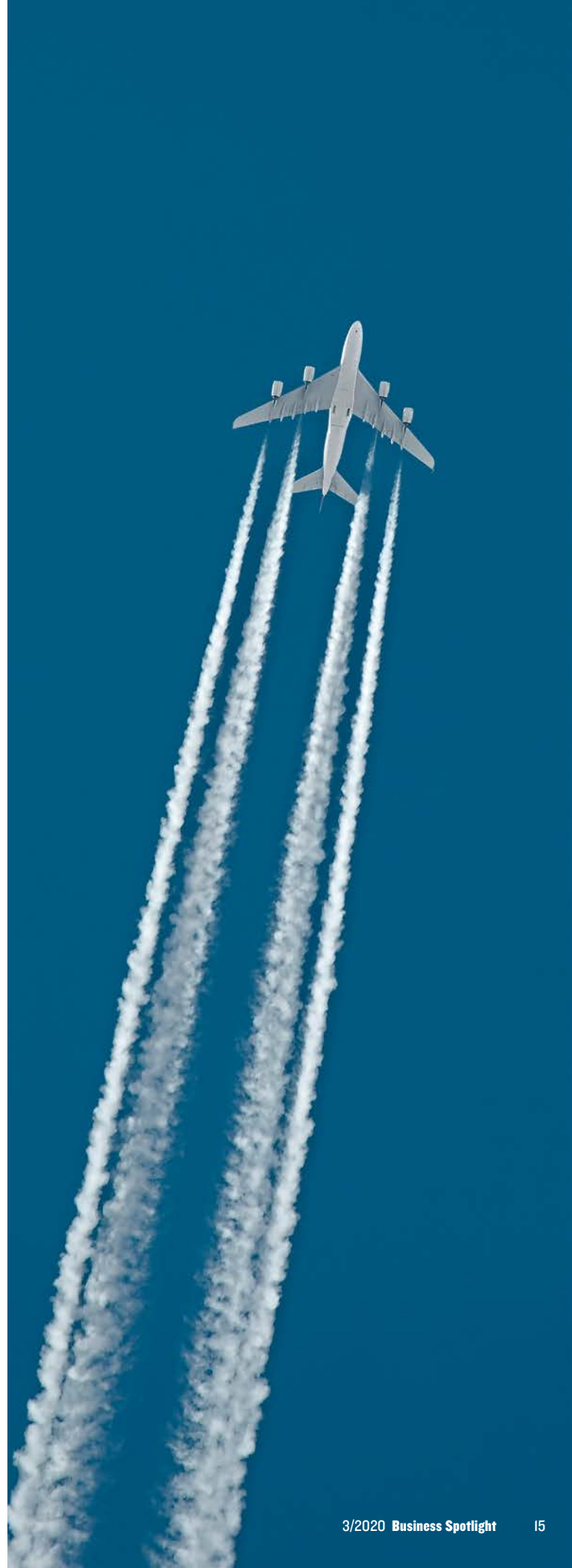
spotlight

['spɒtlaɪt]
• Rampenlicht;
hier: Fokus

sustainability

[sə'steɪnə'bɪlətɪ]
• Nachhaltigkeit

RING AIR?



What is Earth Day?

Earth Day is observed every year on 22 April, with events being held round the world to unite and mobilize people concerned about the planet's deteriorating natural environment. In 1970,

nearly 20 million Americans took part in the first Earth Day, inspiring US policymakers to pass several environmental protection laws and establish the Environmental Protection Agency (EPA) in December of that year.

The movement grew, and in 1990, Earth Day became a global phenomenon, involving 200 million people in 141 countries. Nowadays, Earth Day is observed by more than a billion people worldwide and is widely considered to be the largest non-religious observance in the world.

www.earthday.org

billion ['bɪljən] ► Milliarde(n)

deteriorating [di'tɪəriəreɪtɪŋ] ► sich verschlechtern

Environmental Protection Agency (EPA)

[ɪn,vaɪrən,məntəl prə'tektʃən ,eɪdʒənsi] ► US-Umweltschutzbehörde

observe sth.

[əb'zɜ:v] ► hier: etw. feiern

policymaker

['pɒləsi,mekə] ► politische(r) Entscheidungsträger(in)

at Edinburgh University, says business travel is responsible for a lot of the university's carbon emissions. "In 2018, during term time, staff and students travelled more than 66 million business miles, emitting more than 18,000 tonnes of CO₂e (carbon dioxide equivalent)," he explains. "This is approximately 20 per cent of our carbon emissions, and our third-highest source after emissions from the electricity and gas we use to heat and power our campuses." The university has started discussions about whether the number of travellers can be reduced, and whether additional value can be found by making trips longer, so that multiple engagements can be combined. "By helping departments to understand how much they travel, we have started to increase awareness," says Pickering. This year, the university plans to introduce measures to reduce emissions from business travel.

Rewarding climate-conscious employees

Some businesses have joined Climate Perks, a new programme that works with climate-conscious employers to offer at least two paid "journey days" per year to staff who travel to and from their holiday destinations by train, coach or boat instead of flying. In return, employers receive accreditation "in recognition of their climate leadership". More than 30 companies have signed up so far, according to the UK charity Possible (formerly known as 10:10 Climate Action), which launched the programme. "When it comes to cutting plane travel, the solution must be based in behavioural and social change because there is no real technological solution for cutting aviation emissions," says Emma Kemp at Possible.

Although it recently joined Climate Perks, the UK-based ethical insurer Naturesave launched a similar initiative more than a decade ago for trips to Europe. "In recent years, we have seen it grow," says marketing manager Nick Oldridge. "Over the period we have run the policy, a quarter of staff have taken advantage of the benefit each year, resulting in an additional one or two days' annual leave per person." While he admits there is an associated cost, there are definite benefits. "Those who use the scheme have reported they enjoyed their holidays more and rediscovered the pleasure of travel," he says. "They are also proud of being able to demonstrate to their friends and relatives that they have an employer who takes environmental issues seriously."

One employee taking advantage of the scheme is finance manager Abha Wells, who has used it for trips to Scotland and Belgium during the past two years. "Not only was it better for the environment, but we were also able to take our bikes, which made it even better. Now the climate emergency has become so critical, I am planning to take more trips overland using the extra days from our policy."

Offsetting is not the answer

While carbon offsetting is offered by airlines and others, Cait Hewitt of the Aviation Environment Federation says this isn't the answer to reducing emissions. "Offsetting might look like a cheap and easy response to the climate change impacts of

business flights, but while a well-run scheme will do some good elsewhere in the world, it does nothing to solve the problem of aviation emissions." "There are no green flights on the market today. Rather than offsetting, businesses should look hard at how to cut back on flight numbers, change staff expectations about flying and then maybe put the money they have saved towards research and development into genuine solutions for zero carbon aviation, whether that's zero carbon fuel, electric aircraft or technologies for capturing and locking away CO₂ from the air once it's emitted."



Is flying necessary? Stay put and reduce emissions

SUZANNE BEARNE is a freelance journalist who focuses on such topics as small businesses, careers, technology and lifestyle. © Guardian News & Media 2020

The European Green Deal

On 11 December 2019, the EU Commission presented the European Green Deal, its plan to make Europe "the world's first climate-neutral continent by 2050". The deal covers all sectors of the economy and aims to "stop climate change, revert biodiversity loss and cut pollution".

Commission president Ursula von der Leyen described the European Green Deal as "Europe's man-on-the-moon moment". Critics, on the other hand, such as former Greek finance minister Yanis Varoufakis, say the EU's investment plans are nowhere near ambitious enough to meet its targets. The result, they believe, will simply be a "greenwashed" status quo.

greenwash sth.
[ˈɡriːn.wɒʃ]
• etw. ein grünes Image geben

pollution [pəˈluːʃən]
• Verschmutzung (der Umwelt)

revert sth. [riˈvɜːt]
• hier: etw. umkehren

target [ˈtɑːɡɪt]
• Ziel(vorgabe)

accreditation
[əˌkredɪˈteɪʃən]
• Akkreditierung, Anerkennung

aircraft [ˈeəkrɑːft]
• Flugzeug(e)

annual leave
[ˌænjʊəl ˈliːv]
• Jahresurlaub

capture sth.
[ˈkæptʃə]
• etw. einfangen

carbon dioxide equivalent
[ˌkɑːbən daɪˌɒksaɪd ɪˈkwɪvələnt]
• Kohlendioxidäquivalent

charity [ˈtʃærəti]
• karitative Organisation

coach [kəʊtʃ] UK
• Reisebus

department
[diˈpɑːtmənt]
• hier: Fakultät

emergency
[ɪˈmɜːdʒənsi]
• Notstand

engagement
[ɪnˈɡeɪdʒmənt]
• hier: Termin

fuel [fjuːəl]
• Treibstoff

insurer [ɪnˈʃʊərə]
• Versicherungs-gesellschaft

launch sth. [lɔːntʃ]
• hier: etw. ins Leben rufen

perk [pɜːk] jfml.
• Anreiz

scheme [skiːm]
• Programm

term time
[ˈtɜːm taɪm]
• Vorlesungszeit, Semester

THE WATER WARS

Dem weltweit steigenden Bedarf an sauberem Wasser steht dessen Verknappung gegenüber. Das lässt gewaltsame Auseinandersetzungen befürchten. Ein Frühwarnsystem soll dazu beitragen, Konflikte frühzeitig zu erkennen und eine Eskalation zu vermeiden. SAEED KAMALI DEGHAN berichtet.

ADVANCED

The tool has already predicted conflicts that are likely to happen in 2020

Violence associated with water scarcity has greatly increased in recent years. Researchers have developed a global early warning tool to predict potential water conflicts around the world. The Dutch government-funded Water, Peace and Security (WPS) is an early warning system that was presented to the UN Security Council before it was launched formally in December 2019.

The tool combines environmental variables such as rainfall and crop failures with political, economic and social factors to predict the risk of violent water-related conflicts up to a year before they happen. It is the first tool of its kind to consider environmental data, such as precipitation and drought, alongside socio-economic variables.

The tool is available online for the public to use. But it is aimed more specifically at raising awareness among policymakers and people in regions with little water. The tool has already predicted conflicts that are likely to happen in 2020 in Iraq, Iran, Mali, Nigeria, India and Pakistan. Developers claim an 86 per cent success rate in identifying conflict zones that could result in at least ten fatalities. The tool currently focuses on hotspots across Africa, the Middle East and South East Asia.

Historical data “teaches” the model

Growing global demand for water is already creating problems — among communities, between farmers and city dwellers, and between people and governments. Tensions are expected to increase as water scarcity becomes a reality

crop [krɒp]
► Ernte

drought [draʊt]
► Dürre

dweller [ˈdweɪlə]
► Bewohner(in)

fatality [fəˈtæləti]
► Todesfall

funded [ˈfʌndɪd]
► finanziert

policy maker
[ˈpɒləsi, meɪkə]
► politische(r) Entscheidungsträger(in)

precipitation
[pri,siˈpiːtʃən]
► Niederschlag

predict sth. [priˈdɪkt]
► etw. prognostizieren

scarcity [ˈskeəsəti]
► Knappheit

tension [ˈtenʃən]
► Spannung



Water scarcity in Mali: a threat to the livelihood of farmers



actor [ˈæktə]

– hier: Akteur(in)

affect sb./sth. [əˈfekt]

– sich auf jmdn./etw. auswirken

cattle herder

[ˈkætəl, hɜːdə]

– Kuhhirte/-hirtin

civil war [ˌsɪvəl ˈwɔː]

– Bürgerkrieg

critical [ˈkrɪtɪkəl]

– von entscheidender Bedeutung

due to [ˈdjuː tu]

– aufgrund

exert sth. [ɪgˈzɜːt]

– etw. ausüben

fragile

[ˈfrædʒaɪl]

– instabil

given [ˈɡɪvən]

– vorausgesetzt;
hier: unter

grievance [ˈɡriːvəns]

– Missstand

illicit [ɪˈlɪtsɪt]

– illegal (agierend)

irrigation channel

[ɪrɪˈɡeɪʃən, tʃænl]

– Bewässerungskanal

pattern [ˈpætən]

– Muster, Struktur

polluted

[pəˈluːtɪd]

– verschmutzt

resolve sth. [rɪˈzɒlv]

– etw. lösen

rural [ˈruərəl]

– ländlich

senior [ˈsiːniə]

– leitend

senior lecturer

[ˌsiːniə ˈlektʃərə] UK

– außerordentliche(r)
Professor(in)

shortage

[ˈʃɔːtɪdʒ]

– Mangel

transboundary

[ˌtrænzˈbaʊndəri]

– grenzübergreifend

vicious cycle

[ˌvɪʃəs ˈsaɪkəl]

– Teufelskreis

for more people. According to the UN, as many as five billion people could experience water shortages by 2050. Recent statistics from the Pacific Institute think tank in California show that cases of violence linked to water has more than doubled in the past ten years, compared to the decades before.

“The machine-learning model is ‘trained’ to identify patterns using historical data on violent conflict and political, social, economic, demographic and water risk,” said Charles Iceland, senior water expert at the World Resources Institute, part of the WPS partnership. He said: “It looks at over 80 indicators in all, going back up to 20 years. It is then able to use what it has ‘learned’ about the correlations among these variables to predict conflict or no conflict over the next 12 months, given current conditions.”

Coming together for peace

The Water, Peace and Security (WPS) tool was developed by the Netherlands Ministry of Foreign Affairs in collaboration with IHE Delft, Deltares, International Alert, The Hague Centre for Strategic Studies, Wetlands International and the World Resources Institute. <https://waterpeacesecurity.org>

alert [əˈlɜːt]

– Alarm

Hague: The ~

[heɪg]

– Den Haag

wetland

[ˈwetlənd]

– Feuchtgebiet

Scarcity is putting people at risk

Jessica Hartog, a climate change expert with International Alert, a WPS partner, highlighted Iraq and Mali as two countries at risk. Malian farmers, cattle herders and fishermen have been arguing over the reduction of the Niger River’s water levels. Meanwhile, Iraqis — already angry that their basic needs are not being met — protested last year after more than 120,000 people were hospitalized after drinking polluted water.

“Water scarcity has affected both Iraq and Mali, largely due to economic development projects that reduce the water levels and flow in rivers — a situation made worse by climate change and increased demand due to population growth,” Hartog said. “In Mali, we are concerned about the plans of the government and neighbouring countries to build dams, further expand Office du Niger, which oversees water management projects, and related irrigation channels, which will further affect the water availability in the inner Niger Delta. This will affect more than one million farmers, herders and fishers who are fully dependent on the inner Niger Delta.”

In Iraq, Hartog said, a failure to address water concerns and improve water services “directly threatens Iraq’s fragile peace”. In Syria, meanwhile, water scarcity and crop failure have caused many people to move from rural areas to the cities, worsening the civil war. In Iran, people living in Khorramshahr and Abadan protested over polluted drinking water.

Water conflicts are complex

Susanne Schmeier, senior lecturer in water law and diplomacy at IHE Delft, which is also involved in the WPS project, said violent clashes over water resources have occurred between local communities and between provinces within the same countries. “Violence is then exerted by non-state actors, potentially even illicit groups, or representatives of certain sectors,” she said. “Such local conflicts are much more difficult to control and tend to escalate rapidly — a main difference from the transboundary level, where relations between states often limit the escalation of water-related conflicts.”

Schmeier said water problems alone do not create conflict or war, “but they can become ‘threat multipliers’ when combined with other grievances, such as poverty and inequality”. She added: “Once conflicts escalate, they are hard to resolve and can have a negative impact on water security, creating vicious cycles of conflict. This is why timely action is critical.”

SAEED KAMALI DEHGHAN is a staff journalist at The Guardian. © Guardian News & Media 2020

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“If we want to focus on helping human beings, it’s essential that we make sure the environment is working well”

Nichtregierungsorganisationen leisten wichtige Entwicklungsarbeit. Um Menschen besser helfen zu können, konzentrieren sich ihre Projekte jedoch zunehmend auf den Umweltschutz. IAN MCMASTER sprach darüber mit dem Vorstand der Stiftung Menschen für Menschen.

MEDIUM

Has the increased awareness of environmental matters also raised awareness of the importance of your organization’s development work in Ethiopia?

Absolutely. For example, because of our track record, we are now suddenly being bombarded with requests to plant trees because people want to offset their CO₂ emissions. More generally, people understand the connection between development and environmental changes. The planet doesn’t really care whether it’s got humans on it — it would survive without us — but human beings do need the environment. So, if we say we want to focus on helping human beings, it’s essential that we make sure the environment is working well. In Ethiopia, the population increased from 35 million to around 110 million in the last 40 years. And 75 per cent of them still live in farming households. To survive, they have had to cut trees to build housing, for firewood, to have more land to farm and for their animals to graze on. Both the microclimate as well as the global climate have therefore dramatically worsened over the last 50 years. To create a sustainable environment for humans, we therefore reforest the areas. We also stop the erosion caused by deforestation — for example, by closing erosion gullies with dams. We need to reduce the use of wood, for example, by providing efficient stoves, so that people use 80 per cent less wood — again, to avoid deforestation. So, to make the lives of the farmers and their

families sustainable, we need to invest massively in environmental and resource protection, which is what we have done, planting more than 250 million trees in the past almost 40 years. The key to success is to make it a joint activity with the community. The problems will only be solved if their participation is high and ownership is taken by the local community on all levels.

What lessons can NGOs and the private sector learn from each other?

I think NGOs can learn a bit more about efficiency and how to structure things. The private sector, on the other hand, could learn more about how to focus on people, rather than on making as much money as possible. The problem with the private sector is that it focuses on customers — everyone is proud to be “customer-centric”. But a “customer” is a reduction of a human being, to an entity that is valued mainly for its ability to pay money, whereas an NGO focuses on human beings and their dignity holistically.

What is your organization’s biggest challenge at the moment?

commitment
[kə'mɪtmənt]
• Verpflichtung

dam [dæm]
• (Stau-)Damm

deforestation
[diːˌfɒrɪˈsteɪʃən]
• Abholzung, Rodung

dignity [ˈdɪɡnəti] ▶ Würde

donation [dəʊˈneɪʃən]
• Spende

entity [ˈentəti] ▶ Objekt

graze [greɪz] ▶ weiden

gully [ˈɡʌli]
• (Wasser-)Rinne

holistically [həʊˈlɪstɪkəli]
• ganzheitlich



DR SEBASTIAN BRANDIS

has been the executive director and spokesman of the board for the Menschen für Menschen – Karlheinz Böhm’s Äthiopienhilfe – foundation since December 2016, with responsibility for communication, fundraising, finance and administration. He has worked extensively in the private sector, for example with VIAG INTERKOM and Booz Allen & Hamilton. He also held management positions in the BT Group.

To manage the transformation to new business models. Fundamentally, I believe the one-time donation model works, but it should not be our only source of money. In an increasingly volatile media environment, tomorrow, the main new focus on urgent needs globally might be on another country. And, suddenly, large parts of the donation money go elsewhere. And how do we still meet the continuing demand in Ethiopia then? We’ve got long-term commitments in our partnership with the people in Ethiopia. We commit to our integrated projects for 10 to 15 years before we leave. So, how can we make sure that the inflow of money supports that kind of long-term strategy? We

inflow [ˈɪnfləʊ]
• Zufluss

offset sth. [ˌɒfˈset]
• etw. ausgleichen

ownership [ˈəʊnəʃɪp]
• Eigentum (srecht), Besitz

reforest sth.
[rɪˈfɒrɪst]
• etw. wiederaufforsten

stove [stəʊv] ▶ Herd

sustainable
[səˈsteɪnəbəl]
• nachhaltig

track record
[ˈtræk ˌrekɔːd]
• Erfolgsbilanz

volatile [ˈvɒlətəɪl]
• schwankungsanfällig

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South Island: typically
majestic landscape



need different business models so that our income is steadier. And we need to do this in partnership with others. None of the players — the state, the private sector, NGOs — will solve the problems alone. Every partner has its specific strengths and weaknesses. So, I think the challenge is to create cross-sector partnerships to bring together the best competencies of each partner. We need the money from the private sector. We need the expertise of NGOs and their connection to human beings. And we need governments to create regulations that are sustainable in the long term and to implement best practices on a large scale.

How can you get more financial support from the private sector?

I see part of my role as bridging the languages in the private and NGO sectors. For example, in Ethiopia, we evaluate a particular region, then we develop a programme to help the area. We make an agreement with the government, specifying what we will do over a certain number of years, and then leave the region and hand over to the government and local community. In business, you would say we do a “baseline study” and “due diligence”, we “propose a contract” and do a “joint venture” with the government, and then we have an “exit strategy”. Overall, we “invest in the people”. As an NGO, we can learn to adapt our language so that other people understand our work better, particularly in the private sector, but without losing our traditional supporters and without giving up our principles. You have to select your language carefully. But using business language in the appropriate environment certainly widens our potential funds massively. For example, if you talk to the big retailers, they are starting to question the stability of their supply chains. First, consumers are saying things like, “Where did these flowers come from?” or “How much water was used for this product?” Second, their business model is in danger if their products come from regions that are massively unstable because people are starving there. So, they have an interest in a sustainable

supply chain. And we can help to de-risk their investments by partnering with them: “If you help to stimulate the region, if you support the market and the farmers, if you help us to build schools and secure water supplies, you’ll have a stable society and a good partner as your supplier.”

What are the fundraising challenges for NGOs in the German-speaking world?

First, the philanthropic sector is much bigger in Anglo-Saxon countries; because the government sector is much smaller, they need to do more. And there’s much more pride in showing how much you donate. Whereas here, you don’t really talk about how much money you’ve got — sometimes, it is even regarded as bad to have a lot of money. This means that addressing people with money is one problem, and the other one is attracting them to the social sector. Germany was the export world champion until two or three years ago, when China overtook it. Yet, our engagement as a country in the global south is miniscule. Out of the 500 biggest foundations in the world that are engaged in Africa, only four are German. So, we have to raise the awareness that it is in everyone’s interest, even their own, to spend money in a philanthropic way.

baseline study

['beɪslam ,stʌdi]
• Grundlagenstudie

bridge sth. [brɪdʒ]

• hier: etw. verbinden

due diligence

[ˌdjuː ˈdiːlɪdʒəns]
• gebührende Sorgfalt;
hier: sorgfältige Prüfung

exit strategy

['eksɪt ,strætədʒi]
• Ausstiegsstrategie

expertise [ˌeksɜːˈtiːz]

• Sachkompetenz

foundation [faʊnˈdeɪʃən]

• Stiftung

funds [fʌndz]

• Mittel, Geldmittel

Business Spotlight regelmäßig lesen und Klimapakete spenden!



Karlheinz Böhm's Äthiopienhilfe

Wir unterstützen **Menschen für Menschen** mit einer Spende von 25 Euro pro Abo-Abschluss* mit einem Klimapakete, das Mensch und Natur nützt!

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Die Stiftung **Menschen für Menschen** leistet seit fast 40 Jahren nachhaltige Entwicklungszusammenarbeit in Äthiopien. In aktuell elf Projektregionen setzen rund 640 fest angestellte und fast ausschließlich äthiopische Mitarbeiter gemeinsam mit der Bevölkerung die integrierten ländlichen Entwicklungsprojekte um. Dabei verzahnt die NGO rund 380 Maßnahmen in den Bereichen Landwirtschaft, Wasser, Bildung, Gesundheit und Einkommen miteinander und befähigt die Menschen, ihre Lebensumstände aus eigener Kraft zu verbessern.

Den Grundstein für die Stiftung legte 1981 der Schauspieler **Karlheinz Böhm** (gest. 2014) in der Sendung „Wetten, dass...?“. Menschen für Menschen trägt durchgehend seit 1993 das Spendensiegel des Deutschen Zentralinstituts für soziale Fragen (DZI).
<https://www.menschenfuermenschen.de/en>

fundraising [ˈfʌndˌreɪzɪŋ]

• Mittelbeschaffung

implement sth.

['ɪmplɪmənt]
• etw. umsetzen

miniscule [ˈmɪnɪskjuːl]

• winzig, unbedeutend

retailer [ˈriːteɪərlə]

• Einzelhändler(in)

secure [sɪˈkjʊə]

• sichern, beschaffen

starve [stɑːv]

• (ver)hungern

steady [ˈstiːdi]

• regelmäßig, konstant

supply chain

[səˈplaɪ tʃeɪn]
• Lieferkette

Atemberaubende Landschaften, Drehort von Tolkiens „Herr der Ringe“, freundliche Menschen, die reichen Traditionen der indigenen Maori, ein immer beliebter werdendes Reiseziel – all das ist für viele Neuseeland. PAUL WHEATLEY gibt einen Überblick über die Geschichte, Wirtschaft und Gesellschaft des Inselstaates im Pazifik und zeigt, dass keineswegs alles paradiesisch ist.

ADVANCED PLUS

There are few countries in the world with such an **alluring** reputation as New Zealand — or Aotearoa (“land of the long white cloud”), as it is known in the Maori language. For some, it’s the beautiful landscapes; for others, it’s the country’s welcoming population or its high standard of living. Then there’s Prime Minister Jacinda Ardern, admired across the world as a leader of integrity and honesty.

This image is not without **merit**. But as the election in September this year will make clear, the country and its prime minister also **face** major challenges. Although Ardern’s approval ratings remain high, she is nowhere near as popular at home as she is abroad. A slowing economy and worries about inequality are major concerns for her Labour party and its traditional voters. And despite her eco-friendly rhetoric, Ardern’s green **credentials** will be further challenged, should she win another **term in office**.

Kings of tourism

Since **Kiwi** Peter Jackson decided to shoot his *Lord of the Rings* and *Hobbit* films in New Zealand, the country has been home to a multibillion-dollar film industry and become an increasingly popular destination for international tourists. Of a total tourism **expenditure** of NZ\$ 40.9 billion (€24 billion) in 2018–19, NZ\$ 17.2 billion (€10.1 billion) was from international tourists. And it’s about to receive another **boost**, with Amazon’s **much-anticipated** *Lord of the Rings* television series to be made there, likely to be the most expensive TV series ever made. Why New Zealand? “We knew we needed to find somewhere majestic, with **pristine** coasts, forests, and mountains, that also is a home to world-class sets, studios, and highly skilled and experienced **craftspeople** and other staff,” said Amazon executive producers J. D. Payne and Patrick McKay.

Such majestic images are central to New Zealand’s attraction as a tourist destination. The country is made up of two principle land masses, North Island (home to more than three-quarters of the population) and South Island. Its nearest neighbour is Australia, around 2,000 kilometres to the north-west across the southern Pacific Ocean, and **Fiji**, Tonga and other islands across Polynesia.

New Zealand sits on two tectonic plates, the Pacific and the Australian. The shifting of these plates causes the **devastating**

earthquakes that periodically hit the country. In 2011, an earthquake killed 185 people in Christchurch. Underground activity also causes **geothermals**, boiling **mud**, **geysers** and hot springs, such as at the North Island’s Rotorua. Much loved by tourists today, they were first used by the Maori centuries ago.

There is a **uniqueness** to the diversity of New Zealand’s natural environment, with an estimated 80,000 endemic species. Around two-thirds of the South Island is mountainous, as is around a fifth of the North Island. This is a country of alps and **glaciers**, beautiful **fjords** and **tranquil** waters. More recently, it has also become a country of **vast plains**, huge areas given over to modern agriculture.

Humans and the environment

New Zealand lay undiscovered by humans until Polynesian people started to settle there around AD 1250–1300, arriving across the sea in **canoes**. **Forebears** of today’s Maori, they traditionally saw elements of the natural world, living and non-living, as **ancestors**. Central to Maori society are the concepts of **whanau** (“family” and “extended family”), **hapū** (“sub-tribe”) and **iwi** (“tribe”).

alluring [ə'luəriŋ]
• verlockend, faszinierend

ancestor ['ænsəstə]
• Vorfahr(in)

boost [bu:st]
• Schub

canoe [kə'nu:]
• Kanu

craftsperson
['krɑ:fts,pɜ:sən]
• (Kunst-)Handwerker(in)

credentials
[krə'denʃəlz]
• Referenzen;
hier: Glaubwürdigkeit

devastating
['devəsteɪtɪŋ]
• verheerend

earthquake
['ɜ:θkwɛ:k]
• Erdbeben

expenditure
[ɪk'spendɪtʃə]
• Ausgaben

face sth. [feɪs]
• etw. gegenüberstehen

Fiji ['fi:dʒi:]
• Fidschi

fjord [fi'ɔ:d]
• [wg. Aussprache]

forebear [fɔ:beə]
• Urahn(in), Vorfahr(in)

geothermal
[ˌdʒi:əθɜ:məl]
• hier: geothermisches Feld

geyser
['gi:zə / 'gaɪzə]
• Geysir

glacier ['glæsiə]
• Gletscher

Kiwi
['ki:wi:] f/m.
• Neuseeländer(in)

merit: be not without ~
['merɪt]
• seine Gründe haben

much-anticipated
[ˌmʌtʃ æn'tɪsəptɪd]
• mit viel Spannung erwartet

mud [mʌd]
• Schlamm

pristine
['prɪstɪ:n]
• naturbelassen, unberührt

term in office
[ˌtɜ:m ɪn 'ɒfɪs]
• Amtszeit

tranquil
['træŋkwɪl]
• ruhig, beschaulich

tribe [traɪb]
• Stamm, Ethnie

uniqueness
[ju:'ni:kneəs]
• Einzigartigkeit

vast plain
[ˌvɑ:st 'pleɪn]
• weite Ebene

Fotos: primeimages/Stock.com



Maori culture: a strong tie to the natural world

“The Maori have a very kin-oriented relationship with the natural world,” says Maori Brad Coombes, an expert on the Maori relationship with the land and environment and a senior lecturer at the School of Environment at the University of Auckland. “We don’t separate our own lines of descent from the descent of other species. They intermingle.”

The Maori, therefore, have traditionally had a spiritual association with the land, water and soil. Not only do they derive their sense of identity from these elements, but they also see themselves as guardians of the natural world. “Inevitably, the relationship to things like forests and food gathering sources changed over time,” says Coombes. “But the importance of traditional land to the whole belief system of the Maori cannot be underestimated.”

European settlement followed Captain James Cook’s three voyages, the first of which was in 1769. In their own way, the new settlers also appreciated the beauty and value of the land, and later they formed deep associations with it as farmers. But while Europeans brought modernity, industrialization and affluence, they also introduced invasive species and new diseases. The result has been the depletion of vast areas of forests, polluted rivers and the extinction of a large number of endemic animal and plant species. Today, biodiversity is rapidly declining and 40 per cent of indigenous plants are threatened with extinction in this century. Around 74 per cent of the country’s indigenous freshwater fish are threatened, as are more than 40 per cent of bird species.

The importance of agriculture

In 1840, a number of Maori chiefs signed the Treaty of Waitangi with the British. The Maori interpreted the treaty as giving them a degree of sovereignty and control over their own affairs and land. The British saw things differently. One way or another, the Maori lost control of increasing areas of land throughout the 19th and 20th centuries. Vast parts of the country today are given over to agriculture, a lucrative part of which is dairy farming. New Zealand has a human population of 4.9 million, a dairy cattle population of 6.5 million and a sheep population of 27.5 million. Unsurprisingly, the country’s biggest exports are milk and meat products. New Zealand accounts for a colossal

affluence [ˈæfluəns]

► Wohlstand

appreciate sth.

[əˈpriːʃieɪt]

► etw. zu schätzen wissen

dairy cattle

[ˈdeəri ˌkæːtəl]

► Milchkühe

dairy farming

[ˈdeəri ˌfɑːmɪŋ]

► Milchwirtschaft

decline [diˈklaɪn]

► zurückgehen, schwinden

depletion [diˈpliːʃən]

► Erschöpfung, Schwund

derive sth. from sth.

[diˈraɪv frɒm] ► etw. aus etw. ab-, herleiten

descent [diˈsent]

► Abstammung

extinction [ɪkˈstɪŋkʃən]

► Aussterben, Ausrottung

freshwater fish

[ˌfreʃwɔːtə ˈfɪʃ]

► Süßwasserfisch(e)

indigenous [ɪnˈdɪdʒənəs]

► einheimisch

inevitably

[ɪnˈevɪtəbli]

► zwangsläufig

intermingle

[ˌɪntəˈmɪŋɡl]

► sich vermischen

kin [kɪn]

► Verwandtschaft

polluted [pəˈluːtɪd]

► verschmutzt

senior lecturer

[ˌsiːniə ˈlektʃərə]

► außerordentliche(r)

Professor(in)

soil [sɔɪl] ► Boden

sovereignty

[ˈsɒvrənti]

► Souveränität



Endangered:
the Maori
language and
dialects

INTERVIEW

“By 2040, the government would like to see one million New Zealand speakers of the Maori language”



Maori expert: Rachael Ka'ai-Mahuta

DR RACHAEL KA'AI-MAHUTA is a senior lecturer at the National Maori Language Institute at the International Centre for Language Revitalisation, Auckland University of Technology. A Maori language specialist, she has a grandfather from Hawaii and a New Zealand Maori grandmother. She also has ancestors from the Cook Islands, other parts of the Pacific, France, Ireland and Wales.

How many Maori languages are there?

In New Zealand, there is one Maori language and many dialects, but we can all understand each other. The dialects are in danger, however, because the language as a whole is endangered. The indigenous people of the Cook Islands also refer to themselves as Maori and are probably the closest cousins we have in terms of language and culture. We have stories about our migration from the Cook Islands and they have stories about us leaving.

What are the aims of the National Maori Language Institute?

It opened in 2008 and was one of the first places to do research in the university system into Maori language revitalization. A big success in its first ten years was a push towards using digital technology to aid in the revitalization movement. The most frequently used online Maori language dictionary in the country — *MaoriDictionary.co.nz* — came out of the institute. Last year, its scope expanded beyond language revitalization, to look at other things, such as traditional knowledge and education.

How many people currently speak Maori?

The quality of the data isn't great. From the 2013 census, we know that just under four per cent of the general public speak Maori. If we look at just the Maori population, the percentage is a lot higher, around 21 per cent. In 2018, the government announced two big goals for the language: one was that, by 2040, they would like to see one million New Zealand speakers of the Maori language. That is at any level of proficiency; and the majority will probably be beginners. The second big goal is that they would like to see 150,000 Maori speaking the Maori language at the same level of proficiency as they speak English.

Is it common to hear Maori spoken in New Zealand?

My husband and I recently took an early morning walk with our daughter along the waterfront in Auckland. There were lots of joggers and walkers doing their morning exercise. We were speaking Maori and, twice, people heard us speaking and then said *morena*, the Maori word for “good morning”. My husband and I were absolutely floored because we had never experienced that as children — total strangers, who didn't appear to be Maori, speaking the language. That has become more common. It's become normalized.

What can we learn about the environment from the traditional Maori belief system and the Maori language?

I think there's always something to learn from indigenous peoples and the way we interact and connect with the environment. Obviously, for a lot of indigenous groups, including Maori, we have been separated from our belief system, separated from living more with the environment. Modern living is not very conducive to that. But if we look at Maori culture and our traditions, we call ourselves *tangata whenua*, and this means “people of the land”. We have this belief system whereby everything in nature is connected to a genealogy. The word *whakapapa*, which loosely translates as “genealogy”, means so much more — that we are the youngest siblings of everything in nature. We have signals in our language that tell us about connections to the land. The word *whenua* means “land”, as well as “afterbirth”. We bury the afterbirth in our ancestral lands, and when we die, we are buried, so that connection to the land is there.

afterbirth

['ɑ:ftəbɜ:θ]
• Nachgeburt, Plazenta

aid in sth.

['eɪd ɪn]
• bei etw. Hilfe (stellung) leisten

ancestor

['ænsɛstə]
• Vorfahr(in)

conducive: be ~ to sth.

[kən'dju:sɪv]
• für etw. förderlich sein

endanger sth.

['ɪn'deɪndʒə]
• etw. gefährden

floored: be ~

[flɔ:d] ifml.
• überwältigt sein

genealogy

[,dʒi:nɪ'ælədʒi]
• [wg. Aussprache]

Hawaii

[hə'waɪi]
• [wg. Aussprache]

indigenous

[ɪn'dɪdʒənəs]
• indigen, Ureinwohner-

level of proficiency

[,levəl əv prə'fɪʃnsi]
• Kenntnisstand, Beherrschungsgrad

scope

[skəʊp]
• (Leistungs-)Umfang

senior lecturer

[,si:nɪə 'lektʃərə]
• außerordentliche(r) Professor(in)

sibling

['sɪblɪŋ]
• Geschwisterteil

waterfront

['wɔ:təftʌnt]
• Hafenviertel

NEW ZEALAND PLANS TO CUT CARBON EMISSIONS TO NET ZERO BY 2050

35 per cent of the world's trade in dairy products, and the country's dairy exports are worth more than NZ\$ 17 billion (€10 billion).

The sheer scale of the New Zealand dairy industry brings with it equally large-scale challenges, for New Zealand's ecology and for the health of the planet. Brad Coombes talks about the "methane and nitrates that come with an industrialized agricultural system" and about how the "run-off from dairy operations causes huge issues in terms of water pollution". Indeed, water pollution was a major issue in the 2017 election. New Zealand, says Coombes, is "being forced to recognize the agricultural contribution to greenhouse gas emissions. And that's very uncomfortable for the nation."

Professor Robert McLachlan similarly recognizes the environmental challenges facing the country's agricultural industry. McLachlan, a mathematician at Massey University, runs the Planetary Ecology blog (blog.planetaryecology.org), which regularly includes articles by climate experts. "Agriculture is very sensitive politically," he explains. "The farming lobby is powerful. New Zealand is very delicately poised politically and it's not at all clear that the ruling coalition will be re-elected." Most New Zealanders "are extremely averse to rapid change," says McLachlan. "We also don't like arguing too much. We don't have the culture wars that you see in America, where people take extreme positions and get very angry."

The Climate Change Performance Index for 2020 places New Zealand at a low 37th best in the world,

argue ['ɑ:gju:]
• debattieren

averse: be ~ to sth.
[ə'vɜ:s] ➔ eine Abneigung gegenüber etw. haben

bill [bɪl] ➔ Gesetz

by-product
['baɪ ,prɒdʌkt]
• Nebenerzeugnis

carbon ['kɑ:bən]
• Kohlenstoff;
hier: CO₂

controversial
[ˌkɒntrə'vɜ:ʃɪəl]
• umstritten

delicately poised: be ~
[ˌdelɪkətli 'pɔɪzd]
• sich in der Schwebe befinden
(**poised**
• ausbalanciert)

EEC [ˌi: i: 'si:]
• EWG

greenhouse gas
[ˌɡri:nhaʊs 'ɡæs]
• Treibhausgas

livestock ['lɪvstɒk]
• Vieh

net zero
[ˌnet 'zi:əʊ]
• Netto-Null

run-off ['rʌn ɒf]
• Abfluss

scale [skeɪl]
• Umfang,
Größe(nordnung)

sensitive ['sensətɪv]
• heikel

sheer [ʃiə] ➔ bloß



An economic force: New Zealand's 27.5 million sheep

a long way behind countries such as Sweden and Denmark. At the same time, climate experts tell us that the global livestock sector is responsible for around 14.5 per cent of greenhouse gases. In late 2019, the New Zealand parliament passed a bill to cut carbon emissions to net zero by 2050. This doesn't include methane emissions, a by-product of the agricultural industry, which are to be cut by between 24 and 47 per cent by 2050.

Economic shocks

Up until the 1960s, the New Zealand economy was very closely linked to that of the United Kingdom, with around half of New Zealand's exports going to the UK. When Britain joined the EEC (today's EU) in 1973, and closed its doors to many agricultural products, the New Zealand economy was hit hard. It received a further shock to the system in the 1980s, when the Labour government implemented ultra-radical and highly controversial free-market reforms. For supporters, the reforms were necessary to make the country more competitive. But poverty levels quickly rose and the country soon lost its reputation as being one of the most equal on the planet. The Maori were worst affected, with unemployment reaching 25 per cent by 1992, compared to 10 per cent among the rest of the population.

A key challenge for current prime minister Ardern is that economic growth has slowed to a five-year low.

GOOD TO KNOW

- New Zealand is divided into two main islands, North Island and South Island. Its coastline is 15,134 kilometres long.
- Mount Cook is the highest mountain, at 3,724 metres.
- New Zealand lies along the Ring of Fire, a series of active volcanoes and earthquake epicentres. New Zealand has a history of major earthquake disasters, including one in Christchurch in 2011, which killed 185 people.
- The Maori make up around 16.5 per cent of the population but 51.3 per cent of the prison population.
- The most popular sports in New Zealand are cricket and rugby union. The All Blacks rugby union team are the biggest name in the sport. They have won the Rugby World Cup a record three times.
- Between 800,000 and a million Kiwis live abroad — a percentage

of the population that is second only to that of Ireland. Around 520,000 live in Australia and around 60,000 in the UK.

- The main tourist attractions include the cities of Auckland, Christchurch and Wellington. In the countryside, there is Hokitika Gorge, Abel Tasman National Park, the town of Rotorua (home to geothermals, hot springs and geysers), the spectacular Milford Sound fjord and Queenstown, a centre for bungee jumping and other extreme sports.
- Waitangi Day commemorates the signing of the Treaty of Waitangi on 6 February 1840 (see timeline, below).
- In 1893, New Zealand became the first country in the world to give all women the right to vote in parliamentary elections.



Popular sport: rugby union

commemorate sth.

[kə'meməreɪt]
 • etw. feiern, einer Sache gedenken

earthquake

['ɜːθkweɪk]
 • Erdbeben

fjord

[fi'ɔːd]
 • [wg. Aussprache]

geothermal

[ˌdʒiːəθ'θɜːməl]
 • hier: geothermisches Feld

geyser

['giːzə / 'gaɪzə]
 • Geysir

Kiwi

['kiːwiː] ifml.
 • Neuseeländer(in)

rugby union

[ˌrʌɡbi 'juːniən]
 • Rugby (Union)

TIMELINE



Dutch visitor:
Abel Tasman

1250–

1300 New Zealand is settled by people from Polynesia.

1642 Dutch sailor Abel Tasman anchors at today's Abel Tasman National Park. Two Maori of Ngāti Tūmatakōkiri paddle out to them and the Dutch shoot at them. Four Dutch sailors are killed when a Maori boat rams a small Dutch boat.

1769 James Cook — born in Marton, in today's Middlesbrough, northern England — lands in New Zealand. He becomes the first European to chart the country's coastline.

1810s–

1830s Up to a fifth of the Maori population is killed during intertribal wars.

1833 James Busby is named first official British resident in New Zealand.

1840 The Treaty of Waitangi is signed between many Maori tribes and the British, making New Zealand a British colony.

1840s–

1870s New Zealand Wars

1852

A constitution gives New Zealand a form of government and six provinces.

1857

New Zealand gains greater independence when Britain passes the New Zealand Constitution Amendment Act.

1886

For the first time, a majority of non-Maori people in New Zealand are born there.

1893

New Zealand becomes the first country in the world to give women the vote.

1902

The blue ensign with the four stars of the Southern Cross replaces the British Union Jack as the official flag. New Zealand becomes an “independent dominion” instead of a colony and has greater autonomy.

1914–18

Some 18,000 New Zealanders die fighting alongside the rest of the British Empire in the First World War.

1923 For the first time, New Zealand has the power to negotiate its own international trade treaties.

1939–45

Some 12,000 New Zealanders are killed during the Second World War.

1947

1970s

Full New Zealand sovereignty

1984 Increasing protests for Maori rights

The Labour government starts radical free-market economic reforms.

2011

An earthquake in Christchurch kills 185 people.

2017

Whanganui River, hugely important to the Maori, is the first in the world to be recognized legally as a living entity.

2019

A right-wing terrorist kills 50 people during an attack on two mosques. MPs vote unanimously to change the law to restrict gun use and ownership.

2020

Taika Waititi wins best adapted screenplay at the Oscars for Jojo Rabbit.

amendment

[ə'mendmənt]
 • Zusatz, Anpassung

anchor

['æŋkə]
 • vor Anker gehen

chart sth.

[tʃɑːt]
 • etw. kartografisch festhalten, aufzeichnen

constitution

[ˌkɒnstɪ'tjuːʃən]
 • Verfassung

dominion

[də'mɪnjən]
 • Herrschaftsgebiet

ensign

['ensain]
 • Flagge

gun

[ɡʌn] • hier: Waffe

intertribal war

[ɪntə'traɪbəl 'wɔː]
 • Stammeskrieg

living entity

[ˌlɪvɪŋ 'entəti]
 • lebendiges Wesen;
 hier: juristische Person

Middlesbrough

['mɪdəlzbrə]
 • [wg. Aussprache]

mosque

[mɒsk]
 • Moschee

ram sth.

[ræm]
 • etw. rammen

resident

['rezɪdnt]
 • hier: offizielle(r) Vertreter(in) der britischen Regierung

right-wing

[ˌraɪt 'wɪŋ]
 • rechtsstehend;
 hier: rechtsextrem

screenplay

['skriːnpleɪ]
 • Drehbuch

sovereignty

['sɒvrənɪti]
 • Souveränität

tribe

[traɪb]
 • Stamm, Ethnie

unanimously

[ju'nænɪməslɪ]
 • einstimmig



Top tourist attraction:
Auckland's harbour

INTERVIEW

“A happy, healthy workforce will be more productive”



Innovator: Andrew Barnes

ANDREW BARNES is both the founder and chief executive of Perpetual Guardian, an estate planning company. His employees tried working four days a week instead of five and found that stress levels went down, productivity went up and there was a much better work-life balance. Born in the UK, 60-year-old Barnes has lived in New Zealand for decades and is convinced that his four-day week initiative is the future of work.

How did you get interested in the four-day week?

I read some research that British offices were productive for only two and half hours a day. I questioned why that might be. I thought about inefficiencies: people attending meetings they didn't need to attend, disruptions in the workplace, such as mobile phones and the internet. I did a six-week trial, which became eight weeks, where I gave my staff a day off to see if they could be as productive in four normal working days, rather than the usual five. I just wanted to see if it was possible. University researchers monitored the trial and it was successful. After that, we started to go on this broader journey, arguing that the four-day week is a solution for today's working environment.

Were you surprised by the results?

Intuitively, it's not a big step into the unknown to understand that a happy, healthy, engaged and enthusiastic workforce will be more productive. The question was whether the additional pressure of trying to compress work into four days rather than five would create additional stress.

Why is a four-day week more productive?

Imagine a typical day: people go to the office, sit down, have a cup of coffee and a chat, go on the internet and do some work. Then they get disturbed. One study found that, on average, you get disturbed in the office once every 11 minutes, and then it takes you 22 minutes to get back to being productive. All we are saying to staff is: “Do things differently.” The best example of this is a Microsoft trial in Japan. They cut down meetings to half an hour, with no more than five people in a meeting. It generated an improvement in productivity of around 40 per cent. All they did was get rid of unproductive downtime within the working day.

What was the impact of the trial on your business?

Firstly, we have a “100–80–100 rule”: 100 per cent pay, you only work 80 per cent of the time and we get 100 per cent productivity. I am not doing this as a bleeding-heart liberal. I own my own business. My approach was to tackle this from a business perspective. I am saying this to all businesses: just try it. If you do a trial, what's the worst that can happen? You'll get better engagement scores from your staff. The best thing that can happen is that you get a massive improvement in productivity. And if I'm wrong, you cancel the trial and you go back to working five days a week. Secondly, your staff turnover drops and your ability to attract talent improves. One in four people in your workforce at any point in time has a stress or mental-health issue. But if you give them additional time off, you'll find that their productivity improves and sick days go down.

What about the environmental impact?

With the four-day week, you take 20 per cent of cars off the road during the week. If you can get a free flow of traffic, there is an economic benefit. In Auckland, this would add two per cent to its economy. You also get a drop in emissions. So, by reducing cars on the road, you reduce congestion and have an impact on climate change.

argue that...

[ˈɑːɡjuː ðæt]
• den Standpunkt vertreten, dass ...

bleeding-heart

[ˌbliːdɪŋ ˈhɑːt] ifml.
• sentimental;
hier: gutherzig

chief executive

[ˌtʃiːf ɪɡˈzɛkjʊtɪv]
• Geschäftsführer(in)

compress sth. into sth.

[kəmˈpres ˌɪntu]
• etw. in etw. hineinpressen

congestion

[kənˈdʒestʃən]
• Verkehrsbelastung, Stau(s)

disruption

[dɪsˈrʌpʃən]
• Störung

downtime

[ˈdaʊntaɪm]
• Stillstand;
hier: unproduktive Zeit

engaged

[ɪnˈɡeɪdʒd]
• engagiert; hier auch: gut eingebunden

estate planning

[ɪˈsteɪt ˌplæniŋ]
• Erbschafts-, Nachlassplanung

mental

[ˈmentəl]
• hier: psychisch

monitor sth.

[ˈmɒnɪtə]
• etw. überwachen

perpetual

[pəˈpetʃjuəl]
• ewig, immerwährend

score

[skɔː]
• Punktezahl;
hier: Ergebnis

staff turnover

[ˌstɑːf ˈtɜːnʊvə]
• Mitarbeiterfluktuation

tackle sth.

[ˈtækəl]
• etw. angehen

trial (sth.)

[ˈtraɪəl]
• Erprobung, Test(lauf);
etw. erproben

workforce

[ˈwɜːkfoːrs]
• Belegschaft

IN 2019, THE WORLD BANK NAMED NEW ZEALAND THE BEST PLACE FOR DOING BUSINESS

And now that China is New Zealand's largest export partner, the country is being buffeted by the current turbulence in the Chinese economy and the continuing trade war with the US.

But there are also substantial positives. In 2019, the World Bank named New Zealand the world's best place for doing business, ahead of Singapore and Denmark. And New Zealand has free-trade deals with both China and Australia, which is New Zealand's second-largest export partner, followed by the US, Japan, South Korea and then the UK. (The UK is also New Zealand's third-largest investor, after the US and Australia.)

Mass international tourism is now a mainstay of the country's economy, but this is at a time when climate experts are demanding we all take far fewer flights. A government report in December 2019 noted that "increasing numbers of tourists — both domestic and international — are putting our environment under pressure and eroding the very attributes that make Aotearoa New Zealand such an attractive country to visit."

In addition to the normal political issues any country faces, New Zealand therefore also faces challenges relating to its heavy reliance on agriculture and tourism to support economic growth. In environmental terms, neither challenge will likely play a major role in the election later this year. But if New Zealand wants to keep its reputation as one of the most alluring countries on the planet, sooner or later, it will be forced to face up to such issues.



North Island:
Hobbit country

FAST FACTS:

NEW ZEALAND



Capital: Wellington

Other main cities: Auckland, Christchurch

Head of state: Queen Elizabeth II

Head of government: Prime Minister Jacinda Ardern

Population: 4.925 million (2020 est.)

Official languages: English and Maori

Currency: NZ dollar (€1 = NZ\$ 1.7)

GDP: \$189 billion, making it the world's 68th-biggest economy, using purchasing power parity (2017 est.)

GDP annual growth: 2.7% (September 2019)

Unemployment: 4.8% (2019)

Inflation: 1.94% (2018)

Sources:

CIA Word Factbook: <https://www.cia.gov/library/publications/the-world-factbook/geos/nz.html>

Stats NZ: <https://www.stats.govt.nz/indicators/gross-domestic-product-gdp>

Statista: <https://www.statista.com/statistics/375266/unemployment-rate-in-new-zealand>
<https://www.statista.com/statistics/375265/inflation-rate-in-new-zealand>

annual

['ænjʊəl]
• jährlich

est. (estimate)
['estɪmət]

• Schätzung

GDP (gross domestic product)

['dʒi: di: 'pi:]
• BIP (Bruttoinlandsprodukt)

purchasing power parity [ˌpɜ:ʃɪŋ ˌpaʊə 'pærəti]
• Kaufkraftparität

buffeted: be ~ by sth.

['bʌfɪtɪd]
• von etw. gebeutelt werden

erode sth.

[ɪ'rəʊd]
• etw. aushöhlen;
hier: etw. Schaden zufügen

face up to sth.

[ˌfeɪs 'ʌp tu]
• sich etw. stellen

mainstay

['meɪnstəɪ]
• Standbein; hier auch:
wichtiger Faktor

reliance (on)

[rɪ'laɪəns]
• Abhängigkeit (von)

+ PLUS

Test your knowledge of New Zealand in our exercise booklet, **Business Spotlight Plus**. To order, go to www.aboshop.spotlight-verlag.de



PAUL WHEATLEY

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The perfect welcome:
a hot cup of coffee



TIP!

If you don't have access to someone's calendar, ask for alternative dates and times when you are making arrangements for a visit. This will make it easier to find a date that everyone can accept.

1. Can I come? (8 points)

E

Unscramble the letters to form the missing verbs.

Subject: Distillery visit in March

Dear Sue

I'd like to (A) (**lwfolo**) up on our meeting last week. If you remember, we discussed the possibility of you (B) (**onihgst**) a gin-tasting event for 80 people in July.

I'm planning a trip to Edinburgh at the end of March and would like to visit your offices to (C) (**xeorepl**) the possibility in more detail.

Would the week of 23 March (D) (**itsu**) you?

Could you let me (E) (**wkno**) which days would (F) (**owkr**) for you? I'll then (G) (**etg**) back to you quickly to confirm a time.

Looking forward to (H) (**inhgare**) from you.

Best regards
Jake

2. Getting ready (7 points)

A

Sue has arranged everything with Jake. Now, she has to prepare her team for the visit. The words in bold are not where they should be. Put them where they belong.

- A. As you all know, Jake Sims, the CEO of Blast, is visiting our offices next Friday. There's a lot at **background**.
- B. So, we all need to make a good **trust**.
- C. I've already prepared some information on the company and Jake's **rapport**. I want you to read it carefully.
- D. This is our chance to show that we take **stake** in our work. If we are successful, I'm certain we can win a lot of business with Blast.
- E. They have over 15,000 employees in the UK alone and often arrange events for them and the company's business partners. We all need to play a role in gaining their **premises**.
- F. Take the opportunity to build a **pride** with him and his team.
- G. We need to make an effort from the moment he arrives on our **impression**. I offered to pick him up at the station, but he wants to make his own way here. Let's make sure we're ready for him!



TIP!

Don't let your guests just wander through the offices when they arrive. You should have someone, ideally a friendly receptionist, to greet important clients with a smile. It's also important that your reception area is warm and inviting. Do you have any pictures or photographs that show what your company values are?

LANGUAGE TEST
BUSINESS VISITORS

Welcome!

Ein Geschäftsbesuch will sorgfältig vorbereitet sein. Denn der Besucher soll nicht nur informiert werden, sondern sich auch wohlfühlen. Testen Sie mit den Übungen von DEBORAH CAPRAS, wie gut Sie auf Englisch in einer solchen Situation zurechtkommen.

EASY MEDIUM ADVANCED AUDIO

The welcoming team:
let's get ready!



DEBORAH CAPRAS

is a freelance author, trainer and corporate communications specialist. She's the author of *Small Talk*, published by Collins. Contact: deborahcapras@wise-words.com

THE SITUATION

Sue Campbell is the senior event coordinator at GinGinny, an artisanal gin distillery in Edinburgh. She is hoping to do business with Jake Sims, the marketing manager of Blast, who has shown an interest in organizing a gin-tasting event at her company. They have met a few times, and now Jake is planning a visit to the distillery to meet Sue and have a look at the venue.

3. Hello and welcome! (7 points)

M

First, Julia, the receptionist, then Sue welcome Jake to the offices. Rearrange the jumbled words to form the missing sentences.

Julia: Good afternoon, sir. And welcome to GinGinny.

Jake: It's great to be here.

Julia: I / take / name, / please / your / could
(A) _____?

Jake: It's Jake Sims.

Julia: Oh, Mr Sims. You're our guest of honour today.

Jake: That's nice to hear!

Julia: up / was / how / trip / your
(B) _____?

Jake: Very pleasant. There were no delays on the trains this time.

Julia: That's unusual! Here's your visitor's badge.
coat / may / up / your / I / hang
(C) _____?

Jake: Thanks.

Julia: OK, so Sue is expecting you.
I'll show you to the boardroom.
you / me / would / follow / to / like
(D) _____?

Sue: Jake! You made it!
doing / are / how / you
(E) _____?

Jake: I'm fine, thanks. And you?

Sue: Great.
to / see / again / it's / you / lovely
(F) _____?

Jake: It's great to be here.

Sue: this / before / Scotland / have / you / part / to / ever / of / been
(G) _____?

Jake: Many, many years ago. This is a beautiful place. What a fantastic view!

Sue: Thank you so much. We like it, too. It is rather special.

4. Building relationships (7 points)

M

Match the questions (A-G) to the correct responses (1-7).

- A. May I introduce you to Nicola, our event manager?
- B. Would you like something to drink?
- C. Whereabouts are you staying?
- D. How do you find the city?
- E. I can't believe the weather we've been having, can you?
- F. So, whereabouts are your offices in London?
- G. How about we grab a bite to eat in the canteen before we start?

1. Oh, just water for now, please.
2. Not far from King's Cross.
3. Nice to meet you.
4. That would be great. A light snack perhaps?
5. It's pretty miserable, isn't it!
6. It's wonderful. Very lively!
7. In a small boutique hotel, very close to the castle.

A- ; B- ; C- ; D- ; E- ; F- ; G-

**Work as a team:
impress your
visitors**





Summarize the trip:
make it positive!

5. Short, but friendly (7 points)



Use one word from each of the lists below to create two-word expressions you can use to complete the short dialogue extracts.

don't | help | I | no | please | sounds | take

care | insist | perfect | start | way | worry | yourself

Nicola: I'm so sorry I'm late. The traffic was terrible.

Sue: (A) We've been enjoying the view of the castle.

Sue: The starters are all vegetarian and to share. Please, (B)

Jake: Thank you. They do look amazing.

Sue: You should try the fish. It's local, so it's always fresh.

Jake: (C) I think I will.

Jake: Have they forgotten that you ordered the steak?

Sue: I'm sure they haven't. Don't wait, yours will get cold. (D)

Jake: Let's split the bill. You've done so much for us already.

Sue: (E)! This is our treat! Please, (F)

Sue: Have a safe trip. (G)

Jake: Thank you. You'll hear from me next week.

6. A good visit (8 points)



Jake tells his colleagues about the trip. Choose the correct adjective to complete each of his positive statements.

A. Their distillery is very **primary/sophisticated**.

B. GinGinny is **renewed/renowned** for their gin and food.

C. The staff seem genuinely **accommodated/accommodating**.

D. Their offices and venue are also very **tasteful/tasty**.

E. It was a **memorable/memorial** afternoon and evening.

F. I felt really **comfortable/cosy** with their team.

G. The flowers they sent to the hotel were a **nice/simply** gesture.

H. All in all, I felt like a **valued/value** client.



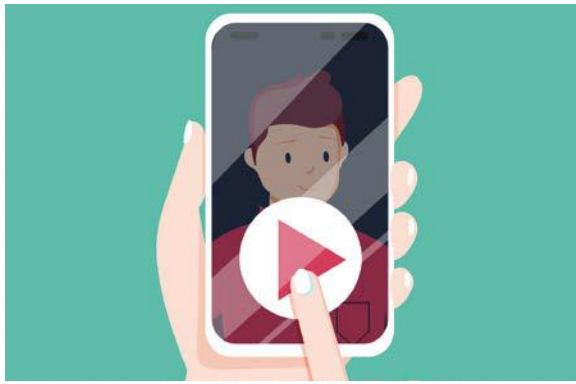
Learn about your client: get to know their business



TIP!

Try to genuinely engage with your guests. You can do this only by employing active listening skills. Small talk may seem trivial, but if you show a real interest in your business visitors, you will learn something about them that may help you create a long-term business partnership.





Give them a call:
how did we do?

7. A final word (6 points)

M

A week after his visit, Sue still hasn't heard from Jake. So, she gives him a call. Complete the dialogue with the missing words. We've given you the first two letters.

Sue: Hi, Jake. It was good seeing you last week. I hope you got home safely.

Jake: I did, thanks. The overnight train was perfect. I (A) **ap** everything you did for me while I was there.

Sue: It was great to have you. I hope we can do it again soon. As you can probably (B) **im**, I'm calling about your booking.

Jake: Of course. Look, I know I said I would have the decision on the budget by today, but I'm (C) **af** I don't. I should have it by the end of the week.

Sue: No problem. If I don't hear back from you by Friday, would you (D) **mi** if I sent you a friendly reminder?

Jake: Of course not. Actually, I can already (E) **co** that we will be booking the gin tasting at your place — but maybe now for 100 rather than 80 people. Could you (F) **ha** that many?

Sue: Absolutely! That's fantastic.

ANSWERS

1. Can I come?

- A. follow (follow up on sth. = *etw. weiterverfolgen, bei etw. nachfassen*)
- B. hosting (host sth. = *etw. ausrichten*)
- C. explore = *erkunden*
- D. suit = *passen*
- E. know
- F. work (work for sb. = *hier: jmdm. passen*)
- G. get (get back to sb. = *sich wieder bei jmdm. melden*)
- H. hearing

2. Getting ready

- A. stake (be at stake = *auf dem Spiel stehen*)
- B. impression
- C. background
- D. pride (take pride in sth. = *auf etw. stolz sein*)
- E. trust
- F. rapport (build (a) rapport with sb. = *ein harmonisches Verhältnis zu jmdm. aufbauen*)
- G. premises = *Betriebsgelände*

3. Hello and welcome!

- A. Could I take your name, please?
- B. How was your trip up?
- C. May I hang up your coat? / May I hang your coat up?
- D. Would you like to follow me?
- E. How are you doing?
- F. It's lovely to see you again.
- G. Have you ever been to this part of Scotland before?

4. Building relationships

- A-3; B-1; C-7; D-6; E-5; F-2; G-4

5. Short, but friendly

- A. Don't worry
- B. help yourself = *bedienen Sie sich*
- C. Sounds perfect
- D. Please start
- E. No way = *Kommt nicht infrage*
- F. I insist
- G. Take care = *Machen Sie's gut*

6. A good visit

- A. sophisticated = *ausgefeilt; hier: fortschrittlich*
- B. renowned = *berühmt*
- C. accommodating = *zuvorkommend*
- D. tasteful = *geschmackvoll*
- E. memorable = *unvergesslich*
- F. comfortable (feel comfortable with sb. = *sich bei jmdm. wohlfühlen*)
- G. nice
- H. valued = *hier: geschätzt*

7. A final word

- A. appreciate = *schätzen, zu schätzen wissen*
- B. imagine
- C. afraid
- D. mind = *etw. dagegen haben*
- E. confirm = *bestätigen*
- F. handle = *hier: bewältigen*



FOR MORE INFORMATION

- Our *Skill Up!* booklets offer vocabulary from key areas of everyday business life. The second bundle is now available (see page 53).

HOW DID YOU DO?

Note: So that you can compare your language knowledge across different areas of business English, all *Business Spotlight* tests have a maximum possible score of 50 points.

40–50

Excellent!
That's a great result! You know exactly how to make a business visitor feel welcome in English!

30–39

Well done!
You did very well. Have another go now at the exercises where you didn't get 100 per cent and make a note of any new vocabulary.

18–29

Good
Not bad. But if you want to get better at looking after business visitors, try the test again tomorrow — and the day after that.

Up to 17

Could do better
That wasn't too great. Check out our *Skill Up!* booklets on entertaining and small talk (see page 53) for more vocabulary and tips for looking after business visitors.

“Britain’s long-hours culture is nothing to be proud of”

Sorgten arbeitsbedingte Störungen im Urlaub in den 1970er Jahren noch für Empörung, gilt ständige Bereitschaft in der Freizeit heute oft als ganz normal – sehr zu Lasten von Familie und Gesundheit.

ADVANCED PLUS



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On a family holiday in the 1970s, my father received a call from the office. I have no idea how they reached him at our rented cottage in Cornwall, but — according to my mother, who was not pleased — the event was a **talking point** among their friends for months afterwards. “Do you know that they actually interrupted him on HOLIDAY?!”

Today, for many, it would be remarkable if work didn’t **intrude into** a vacation. Our “always-on” culture means it takes great discipline not to check emails or texts in the evening, at the weekend or on the beach. According to research carried out by Microsoft UK published last October, 56 per cent of us have answered work calls while out of the office.

Combine this with long working hours, and the result is stress, home life under pressure and the risk of burnout.

In the UK, full-time employees work some of the longest hours in Europe — an average of 42 hours a week. Yet, according to a 2019 analysis by the TUC, the **umbrella** organization for **trade unions**, the effort is **literally** counterproductive. It found employees in Germany worked 1.8 fewer hours but were 14.6 per cent more productive. In Denmark, which has the EU’s shortest working week, productivity was 23.5 per cent higher than in the UK.

As the TUC general secretary, Frances O’Grady, said: “Britain’s long-hours culture is nothing to be proud of.”

Statistics may be subject to variables, but we all know people who work far beyond what is good for them: the lawyer who goes home only to sleep, or the nurse or doctor working 12-hour shifts with nowhere to rest or buy food during **breaks**.

Concern over long working hours has reached that most **macho** of places: the **trading floor**. London’s Stock Exchange, like many other exchanges in Europe, is open for eight hours a day, with traders typically working several hours beforehand or afterwards. In the US, by contrast, exchanges are open for six and a half hours, while in Japan it is just five.

The Investment Association and the Association for Financial Markets in Europe (AFME) are now urging European exchanges — including the Deutsche Börse — to reduce their opening hours by 90 minutes. They believe it will help address “significant mental health issues” and improve diversity. As AFME’s April Day was **quoted** saying: “It’s hard to find childcare at five o’clock in the morning.”

Knowing that long hours are bad for human health, happiness, safety, talent and the **bottom line** should make change a **no-brainer**. In response to the proposal to cut trading hours, however, one market commentator told London’s City A.M. newspaper: “If the heat in the kitchen is too hot, get out.”

Now, you can either see that as the perfect solution or a perfect illustration of the problem.

+ PLUS

Try our reading comprehension exercises on this article in our exercise booklet, **Business Spotlight Plus**. To order, go to www.aboshop.spotlight-verlag.de

always-on

[,ɔ:lweɪz 'ɒn]
• hier: immer online

bottom line

[,bɒtəm 'laɪn] *ifml.*
• Unternehmensergebnis, -erfolg

break

[breɪk]
• Pause

cottage

['kɒtɪdʒ]
• hier: Ferienhaus

intrude into sth.

[ɪn'truːd ,ɪntu]
• etw. stören

literally

['lɪtərəli]
• im wahrsten Sinne des Wortes, buchstäblich

macho

['mætʃəʊ]
• machohaft

no-brainer

[,nəʊ 'breɪnə] *ifml.*
• etwas, worüber man nicht lang nachdenken muss

quote sb.

[kwəʊt] *[kwəʊt]*
• jmdn. zitieren

talking point

['tɔ:kiŋ pɔɪnt]
• Gesprächsthema

trade union

['treɪd 'ju:niən]
• Gewerkschaft

trading floor

['treɪdɪŋ flɔ:]
• Börsenparkett

umbrella

['ʌm'brelə]
• hier: Dach

20 skills for the 2020s

Auch in den 2020er Jahren wird die Suche nach dem besten Geschäftsmodell und das Experimentieren mit möglichen Lösungen weiter anhalten. BOB DIGNEN erklärt in zwanzig Punkten, worauf es dabei ankommt.

ADVANCED AUDIO PLUS

As we enter the 2020s, the search for the perfect business model intensifies. Reorganization follows reorganization and “continuous transformation” is the new mantra.

In the end, however, what ensures organizational performance is not structure but people. Organizations need highly skilled individuals working in highly collaborative groups and networks to get things done together at the right time and at the right level of quality. So, as you prepare yourself for the coming decade, we are going to look at the essential skills that you need to develop in order to engage with others as effectively as possible. These skills range from language to leadership, from your inner world of feelings and emotions to the outer world of customers and economic trends. This article will help you set goals for yourself so that you and those around you can perform better and achieve greater success.

Five skill sets that matter

There are five skill sets that will prove decisive for you and those around you in the international world of work in the 2020s:

- language skills
- professional communication excellence
- intercultural competence
- soft skills
- international leadership capability

In each of the five areas, we identify four important sub-skills, giving you 20 essential skills for the 2020s.

1. Language skills

After 30 years of involvement in English language teaching, I've seen an industry help thousands of people develop their ability to communicate around the world. However, I've also seen an industry with bias, focusing on some aspects of language use at the expense of others — and in some ways, undermining the ability of people to communicate internationally. The obvious example is the historical over-focus on grammar and accuracy, under the mistaken belief that speaking grammatically correctly is key to international communication. This is clearly not the case. If it were, native speakers would be the best international communicators. In fact, they're often the worst. So, which language skills really matter, and why?

➡ Focus on relevant vocabulary learning

For me, the core of foreign language learning is vocabulary. It is estimated that learners need between 3,000 and 5,000 words to communicate in relatively complex contexts. Importantly, learners need to learn the right words, internalizing them sufficiently so they can recognize and recall these words quickly when communicating. What is the best way to learn all these words, and the contexts in which they can be used? Conscious planning and goal-setting are essential here, deciding which areas of relevant vocabulary you should learn for which role. For example, if you're a head of production in a pharmaceutical facility, you might focus on learning terms connected to macroeconomics, business, pharmaceuticals, production, finance, leadership,

bias ['bi:əs]

- Voreingenommenheit; Vorliebe, Neigung; hier: Einseitigkeit

collaborative

- [kə'læbərə'tɪv]
- hier: teamorientiert

core [kɔ:]

- Kern; hier: zentrales Element

decisive [di'saɪsɪv]

- entscheidend

engage with sb.

- [ɪn'geɪdʒ wɪð]
- mit jmdm. interagieren

expense: at the - of sb./sth. [ɪk'spens]

- zu Lasten von jmdm./etw.

industry ['ɪndəstri]

- hier: Branche

internalize sth.

- [ɪn'tɜ:nəlaɪz]
- etw. verinnerlichen; hier auch: im Gedächtnis abspeichern

pharmaceutical facility

- [,fɑ:mə'su:tɪkəl fə,sɪləti]
- pharmazeutische Produktionsstätte

recall sth. [rɪ'kɔ:l]

- sich an etw. erinnern

skill set

- ['skɪl set]
- Fähigkeiten; hier: Kategorie von Fähigkeiten

soft skills ['sɒft skɪlz]

- Sozialkompetenz

undermine sth.

- [,ʌndə'maɪn]
- etw. beeinträchtigen

LEARNERS
NEED TO FOCUS
ON LEARNING
THE RELEVANT
VOCABULARY
FOR THEIR
PARTICULAR
ROLES



Communicate
well to be more
successful

LEARNING HOW TO SAY LESS IS ESSENTIAL FOR EFFECTIVE COMMUNICATION

health and safety, and terms for building personal relationships. You should build a personal glossary of key terms to review, use and internalize over time.

◆◆ Learn the art of clarification

Clarification is a vital tool in any situation, but it is particularly important when you are communicating internationally in a foreign language. Words can have different meanings in different places. Also, non-native speakers often have a limited vocabulary and are thus forced to speak using the words they know, not necessarily the words they want to use. So, ask this question more often: “What do you mean by that?” Or reformulate what you hear by saying: “So, you mean that...?” Such clarification can be transformative. It slows communication down, reducing the pressure on both speakers and listeners, and allows you to build dialogue based on better mutual understanding.

◆◆ KISS: Keep ideas short and shared

Non-native speakers often place a lot of pressure on themselves (and their listeners) by trying to say too much in one go. Learning how to say less is essential. This means making just one key point and then inviting others with an explicit question — “And what do you think?” — to share their ideas. The ability to shorten one’s own communication and integrate others into dialogue is fundamental to effective international communication. It is more important than any point of grammar you may have spent years learning to perfect. So, say less, hand over with a question and enable dialogue to happen in digestible chunks.

◆◆ Develop your confidence

I can imagine that some readers may be thinking the following: “That all sounds very simple, but I don’t feel confident enough to do all of this. It’s just easier to say nothing and let the more dominant personalities and fluent speakers do the

talking. Even if I wanted to, I couldn’t interrupt them, and they wouldn’t listen.” This is a fair point, but this approach can lead to frustration over time. It can also generate inefficiency for your team, as your ideas — possibly the best ones in the group — go unheard.

Two micro-skills can help you here. First, get used to interrupting positively. Develop the ability to stop others talking with inclusive phrases such as: “That’s a good point. Can I just add something?” Sell your interruption as positive feedback and people will gladly give way and allow you to participate and express your opinion.

Second, realize that your level of English, with all its imperfections, is still more user-friendly for listeners than native-speaker speech, with all its complexities and subtleties. If your level of English is at B1+ or B2, you will normally be easily understood by the average global speaker of English. Stop aspiring to talk like a native speaker; this speaker profile can be highly ineffective internationally. And it is certainly less effective than you are.

2. Professional communication excellence

Professional communication skills, also referred to as “situational skills”, refer to important aspects of working life such as meetings, telephoning, email communication, negotiating, giving presentations and socializing. Here are four aspects to prioritize for these skills.

◆◆ Develop interpersonal connectivity

Business is at heart about people. However complex a task may be technically — and however much expertise and equipment is needed — positive working relationships are likely to make things work more effectively. To get the most out of your working relationships, develop your ability to connect to the underlying motivations of other people: their values,

aspire to sth. [əˈspaɪə tu]
• nach etw. streben

chunk [tʃʌŋk]
• Brocken

clarification
[ˌklærəfɪˈkeɪʃən]
• Klarstellung

digestible [daɪˈdʒestəbəl]
• verdaulich; hier: gut zu bewältigen

expertise [ˌekspɜːˈtiːz]
• Sachkompetenz

fair point [ˌfeə ˈpɔɪnt]
• berechtigtes Argument

fluent [ˈfluːənt]
• fließend sprechend, sprachgewandt

give way (to sb.)
[ˌɡɪv ˈweɪ]
• (jmdm.) weichen; hier: jmdm. das Wort überlassen

go unheard
[ˌɡəʊ ənˈhɜːd]
• ungehört bleiben

in one go [ɪn ˌwʌn ˈɡəʊ]
• in einem Rutsch;
hier: auf einmal

mutual [ˈmjuːtʃuəl]
• gegenseitig

review sth. [riˈvjuː]
• etw. überprüfen;
hier: wiederholen

socializing [ˈsəʊʃəlaɪzɪŋ]
• Kontaktpflege

subtlety [ˈsʌtəlɪ]
• Feinheit

technically [ˈteknɪkəlɪ]
• hier: vom Fachlichen her

underlying [ˌʌndəˈlaɪɪŋ]
• tiefer(liegend)

vital [ˈvɪtəl]
• unerlässlich

◆◆ Become a skilled cultural scientist

Many interculturalists focus too much on national culture as an explanatory mechanism for the challenges of international working life. This can lead to overgeneralized and inaccurate analyses that provide few solutions for dealing with specific individuals or analysing the dynamics of specific multicultural teams. But the intercultural literature does include fascinating and useful insights into potential differences you might encounter when working internationally. Use these insights to think about ways in which you can modify your behaviour to become engaging and flexible. Watch like a scientist the results of your changed behaviour, and then keep reading and experimenting with your behaviour.

◆◆ Think more openly and creatively

Perhaps the most important intercultural competence relates to thinking rather than behaviour. Corporate training programmes on topics such as cognitive bias (see *Business Spotlight* 4/2018) and mindfulness have exploded in recent years. Such programmes address the need for individuals to learn how to think more openly and creatively — beyond the confines of natural ego-driven processes that induce negative and intolerant thinking. Emotional intelligence, which is a popular topic for soft skills training seminars, is another route to access this enormously important body of knowledge for personal development and self-leadership.

◆◆ Co-create your own culture

We should not become victims of our culture, trapped in inherited modes of thinking and behaviour that are counterproductive. We should not be shaped by culture but rather be shaping culture, discussing our own rules of engagement with others. We should be co-defining team cultures, so that teams can make the most of their talents and perform in the most efficient manner for specific

situations. Learning to discuss culture and negotiate “micro-cultures” within a larger corporate culture is one of the most essential competencies for those working in multicultural teams.

◆◆ Make clear what is non-negotiable

Much of the literature on culture emphasizes flexibility. Yet cultures are not only defined by rules; they also actively define rules. When working in a diverse team or environment, it is therefore important to make clear what is non-negotiable — what will be regarded as non-compliant, uncollaborative or unacceptable behaviour. Developing the confidence and the skills to set clear standards and boundaries, as adults do with their children, is essential for creating a working environment in which people understand what they need to do — by knowing what they cannot do.

4. Soft skills

Many people criticize the use of the term “soft skills”, as it suggests a subservience to “hard skills”. Whatever the terminology, skills focused on the human side of business are increasingly recognized as central. There are four essential dimensions to these skills: understanding yourself, connecting to others, working with others and finding ways to make the collaborative performance sustainable.

◆◆ Know yourself

The cornerstone of soft skills is self-knowledge: understanding one’s own motivations, talents, biases and potential as a basis for finding personal fulfilment in connection with others. There are various mechanisms that you can use to achieve this and to develop personal competencies such as creativity and openness. These include self-reflection, coaching, therapy and the use of psychometric tests. The challenge is how to prioritize time for this foundation activity. It’s often easier

boundary ['baʊndəri]

• Grenze

cognitive bias

[,kɒgnətɪv 'bi:əs]

• kognitive Verzerrung

confines ['kɒnfəɪnz]

• Grenzen

cornerstone

['kɔːnəstəʊn]

• Eck-, Grundstein

counterproductive

[,kaʊntəprə'dʌktɪv]

• kontraproduktiv

emphasize sth.

['emfəsaɪz]

• etw. hervorheben

encounter sth.

[ɪn'kaʊntə]

• auf etw. treffen

foundation activity

[faʊn'deɪʃən æk,tɪvətɪ]

• hier: Basisarbeit

hard skills ['hɑːd skɪlz]

• fachliche Fähigkeiten

induce sth. [ɪn'djuːs]

• etw. herbeiführen

inherited [ɪn'herɪtɪd]

• ererbt; hier: übernommen

insight ['ɪnsaɪt]

• Einblick, Erkenntnis

mindfulness

['maɪndfʊlnəs]

• Achtsamkeit

non-compliant

[,nɒn kəm'plaɪənt]

• regelwidrig

non-negotiable

[,nɒn nɪ'gəʊʃɪəbəl]

• nicht verhandelbar

route [ru:t]

• [wg. Aussprache]

subservience

[səb'sɜːviəns]

• Unterwürfigkeit

sustainable [sə'steɪnəbəl]

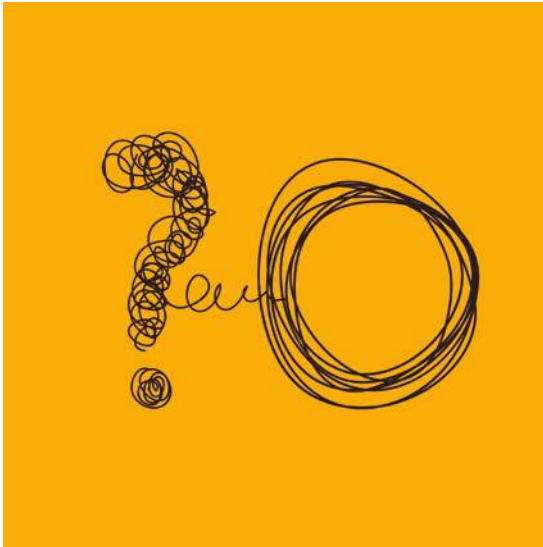
• trag-, zukunftsfähig

trapped: be ~ in sth.

[træpt]

• in etw. gefangen sein

**CULTURES
ARE NOT
ONLY DEFINED
BY RULES,
THEY ALSO
ACTIVELY
DEFINE RULES**



Use questions to help the dialogue to flow

their beliefs, their life priorities, their passions. Respecting and connecting to others — finding the points where your motivations intersect — is the key to creating trusting relationships. Connections take time and patience to build, but the reward in the longer term is a network that will support you and enable you to perform better.

◆◆ Deliver benefits

A useful rule in professional life is to forget about objectives. We often over-focus on our objectives and forget to think about collective benefits. So, as you prepare your next presentation, start your next meeting or negotiation, or sit down to dinner with a business partner, think not just about what you need but what others can gain by listening to you.

Delivering benefits to others is, ultimately, about having a mindset of collaboration. This affects both what you speak about and how you speak about it. You spend less time trying to convince others of something and more on collecting ideas. There is less disagreement and our curiosity increases, as we try to discover what really matters to others. Of course, not all professional life can or should be spent serving others. But take time to consider seriously how useful and effective it is to communicate your own agenda as frequently as you do.

◆◆ Think “group” — and facilitate

Many meetings that I observe fragment, with the louder or more senior individuals simply arguing each other into submission or frustrated silence. In very few meetings do I see a strong focus on facilitating a group process that liberates the talents and perspectives in the group in order to take the best decisions possible. Yet facilitative behaviours are surprisingly basic in character. They involve posing lots of questions to stimulate a flow of ideas, using

positive feedback to encourage this flow further, engaging quieter speakers, silencing the louder ones and fostering a climate in which people feel safe to say what they really think. Individuals who think about the group and less about themselves — and who can stimulate high performance in meetings — are exceptionally valuable to organizations. So, learn the art of facilitation.

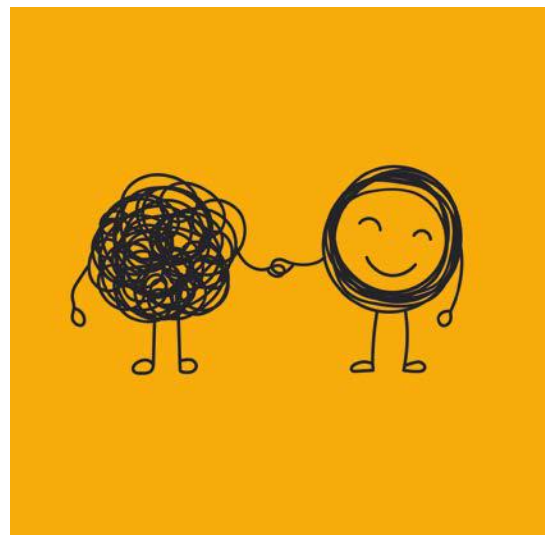
◆◆ Be a creative negotiator

When professionals sit down and negotiate — even if you have briefed them on the benefits of “win-win” approaches — something close to warfare usually ensues. This is primarily because professionals fail to think beyond their initial positions, and are thus drawn into the defence of their various views and needs. But a key attribute of highly effective negotiators is creativity — the ability to come to a negotiation openly and to transform the scope in such a way that the negotiation can focus on exploring new and potentially mutually beneficial options. A key rhetorical skill here is using “why”-questions to discover the other person’s underlying interests — what really matters to them.

3. Intercultural competence

Intercultural thinking exploded into life in the 1990s. It was very popular for over 15 years, but is now somewhat in decline. On the one hand, this is positive — if it reduces the focus on national cultures. But it is also a pity because intercultural thinking helps to focus attention on diversity and on the deep and sometimes invisible differences in values and beliefs that can unravel cross-border communication and collaboration.

Build positive relationships to get results



affect sth. [ə'fekt]
 ► etw. beeinflussen

agenda [ə'dʒendə]
 ► hier: Anliegen

argue sb. into sth.
 ['ɑ:gju: ,ɪntu]
 ► jmdn. (durch Debat-
 tieren) zu etw. bringen

brief sb. on sth.
 ['brɪ:f ɒn]
 ► jmdn. über etw.
 informieren

decline: be in ~ [di'klaɪn]
 ► zurückgehen

engage sb. [ɪn'geɪdʒ]
 ► jmdn. einbeziehen

ensue [ɪn'sju:]
 ► folgen, sich ergeben

facilitate sth.
 [fə'sɪlɪteɪt]
 ► etw. erleichtern, fördern;
 auch: moderieren

foster sth. ['fɒstə]
 ► etw. fördern

intersect [,ɪntə'sekt]
 ► sich überschneiden

invisible [ɪn'vɪzəbəl]
 ► unsichtbar

liberate sth. ['lɪbəreɪt]
 ► etw. freisetzen

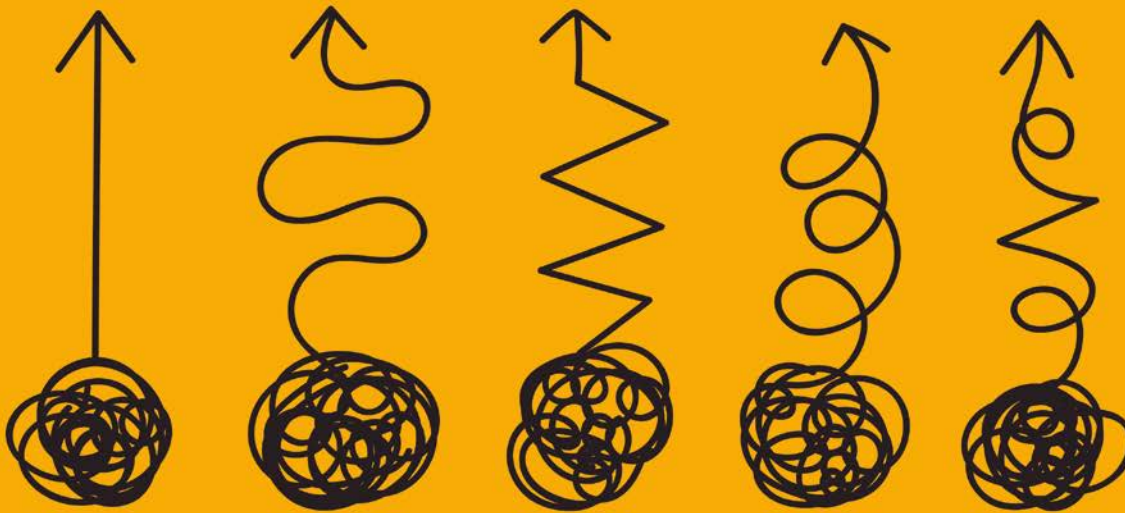
mindset ['maɪndset]
 ► Denkweise, Einstellung

objective [əb'dʒektɪv]
 ► Ziel(vorstellung)

scope [skəʊp]
 ► (Handlungs-)Spielraum

submission [səb'mɪʃən]
 ► Unterordnung

unravel sth. [ʌn'rævəl]
 ► etw. entwirren;
 hier: zunichtemachen



Understand that others might think differently

to assume that one's own mindset and behaviours are effective enough. You will then focus on getting things done "in your own way", identifying the failings of others when things get challenging. To avoid doing this, take the time to understand your own mindset better.

◆◆ Help to build teams

Working with others is about more than creating friendships. Whether in a formal leadership position or simply as a team member, your priority should be to foster and cultivate a sense of "team". This means combining formal activities — clarifying the purpose of the team, defining goals and roles, organizing people and structures — with the informal tasks of supporting people, smoothing differences that threaten to undermine cooperation, helping people to connect and maintaining team spirit with positive feedback.

◆◆ Influence others through listening

Effective influencing skills — the ability to convince others to do what "I" need them to do — are the Holy Grail of soft skills for many people. Yet curiously, few really understand the mechanisms of influencing. It is built on our ability to listen and empathize, and to create the conviction that we are there to enable others and not to manipulate them. If you want to become a great influencer, you will need to become a super listener and super supporter.

◆◆ Give and receive feedback

The only guarantee that I give my clients about working internationally is that they will be misunderstood. As a result, they will frustrate and irritate others and they will be frustrated and irritated in return. And this despite the fact that all parties are probably working "professionally" to achieve the same objectives. Why is this? Well, people define "professionally"

differently. And when these differences begin to create problems, rather than engaging in open and constructive feedback, people complain and play the "blame game". The confidence and ability to receive and give feedback effectively — and to create a constructive learning environment that smooths the inevitable misunderstanding — is perhaps the single most important soft skill to foster in yourself.

5. International leadership capability

Over the previous ten issues, Business Spotlight ran a special series that looked at the challenges of leading internationally. As we discussed, leadership is a complex subject involving diverse, and sometimes conflicting, approaches and beliefs. Here are four impulses for your 2020 leadership development.

◆◆ Increase your contextual intelligence

Almost daily, we get bombarded with new management literature describing the behaviours and mindset of the perfect leader, which we should aspire to being. It may sound harsh, but much of this literature is nonsense. In the end, our style of leadership should depend much more on a clear assessment of the specific context. This includes the abilities and motivations of the individuals concerned, the nature of the task at hand, the time available and the quality of work required. Focusing on leadership personality and related traits that should be displayed in all contexts at all times is an outmoded way of understanding leadership. Learn to assess and lead people in complex and dynamic contexts on the basis of the situational needs — not your personality.

◆◆ Communicate the big picture

One of the most destabilizing phenomena for those working in a large international organization is unexplained change. Yet many senior management

assess sb. [ə'ses]

• jmdn. beurteilen, einschätzen

assessment

[ə'sesmənt]

• Beurteilung, Einschätzung

blame game: play the ~

['bleim geim] ifml.

• sich gegenseitig die Schuld zuweisen

display sth. [drɪ'spleɪ]

• etw. zeigen, zur Schau stellen

empathize ['empəθaɪz]

• sich einfühlen

engage in sth.

[ɪn'geɪdʒ ɪn]

• hier: etw. betreiben, sich mit etw. beschäftigen

harsh [hɑːʃ]

• hart

Holy Grail

[,həʊli 'ɡreɪl]

• Heiliger Gral

inevitable

[ɪn'evɪtəbəl]

• unvermeidlich

irritate sb. ['ɪrɪteɪt]

• jmdn. (ver)ärgern

issue ['ɪʃuː]

• Ausgabe

outmoded

[,aʊt'məʊdɪd]

• überholt

previous ['priːviəs]

• vorangegangene(r,s)

purpose ['pɜːpəs]

• hier: Zielsetzung

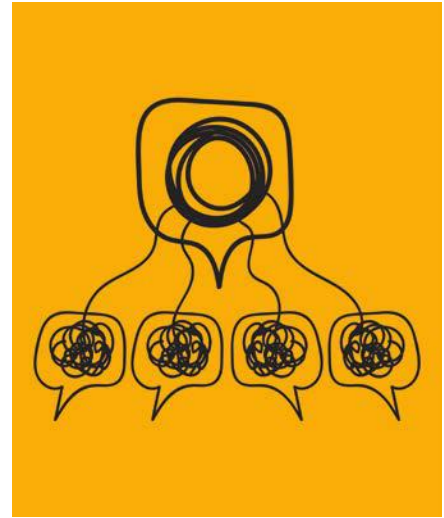
smooth sth. [smuːð]

• etw. glätten;

hier: ausgleichen

trait [treɪt]

• Merkmal, Charakterzug



decisions redirect strategy or reorganize structure without giving sufficient information about the rationale behind it or the desired result. Organizations are complex, and it can be difficult to get messages across to large numbers of people located in different locations. But that doesn't mean leaders shouldn't try to communicate the big picture. In regular monthly or weekly meetings, extraordinary staff meetings, email discussions and coffee conversations, leaders should take every opportunity to explain what is happening, why it's happening and how everyone can play a part in bringing about the desired objectives. This takes time, of course, which leaders often claim not to have. But not taking the time will only make things worse.

◆◆ **Don't perform, enable performance**

One of the biggest lessons that senior leaders have to learn is that the world doesn't revolve around them. Of course, their performance is important, and even critical in some cases. However, the bulk of the work in an organization is done by other people. And how they perform ultimately determines organizational success, not the 80-hour working week of a senior executive. This partly explains the rise of coaching as a leadership tool, with its focus on unleashing the motivation and talent within an organization. Learn coaching skills. You will find them valuable for the rest of your personal and professional life.

◆◆ **Take responsibility for leadership**

The vast bulk of leadership literature makes the fundamental mistake of locating leadership exclusively in leaders. In the end, leadership is a shared responsibility (see *Business Spotlight* 1/2020). Clarifying goals, making collaboration work, giving and getting feedback, supporting team members under stress, delivering creative decisions in meetings, building relationships and trust across borders

— these are tasks shared by everyone in any organization. Relying on superhero leaders to make our organizational world a perfect place and keep us all happy and motivated — and complaining when they don't — is in fact the abdication of leadership. It's the sort of behaviour that we normally expect in an authoritarian regime, not in a thriving participatory environment with democratic values. Yes, there are final decision-takers, but we can all aspire to be part of decision-making. Taking responsibility for leadership — whatever your position — is a key competence for the networked organizational world.

Final thoughts

The business world is facing challenging times. Instability is increasing, from the threats of global trade wars to the rise of new digital technologies that may sweep away organizations and industries that have been seen as impregnable. For societies and individuals, the future will lie in developing a blend of advanced human and more technical skills that can deliver sustainable economic prosperity.

Skills matter more than ever; yet the time we make for skills development seems to diminish year-on-year. The choice is yours. Remain a hamster in the wheel until the wheel breaks. Or take a measured and structured approach to developing the skills you are going to need in the coming decade.



BOB DIGNEN is a director of York Associates (www.york-associates.co.uk) and author of many business English books. Contact: bob.dignen@york-associates.co.uk

- abdication** [ˌæbdɪˈkeɪʃən]
• Verzicht, Aufgabe
- big picture** [ˌbɪɡ ˈpɪktʃə] US
• Gesamtperspektive
- bulk** [bʌlk]
• Menge; hier: Großteil
- critical** [ˈkrɪtɪkəl]
• ausschlaggebend
- diminish** [dɪˈmɪnɪʃ]
• abnehmen
- face sth.** [feɪs]
• etw. gegenüberstehen
- impregnable** [ɪmˈpreɡnəbəl]
• unbezwingbar
- make time for sth.** [ˌmeɪk ˈtaɪm fɔː]
• sich für etw. Zeit nehmen
- rationale** [ˌræʃəˈnɑːl]
• Begründung
- regime** [reɪˈʒiːm]
• [wg. Aussprache]
- revolve** [rɪˈvɒlv]
• sich drehen
- senior executive** [ˌsiːniə ɪgˈzɛkjʊtɪv]
• leitende(r) Angestellte(r); obere Führungskraft
- thriving** [ˈθraɪvɪŋ]
• blühend; hier: gut funktionierend
- unleash sth.** [ʌnˈliːʃ]
• etw. freisetzen
- vast** [vɑːst]
• groß

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KEEP YOU
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MOTIVATED
AT WORK**

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Gaining acceptance

Zu Beginn ihrer Lehrtätigkeit musste sie manchmal gegen das Vorurteil ankämpfen, englische Muttersprachler könnten Englisch besser unterrichten. Und auch manch anderes Hindernis galt es zu überwinden. KEN TAYLOR sprach mit der Sprachdozentin.

MEDIUM AUDIO

Ken Taylor: What do you teach?

Kristin Dunn: I teach both business English and German as a second language.

Taylor: Who are your students?

Dunn: Adults who work in companies or organizations in and around Mannheim and Heidelberg. One of the issues I've had to face is getting acceptance from my students — for a few reasons.

Taylor: For example?

Dunn: There seems to be a prejudice that native speakers always make the best teachers. This affects my students' initial attitude towards me, as I'm not a native speaker. I'm a German teacher of English.

Taylor: How have you overcome this initial prejudice?

Dunn: By showing that I fully understand the problems German speakers face when learning English — the difficulties we have with sentence structure, auxiliary verbs, false friends, etc. I can empathize with my students because I have shared their struggles.

Taylor: That's very true. I've been lucky to work in partnership with teachers like you on courses. Having both a native speaker of the language being learned and someone who has the target language as their mother tongue was a great combination. It allowed us to concentrate on

those areas of language that cause people the most problems.

Dunn: I know where my students' main problems lie — the false friends they use most frequently, for example.

Taylor: False friends can be fun! My students often have funny stories to tell about their misuse of false friends.

Dunn: One very common mistake I hear is the use of “beamer” instead of “projector” when talking about presentations. I'm married to an Englishman, and for him, a “beamer” is a BMW car!

Taylor: Most of my students use their English to communicate with other second-language speakers. They are more focused on communicating clearly than being perfect.

Dunn: That's what my students tell me as well. They say that they feel native

affect sb. [ə'fekt]

• jmdn. beeinflussen

auxiliary verb

[ə'g,zɪliəri 'vɜ:ɪb]

• Hilfsverb

empathize with sb.

['empəθaɪz wɪð]

• sich in jmdn. hineinversetzen

face sth. [feɪs]

• etw. gegenüberreten

issue ['ɪʃu:]

• Problem, Thema

make sb./sth. [meɪk]

• hier: jmd./etw. sein, jmdn./etw. abgeben

mother tongue

[ˌmʌðə 'tʌŋ]

• Muttersprache

prejudice ['preɪdʒʊdɪs]

• Vorurteil

struggle ['strʌɡl]

• hier: Mühe

target language

['tɑ:ɡɪt ˌlæŋɡwɪdʒ]

• Zielsprache



KRISTIN DUNN

was born in Hamburg and studied translation, finishing her MA in English linguistics and literature in Heidelberg. Before her studies, she went to Australia for a year and developed a passion for English. She then taught English as a foreign language in Colombia, before returning to Germany and teaching English classes alongside her studies. She now lives in Heidelberg and works as a freelance language teacher in Heidelberg and Mannheim. Her clients include private students and big companies.

freelance

['fri:lɑ:ns]

• freiberuflich



KEN TAYLOR

is a communication consultant, personal coach and author of *50 Ways to Improve Your Business English* (Lulu Publishing). Contact: KTaylor868@aol.com

speakers are more critical of their language. They feel more comfortable with other second-language speakers, who understand what it is like to be a second-language speaker.

Taylor: I train groups in Scandinavia, and they all prefer communicating in English with partners in Germany to communicating with native speakers of English. They feel they're on the same wavelength, and they feel that their German partners will be more tolerant of any mistakes they may make when using English.

Dunn: Besides being a German teacher of English, I'm also a younger woman who is not very tall and has a rather high-pitched voice. I often teach classes of male technicians who are over 50 years old. I sometimes have the feeling that they are questioning my professional credibility.

Taylor: I imagine that's an unpleasant feeling. How do you deal with it?

Dunn: At first, I spent time deciding on which clothes would make me look professional and on how I should do my make-up. But although appearance is important, I soon realized that my credibility depends on my expertise. I needed to demonstrate that I knew what I was doing.

Taylor: That's right. And you also have to be authentic — to be yourself. You shouldn't try to act a role as a teacher. People will soon see that is not the real you. It destroys their trust in you.

Dunn: Yes. I also try to make my classes as relevant as possible to my students' situation and to create an open, secure atmosphere.

Taylor: When you are learning a language, you have to take risks and make mistakes. That's an important part of the learning process. So, a secure environment is vital.

Dunn: I believe that a teacher needs to be a good listener and to look for every opportunity to give positive feedback. In fact, I sometimes feel a bit like a therapist!

Taylor: I know the feeling. What you are looking for is self-correction.

Dunn: When your student starts a sentence and then stops and says, "No, what I meant was..." , it's very satisfying as a teacher.

Taylor: Do you have any colleagues you can discuss things with? It can help to talk to other teachers and even to sit in on each other's classes and discuss what happened afterwards.

Dunn: Unfortunately, I do not. But I can imagine it would be very useful to get feedback from another professional — not just from your students.

Taylor: You said earlier there were a few issues you faced as a teacher. Is there anything else

you'd like to take up?

Dunn: Another challenge is dealing with conscious or unconscious sexist behaviour from course participants. It's usually not overt but rather in the form of slightly sexist remarks.

Taylor: That's not an easy situation to deal with. How do you approach the issue?

Dunn: I find a good way is to take up these issues in a general class discussion. Then it is easier to be calm and rational.

Taylor: And by bringing in others in the class, you can agree on acceptable and unacceptable class behaviour.

Dunn: And sometimes, you need to choose your battles!

Taylor: Right. But you should never accept open harassment, of course. If I have a student who is, in some way, disruptive in a group, I take them aside after a class for a one-to-one talk. Usually, that works as a last resort.

"I try to make my classes as relevant as possible to my students' situations and to create an open, secure atmosphere"

Dunn: It requires confidence to do that. At the moment, I feel more confident getting my opinion across in open class discussions.

Taylor: Fair enough. I suppose that's why teaching never gets dull — we meet a mixture of people with all sorts of different opinions.

Dunn: Opinions we encourage them to share — and from which we, the teachers, can learn, too.



What's your challenge?

Would you like to have a conversation with Ken Taylor about your current work challenges? If so, send an email with your name, company and the subject you would like to discuss to business.trainer@spotlight-verlag.de

In each issue, we will choose one reader who will talk to Ken, and the dialogue will be published in *Business Spotlight*.

AUDIO

Listen to more tips from Ken Taylor on **Business Spotlight Audio**. To order, go to www.aboshop.spotlight-verlag.de

across: get sth. [-'ə'krɒs]
 ➤ etw. rüberbringen, vermitteln

approach sth.
 [ə'prəʊtʃ]
 ➤ an etw. herangehen

choose one's battles
 [tʃu:z wʌnz 'bætəlz]
 ➤ etw.a: sich auf das Wesentliche konzentrieren

credibility
 [ˌkredə'bɪləti]
 ➤ Glaubwürdigkeit

disruptive [dɪs'rʌptɪv]
 ➤ störend

environment
 [ɪn'vaɪrənmənt]
 ➤ hier: Umgebung, Umfeld

expertise
 [ˌeksɜ:p'ti:z]
 ➤ Sachkompetenz

fair enough
 [ˌfɛə ə'nʌf] ifml.
 ➤ verständlich

harassment
 ['hærəsmənt]
 ➤ Belästigung

high-pitched
 [ˌhaɪ 'pɪtʃt]
 ➤ hoch

last resort
 [ˌlɑ:st rɪ'zɔ:t]
 ➤ letztes Mittel

one-to-one
 [ˌwʌn tə 'wʌn]
 ➤ persönlich, unter vier Augen

overt [əʊ'vɜ:t]
 ➤ offen, ostentativ

sit in on sth. [ˌsɪt 'ɪn ɒn]
 ➤ bei etw. hospitieren, an etw. als Gasthörer(in) teilnehmen

take sth. up [ˌteɪk 'ʌp]
 ➤ etw. aufgreifen; hier: etw. ansprechen

technician
 [tek'nɪʃn]
 ➤ Techniker(in)

vital ['vaɪtəl]
 ➤ unerlässlich

wavelength
 ['weɪvlɛŋθ]
 ➤ Wellenlänge



LANGUAGE VOCABULARY

An office supply store

Auf diesen Seiten präsentieren wir nützliche Begriffe aus der Arbeitswelt.
 Von **HILDEGARD RUDOLPH** **EASY**

1. laminator ['læmɪneɪtə],
laminating device
 ['læmɪneɪtɪŋ diːvaɪs]
 • Laminiergerät

2. clear plastic folder
 ['klɪə ,plæstɪk 'fəʊldə]
 • Klarsichthülle

3. hanging folder
 [,hæŋɪŋ 'fəʊldə]
 • Hängemappe

4. envelope ['envələʊp]
 • Briefkuvert

5. notepad ['nəʊtpæd],
memo pad ['meməʊ pæd]
 • Notizblock

6. label printer
 ['leɪbəl ,prɪntə]
 • Etikettendrucker

7. cutter ['kʌtə],
cutting machine
 ['kʌtɪŋ məːʃɪn]
 • Cutter, Schneidmaschine

8. pencils and coloured pencils
 [,pensl̩z ən ,kɒləd
 'pensl̩z]
 • Blei- und Farb-/Buntstifte

9. biro ['baɪrəʊ] UK,
ballpoint pen
 [,bɔːlpɔɪnt 'pen]
 • Kugelschreiber

10. ruler ['ruːlə]
 • Lineal

11. desk calculator
 [ˌdesk 'kælkjuleɪtə]
 • Tischrechner

12. stapler ['steɪplə]
 • Hefter

13. desk tray
 ['desk treɪ]
 • Ablagekasten

14. document shredder
 ['dɒkjumənt ˌʃredə]
 • Aktenvernichter

15. punch(er)
 ['pʌntʃ(ə)],
hole/paper punch(er)
 ['həʊl/'peɪpə ,pʌntʃ(ə)]
 • Locher

16. letter scale(s)
 ['letə ,skerəl(z)]
 • Briefwaage

17. file [faɪl],
folder ['fəʊldə]
 • Aktenordner

18. printer paper
 ['prɪntə ,peɪpə],
photocopying paper
 ['fəʊtəʊ ,kɒpiɪŋ ,peɪpə]
 • Drucker-, Kopierpapier

19. rubber ['rʌbə] UK,
eraser ['ɪreɪzə]
 • Radierer

20. paper clip
 ['peɪpə klɪp]
 • Papier-, Büroklammer

Other useful vocabulary

On the desk

- ballpoint pen refill**
[ˌbɔːlpɔɪnt pen ˈriːfɪl]
• Kugelschreibermine
- bulldog clip** [ˈbʊldɒɡ klɪp]
• Papierklammer, -klemme
- clipboard** [ˈklɪpbɔɪd]
• Klemmbrett
- crayon** [ˈkreɪɒn]
• Wachsmalstift
- desk calendar**
[ˈdesk ˌkæləndə]
• Tischkalender
- felt-tip pen** [ˌfelt tɪp ˈpen]
• Filzstift
- fountain pen** [ˈfaʊntɪn pen]
• Füllfederhalter
- glue stick** [ˈgluː stɪk]
• Klebestift
- highlighter** [ˈhaɪlaɪtə]
• Textmarker
- ink/stamp pad**
[ˈɪnk/ˈstæmp pæd]
• Stempelkissen
- letter opener**
[ˈletə ˌəʊpə]
paper knife [ˈpeɪpə naɪf]
• Brieföffner
- paper clip dispenser**
[ˈpeɪpə klɪp dɪˌspensə]
• Büroklammerspender

- pencil cup** [ˈpensl kʌp]
• Stifteköcher
- pencil sharpener**
[ˈpensl ˌʃɑːpənə] • Spitzer
- retractable pencil**
[rɪˌtræktəbəl ˈpensl]
• Druckbleistift
- rubber band**
[ˌrʌbə ˈbænd]
• Gummiband, -ring
- scissors** [ˈsɪsəz]
• Schere
- staple** [ˈsteɪpl]
• Heftklammer
- staple remover**
[ˈsteɪpl rɪˌmuːvə]
• Entklammerer
- tape dispenser**
[ˈteɪp dɪˌspensə]
• Klebebandabroller
- writing pad** [ˈraɪtɪŋ pæd]
• Schreibunterlage

In the office

- annual planner**
[ˌænjʊəl ˈplænə]
• Jahresplaner
- brochure rack/stand**
[ˈbrəʊʃə ræk/stænd]
• Prospektständer

- file cabinet** [ˈfaɪl ˌkæbɪnət]
• Aktenschrank
- hanging file cabinet**
[ˌhæŋɪŋ ˈfaɪl ˌkæbɪnət]
• Hängeregistratur(schrank)
- (loose-leaf) binder**
[[luːs ˌliːf ˈbaɪndə]
• Schnellhefter
- magazine file**
[ˌmæɡəˈziːn ˈfaɪl]
• Stehsammler
- magnetic marker**
[ˌmæɡˌnetɪk ˈmɑːkə]
• Pinnwandmagnet
- pinboard** [ˈpɪnbɔɪd]
• Pinnwand
- pinboard pin** [ˈpɪnbɔɪd pɪn]
• Pinnwandnadel
- ring binder**
[ˈrɪŋ ˌbaɪndə] UK
• Ringbuch
- wall rail system**
[ˈwɔːl reɪl ˌsɪstəm]
• Wandschienen-system
- wastepaper basket/bin**
[ˈweɪstˌpeɪpə ˌbɑːskɪt/
ˌbɪn] UK, **wastebasket**
[ˈweɪstˌbæskət*] US
• Papierkorb
- * This symbol marks US pronunciation.

Exercise 2: What do we need?

E

Liz and Pete are ordering office supplies for their company. Translate the words in brackets, which are all listed on pages 48–49.

- Liz:** Fiona from reception needs five (A) (Ablagekästen) for incoming mail, some (B) (Notizblöcke) and a(n) (C) (Etikettendrucker).
- Pete:** Mike asks for a(n) (D), (Lineal), a set of (E), (Textmarker) and a(n) (F) (Hefter) with (G) (Heftklammern).
- Liz:** Karen needs (H) (Klarsichthüllen) in red, blue and yellow, ten of each colour, an electric (I) (Spitzer) and a(n) (J) (Locher). David from accounting needs a small (K) (Aktenvernichter). And he would like to know the price of (L) (Laminiergeräte).
- Pete:** And if we order (M) (Tischkalender) and (N) (Jahresplaner) now, the office supply store will give us a discount of 20 per cent.
- Liz:** Then what are we waiting for?

Exercise 1: Odd one out

E

Choose the word that does not fit and give the reason why.

A. felt-tip pen / biro / pencil cup / fountain pen

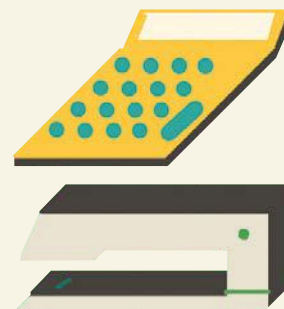
.....

B. binder / file cabinet / hanging folder / file

.....

Did you know?

- In Britain, a “ballpoint pen” is also called a **biro**. It is named after its inventor, the Hungarian-Argentine newspaper editor László Bíró.
- **Sellotape** is a British tape brand. In Britain and other countries where it is sold, the term is generally used for any clear adhesive tape.
- **Scotch tape** is a trademark and brand name of an adhesive tape produced by the US company 3M. It is often used as a generic term in the United States and Canada.
- **Post-it notes**, which are yellow, partly adhesive paper slips, are another trademark of 3M.
- **Tipp-Ex** (originally a German trademark) and **Wite-Out** (first registered as a US trademark) are correction fluids. Both brands are now owned by the French BIC Group.



Answers

- Exercise 2**
- A.** pencil cup (all the other things are writing tools)
- B.** file cabinet (all the other things are used to file loose documents)
- Exercise 2**
- A.** desk trays
- B.** notepads / memo pads
- C.** label printer
- D.** ruler
- E.** highlighters
- F.** stapler
- G.** staples
- H.** clear plastic folders
- I.** pencil sharpener
- J.** punch(er) / hole / puncher
- K.** paper punch(er)
- L.** document shredder
- M.** laminating devices
- N.** annual planners

Phrasal verb

Business Spotlight 3/20

What does the speaker mean?

“I think I’ll **go in for** the TOEFL certificate at the end of this course.”

Phrasal verb

Business Spotlight 3/20

What does the speaker mean?

“Hasn’t he always wanted to work abroad? Then, he should **put in for** the assignment in Toronto.”

False friends

Business Spotlight 3/20

What’s *bewahren* in English?

Translate this sentence into English.

*Zweck dieser Stiftung ist es, das Erbe seiner Familie zu **bewahren**.*

False friends

Business Spotlight 3/20

What’s “slip” in German?

Translate this sentence into German.

“I’m sure I wrote their new email address down on one of these **slips**.”

Abbreviation

Business Spotlight 3/20

What does “ETX” stand for?

“An **ETX** has to be inserted as the terminating character.”

Abbreviation

Business Spotlight 3/20

What does “cps” stand for?

“This printer has an impressive speed of 2,000 **cps**.”

Pronunciation

Business Spotlight 3/20

How do you pronounce these words?

“Suddenly, two men in the last **row** shouted at each other and started a **row**.”

Pronunciation

Business Spotlight 3/20

How do you pronounce these words?

“No need for **tears** — you were great. Just **tear** up that awful review. You know that this critic tends to **tear** every premiere to shreds.”

Going green

Nachdem es schon in der letzten Ausgabe in dieser Rubrik um Geld und seine Farben ging, erklärt IAN MCMASTER nun näher, welche Verbindung zwischen Grün und der Finanzwelt besteht.

ADVANCED AUDIO



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Spotlight*.



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In the last issue, we discussed the many colours of money, including black, blue and pink. Here, we look at the red-hot topic of green finance.

When I came to Germany in 1989, I asked my bank about ethical funds — those that avoided companies that produced weapons, cigarettes or nuclear power. I was met with blank faces. Today, discussions of “ESG” standards — environmental, social and (corporate) governance — are everywhere.

Asset managers are under pressure to take action on green issues — disinvesting from companies with poor environmental records, encouraging CEOs to up their environmental games and actively investing in environmentally friendly firms.

At the same time, many governments — including those in France, Poland and the Netherlands — have issued “green sovereign bonds” to finance projects for public transport and renewable energy.

There have also been calls for “green central banking” — the idea that central banks should pay more attention to the environment. Christine Lagarde, the new president of the European Central Bank (ECB), has described the issue of climate change as “mission critical”.

One uncontroversial proposal is that central banks should monitor risks to individual financial institutions and the financial system — either from natural disasters such as fires or flooding (for

example, from insurance claims) or from the impact of government policies (such as carbon taxes) on share prices.

More controversial is the proposal that central banks should promote green policies through “green quantitative easing (QE)”. This would mean that, when buying corporate bonds as part of their strategy of managing interest rates, central banks would avoid the “brown bonds” of environmentally destructive firms and buy the “green bonds” of environmentally friendly firms. (A more radical version of “green QE” would be for central banks to create large quantities of new money and invest it directly in green projects.)

One problem is the definition of “environmentally friendly”. Particularly problematic are “transition bonds”, issued by companies with poor environmental records that want to clean up their act, for example by reducing their carbon emissions. Environmental campaigners see the danger of “greenwashing”, with firms using the green label to improve their image.

Opponents of central bank green activism argue that only governments have the democratic mandate to pursue environmental aims. But the pressure for action — on asset managers, governments and central banks — is only likely to increase.

AUDIO

You can hear Ian McMaster talking about green finance and other news topics on **Business Spotlight Audio**. To order, go to www.aboshop.spotlight-verlag.de

asset manager

['æset ,mæni:dʒə]
• Vermögensverwalter(in)

blank

[blæŋk]
• leer; hier: verständnislos

call

[kɔ:l] • hier: Forderung

carbon tax

['kɑ:bən tæks]
• CO₂-Steuer

clean up one's act

[,kli:n əp wʌnz 'ækt] *ifml.*
• sich grundlegend bessern

corporate bond

[,kɔ:pəət 'bɒnd]
• Unternehmensanleihe

corporate governance

[,kɔ:pəət 'gʌvənəns]
• wertorientierte Unternehmensführung

disinvest from sb./sth.

[,dɪsɪn'vest frɒm]
• Investitionen von jmdm./etw. abziehen

greenwash sth.

['grɪ:nwɒʃ] • etw. ein grünes Image geben

issue (bonds)

['ɪʃu:]
• (Anleihen) ausgeben

monitor sth.

['mɒnɪtə]
• etw. kontrollieren

pursue sth.

[pə'sju:]
• etw. verfolgen

quantitative easing (QE)

[,kwɒntɪtətɪv 'i:zɪŋ]
• monetäre Lockerung

red-hot

[,red 'hɒt]
• hier: brandaktuell

sovereign bond

[,sɒvrɪn 'bɒnd] • Staatsanleihe

uncontroversial

[,ʌnkɒntrə'vɜ:ʃɪl]
• unumstritten

up one's game

[,ʌp wʌnz 'geɪm]
• seinen Einsatz erhöhen

LANGUAGE CARDS

Phrasal verb

Business Spotlight 3/20

The phrase **put in for sth.** is used to mean “apply formally” for something.

put in for sth. = *sich um etw. bewerben, etw. beantragen*

Phrasal verb

Business Spotlight 3/20

When you **go in for sth.** (especially a competition or an exam), you take part in it.

go in for sth. UK = *an etw. (einem Wettbewerb) teilnehmen; etw. (eine Prüfung) machen*

False friends

Business Spotlight 3/20

Ich bin sicher, dass ich mir ihre neue E-Mail-Adresse auf einem dieser (Papier-)Zettel aufgeschrieben habe.

Slip is wrong here, as it refers to ladies’ underwear, and is translated as “knickers” (UK), “briefs” or “panties”. The English word “slip” means a “piece of paper”.

False friends

Business Spotlight 3/20

“The purpose of this foundation is to **preserve** his family’s heritage.”

Don’t say “beware”. If you are told to “beware of sth.”, you are being warned to be careful of something dangerous (*sich vor etw. hüten/in Acht nehmen*).

Abbreviation

Business Spotlight 3/20

In this sentence, the abbreviation **cps** stands for “characters per second” and is a unit for measuring the speed of data transmission. In another context, “cps” can be short for “counts per second” (*Zählungen pro Sekunde*) or “cycles per second” (*Zyklen pro Sekunde*).

cps = hier: *Zeichen pro Sekunde*

Abbreviation

Business Spotlight 3/20

ETX is short for “end of text” character. It is an element of a computer protocol marking the end of data to be entered. Another abbreviation from the digital world is “EOF” (end of file = *Dateiende*). In emails, one typically uses “EOM” (end of message = *Ende der Mitteilung*).

ETX = *Ende des Textes*

Pronunciation

Business Spotlight 3/20

The pronunciation of **tears** (first instance) is [tɪəz] UK / [tɪr̩z] US. The word refers to the drops that fall from your eyes when you cry. In the second and third instances, **tear** is pronounced [teə] and means “pull into pieces” and “criticize severely”, respectively.

burst into tears [tɪəz] = *in Tränen ausbrechen*
tear sth. / tear sth. (to shreds) [teə] = *etw. zerreißen / verreißen*

Pronunciation

Business Spotlight 3/20

The first **row** is pronounced [rəʊ] and refers to people or things placed in a line. The verb “row” [rəʊ] is *rudern* in German. The second **row**, an informal British term for “quarrel”, is pronounced [raʊ], as is the verb.

row [rəʊ] = *Reihe; rudern*
row [raʊ] = *Streit; (sich) streiten*

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Pitching your proposal

Meistens hat man nur einen Versuch, um Unterstützung für seine Ideen zu finden. Lesen Sie hier auf Englisch, wie Sie andere überzeugen können.

EASY AUDIO PLUS



MIKE HOGAN

is a co-author of *Business English for Beginners A1 + A2* and *Basis for Business B1 + B2* (Cornelsen).
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It can be difficult sometimes to get your ideas across to others at work. Colleagues and bosses are often busy, your organization may have other priorities, and time and resources may be tight. So, when you do get the opportunity to pitch a proposal, you'll want to make sure that others support you and your ideas. Here, we look at how you can do this effectively.

Question

As you read the following dialogue, ask yourself what three things Anna does to get support for her idea.

Dialogue

- Anna:** Thanks, everyone, for your time today. I'll try to keep this brief. As you all know, we're facing some staff issues at the moment, and I have some possible solutions. The main problem is that people are leaving us at a faster rate than at any time in the past ten years. We can't allow this situation to continue. We're losing our key talent.
- Sven:** Yes, you're right.
- Anna:** And it's taking longer to recruit new people than we anticipated.

Maria: And even then, it's taking too long to train the new people and bring them up to date with our processes.

Anna: OK, there are a number of problems here. But the main one is that of people leaving, and I have a proposal for how to solve this.

Sven: I'm listening.

Maria: Yes, go on.

Anna: Well, we need to understand why people are leaving and then make some changes to deal with those reasons.

Maria: But aren't we doing that already?

Anna: No, not really. There's no real exit interview for people before they leave the company. And if we don't survey them on why they're leaving, then we're passing up a huge opportunity before they walk out the door. We need to think about what we can learn and how we can adapt.

Sven: I'm not so sure...

Anna: OK, you might be wondering how we can be sure people won't just say negative things because they're leaving anyway. I'll tell you why: because they have nothing to gain by not telling the truth. And if we're serious about our desire to make positive changes, then there's no real reason why this shouldn't work.

Maria: I see. You're probably right.

Anna: The main thing we need to do is to make sure we don't lose any more people, or at least reduce the rate at which they're now leaving the company.

Sven: Yes. We really need to do that — and soon.

Anna: And I'll tell you how. We're going to do more regular surveys of all employees to find out how they're feeling, what's going well and what we can do to improve. After these surveys and exit interviews, we should be able to identify some patterns. We can then try to avoid further loss of staff.

Maria: Right, that all sounds like a good plan.

Anna: Great. So, to summarize, I'm suggesting that we introduce exit interviews for all leavers and that we carry out regular surveys for all employees.

Sven: I can agree to that.

Maria: Me, too.

Anna: Thanks. I'll need some time to formulate the exit interview and survey questions — and a budget for the implementation and analysis. I should be able to get back to you in about a month. After that, we can decide what action needs to be taken.

adapt [ə'dæpt]
• sich anpassen

agree to sth. [ə'gri: tu]
• mit etw. einverstanden sein

anticipate (sth.)
[æn'tɪsɪpeɪt]
• (etw.) vorhersehen

brief: keep sth. ~ [bri:f]
• etw. kurz halten

exit interview
['eksɪt ,ɪntəvju:]
• Gespräch beim Ausscheiden des Mitarbeiters / der Mitarbeiterin

face sth. [feɪs]
• mit etw. konfrontiert werden, etw. gegenüberstehen

get sth. across
[,get ə'krɒs]
• etw. rüberbringen

get back to sb.
[,get 'bæk tu]
• sich wieder bei jmdm. melden

implementation
[,ɪmplɪ'men'teɪʃən]
• Umsetzung

issue ['ɪʃu:]
• Problem

pattern ['pætə:n]
• Muster, Struktur

pitch sth. [pɪtʃ]
• etw. anpreisen;
hier: (jmdn.) von etw. überzeugen

recruit sb. [rɪ'kru:t]
• jmdn. einstellen

summarize (sth.)
['sʌməraɪz]
• (etw.) zusammenfassen

survey ['sɜ:veɪ]
• Befragung

survey sb. [sə'veɪ]
• jmdn. befragen

tight [taɪt]
• hier: knapp

AUDIO + PLUS

You can try our exercises on this topic on **Business Spotlight Audio** as well as in our exercise booklet, **Business Spotlight Plus**. To order, go to www.aboshop.spotlight-verlag.de



Making your pitch: be clear and confident

Answers

Here are three things that Anna does to make sure she gets support for her idea:

- She gets agreement that a problem exists.
- She makes two concrete proposals that are simple enough to explain in just a few sentences.
- She describes clearly the consequences of doing nothing or not agreeing to her proposal.

It is essential to practise your itches before the meeting or discussion. Practise delivering your pitch to a colleague or friend. Then ask them to explain to you your key idea and its benefits. If they cover the main points correctly, then you know you've explained it clearly. Also, ask for feedback on how fast you speak, your clarity and anything else that might help you to present your idea more clearly.

Grammar

Talking about things we can do in the future

When we make plans for the future, we often imagine the things that we will probably be able to do then. This is not certain, but we believe it will be true, and so we use "should".

Look at these examples from the dialogue:

- We **should** be able to identify some patterns.
- I **should** be able to get back to you in about a month.

adapt sth. [ə'dæpt]
 ↳ etw. anpassen

anticipate sth. [æn'tɪsɪpeɪt]
 ↳ etw. vorhersehen;
 auch: vorwegnehmen

call to action [ˌkɔːl tu 'ækʃən]
 ↳ zum Handeln auffordern

clarity ['klærəti]
 ↳ Klarheit

in summary [ɪn 'sʌməri]
 ↳ zusammenfassend,
 kurz gesagt

objection [əb'dʒekʃən]
 ↳ Einwand

pitch [pɪtʃ]
 ↳ Verkaufsgespräch; hier:
 Überzeugungsgespräch



KEY TIPS!

- Make sure you understand the problem.
- Make your proposal easy to understand.
- Make it easy for others to say yes.
- Anticipate questions or objections.
- Be willing to **adapt** your proposal on the basis of the suggestions of others.

Useful phrases for pitching your proposal

A. Identifying the problem

- The problem we're facing is...
- This is a problem because...
- We're facing some issues at the moment, and I think I have a possible solution.
- We can't allow this situation to continue.
- There are a number of problems here.

B. Talking about your proposal and its benefits

- In short, I think we should...
- We need to...
- We need to make some changes.
- The benefit of doing this will be...
- We should do it this way because...

C. Identifying and overcoming objections

- You might be wondering how we can be sure that... / why we can't...
- I know you're thinking that we don't have enough time/budget/resources/people.
- But I've thought of a solution for that, too.
- Yes, it might cause us more work, but think of the extra work we'll have if we do nothing.
- There's no real reason why this shouldn't work.

D. Calling to action

- This is a great opportunity for us if we move quickly.
- We need to do it — and soon.
- The most important thing we need to do is... and we need to do it now.
- We can't afford to delay this decision.

E. Summarizing

- To summarize my idea, we need to...
- I'm suggesting that we...
- In summary, I think that we should...
- I should be able to get back to you with some results by...

Avoiding gender bias in pronouns

Damit sich durch ein Personalpronomen niemand diskriminiert fühlt, gilt es einiges zu beachten. TENLEY VAN DEN BERG klärt die Situation.

MEDIUM PLUS

THE PROBLEM OF GENDER BIAS

In *Business Spotlight* 2/2020, we explained the basics of how personal pronouns are used in modern English. Here, we look at the issue of gender bias. Traditionally, the pronouns “he”/“him”/“his”/“himself” are used when the gender of the antecedent — the word the pronoun refers to — is not specified. This usage excludes not only women but also people who identify themselves as being gender-nonconforming.

Biased:

- Everybody loves **his** mother.
- A doctor wears gloves to protect **himself** against germs.

ALTERNATIVE FORMULATIONS

Here are some ways you can formulate your sentences to avoid gender bias.

1. Nearly everyone now accepts using “they” and related pronouns to refer to a singular subject:

Biased: A new business owner needs enough money to establish **his** business.

Unbiased: A new business owner needs enough money to establish **their** business.

“They/them” is also used with indefinite (singular) personal pronouns, such as “somebody” and “nobody”:

Biased: **Everybody** has to choose the career that suits **him** best.

Unbiased: **Everybody** has to choose the career that suits **them** best.

2. Change a singular subject to a plural subject:

Biased: It’s really challenging to work for a **perfectionist**, because **he** is never satisfied.

Unbiased: It’s really challenging to work for **perfectionists**, because **they** are never satisfied.

3. Replace the pronoun with “the” or “a”/“an”, or omit the article, if possible, which will often require a change to the plural:

Biased: An investor wants a good return on **his investment**.

Unbiased: An investor wants a good return on **the/an investment**.

Unbiased: An investor wants a good return on **investments**.

4. Some writers use “he or she”, “he/she” or “s/he”:

Biased: A business owner often assumes **he** knows what **his** customers want.

Less biased: A business owner often assumes **he or she** knows what **his or her** customers want.

You may also see a writer use “he” and “she”, etc. in alternating sentences, paragraphs or chapters:

Biased: A leader should reflect on **his** decisions. And a leader should not hire people just like **himself**.

Less biased: A leader should reflect on **his** decisions. And a leader should not hire people just like **herself**.

These two options can be confusing, however. And they still exclude gender-nonconforming people.

5. “One” can be used, but is rather formal sounding. “You” can be used instead, as written language has become less formal:

Biased: A careful researcher has to check **his** data.

Unbiased: To be a careful researcher, **one** has to check **one’s** data.

Unbiased: To be a careful researcher, **you** have to check **your** data.

Personal taste and context will determine which of the above options to use. Note that not every option will work in every case.

Exercise: Using inclusive language

M

Using the formulations above, rewrite this sentence in six different ways to avoid gender bias.

- A good lawyer listens to his clients.

-
-
-
-
-
-



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alternating

[ˈɔːltəneɪtɪŋ]

► (ab)wechselnd

antecedent

[ˌæntɪˈsiːdənt]

► Bezugswort

gender bias

[ˈdʒɛndəˌbaɪəs]

► geschlechtsspezifische Diskriminierung

gender-nonconforming

[ˌdʒɛndəˌnɒnkənˈfɔːmɪŋ]

► sich keinem binären Geschlecht zugehörig fühlend

indefinite

[ɪnˈdɛfənət]

► unbestimmt, allgemein

issue

[ˈɪʃuː]

► Thema; Problem

omit sth.

[əʊˈmɪt]

► etw. weglassen

personal pronoun

[ˌpɜːsnəl ˈprəʊnəʊn]

► Personalpronomen

return (on investment)

[rɪˈtɜːn]

► (Kapital-)Rendite

work

[wɜːk]

► hier: passen

Answers

1. A good lawyer listens to their clients.
2. Good lawyers listen to their clients.
3. A good lawyer listens to clients.
4. A good lawyer listens to his or her clients.
5. To be a good lawyer, one has to listen to one’s clients.
6. To be a good lawyer, you have to listen to your clients.

Exercise: Using inclusive language

Foto: privat

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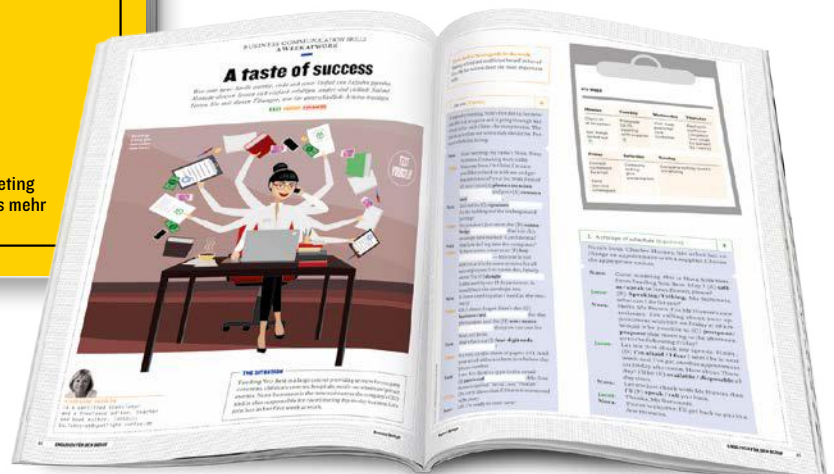
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claiming that Sir Arthur based his character Sherlock Holmes on a woman. You only need a few solid facts and figures from Mrs Twizleton.”

“Then we’ll do the rest,” added Julie.

It was just a short post, but once Julie and Paula started posting and cross-posting the true story behind Sherlock Holmes on social media, the fireworks began. Within a day, a local TV crew had interviewed Felicity. That interview was picked up by the BBC, and by the evening, Sherlock Holmes experts around the world had sprung into action — some to say it was nonsense; some to say that they had always suspected that Holmes was based on a woman.

A senior Conservative politician said Mrs Twizleton had been invented by radical feminists. This motivated feminist historians to start digging up police reports from the 1870s, thus proving the link to Mrs Twizleton’s cases.

Once Julie released the news that the building was being sold to mysterious Russian investors and would be torn down, the internet went ballistic. Very quickly, somebody (it may have been Paula) sent a tweet to the Historical Buildings Association, demanding to know why they weren’t doing something to protect this national treasure. As a result of that tweet, Aiden found himself without a job.

As for Tricia, Felicity heard that she was on the verge of a nervous breakdown.

But the biggest surprise happened two weeks after the story went viral. Felicity was looking out the window of the flat when she saw two expensive cars with darkened windows park outside. Several large men escorted a very well-dressed woman to the door of her building. The bell rang.

“Ms Appleby? My name is Xenia Krysanova of Krysanova Krystals. May I come in?”

Felicity invited the woman in, and the two of them sat at the kitchen table drinking tea.

BUT THE BIGGEST SURPRISE HAPPENED TWO WEEKS AFTER THE STORY WENT VIRAL

But that’s not why I’m thanking you. You see...,” she leaned forward and looked Felicity in the eyes.

“I am a businesswoman. But I am also the chairwoman of Russia’s Sherlock Holmes Society. I am a big fan, and now I have bought the location where all the stories truly took place. I shall make the ground floor a Mrs Twizleton Museum, the first floor a showroom for Krysanova Krystals and the second floor upwards offices!”

“That’s terrific!” Felicity was relieved that Frederick and the others would be safe now.

“Yes, but there’s more. Something strange happened last night. After we signed the papers, I told the directors to leave me alone for a time in the boardroom. They went, and everything was quiet.”

“Yes?”

“I looked down for a moment, and when I looked up again, I found a young man in the room with me.”

“Oh!”

“He told me what you had done to save the building, Ms Appleby. And he suggested that, if I need a curator for the museum I plan, you might be the right person. What do you think? Would you like the job?”

“Oh, yes! Definitely, yes!”

“Good.” They stood up and shook hands. “And by the way, Mr Tumble was quite right about you. You do make a good impression. A very good impression.”

ballistic: go ~
[bə'listɪk] ifml. ▶ aus-rasten; hier: durchdrehen

boardroom ['bɔ:dru:m]
▶ Sitzungszimmer des Vorstands/Aufsichtsrats

chairperson
['tʃeə,pɜ:sən]
▶ Vorsitzende(r)

cross-post sth.
['krɒs pəʊst] ▶ etw. auf unterschiedlichen Plattformen veröffentlichen

dig sth. up [dɪg 'ʌp]
▶ etw. ans Licht befördern

knock sth. down
[,nɒk 'daʊn]
▶ etw. abreißen

link [lɪŋk] ▶ Verbindung

on the verge: be ~ of sth.
[ɒn ðə 'vɜ:dʒ]
▶ kurz vor etw. stehen

pick sth. up [pɪk 'ʌp]
▶ etw. aufgreifen

release sth. [ri'li:z]
▶ etw. veröffentlichen; hier: bekannt geben

senior ['si:nɪə]
▶ hochrangig

suspect sth. [sə'spekt]
▶ etw. vermuten

tear sth. down
[,teə 'daʊn]
▶ etw. abreißen

terrific [tə'rɪfɪk] ifml.
▶ toll, großartig

thus [ðʌs] ▶ dadurch

tweet [twi:t]
▶ Twitternachricht

viral: go ~ ['vaɪrəl]
▶ sich rasant (im Netz) verbreiten

Exercise: Reading comprehension



How well did you understand our short story? Here are some questions you might want to answer.

A. Why is Mrs Twizleton annoyed about the Sherlock Holmes stories?

B. How did Julie and Paula use social media to solve Felicity’s problems?

C. What job will Felicity have in future?

Answers

A. Because they were based on her cases, but she wasn't given any credit for them. **B.** They posted facts about how Sherlock Holmes was based on a woman. The people on social media then pressured the Historical Buildings Association to protect the building. **C.** She will be the curator of the new Mrs Twizleton Museum.

The Impressions (6)

Nimmt alles doch noch ein gutes Ende? Plötzlich überstürzen sich die Ereignisse, und der letzte Teil der Geschichte endet für unsere Heldin so, wie alles begonnen hat: mit dem guten Eindruck, den sie macht. Von JAMES SCHOFIELD

MEDIUM AUDIO



JAMES SCHOFIELD is the co-author of the *Double Dealing* series. You can find more of his stories and his blog at <http://jrtschofield.blogspot.de>

“This,” said Mrs Twizleton crossly, “is a cheek! Listen: ‘...when you have eliminated the impossible, whatever remains, however improbable, must be the truth.’ That is the word-for-word advice that I gave young Arthur Doyle in a letter. And now he’s gone and given that line to some fictional detective called Sherlock Holmes.”

Mrs Twizleton and Frederick were accompanying Felicity home on the bus after she had been fired from the bank. Felicity was telling them about the events that led to her being fired.

“Mr Duchenny from the Historical Buildings Association told us you applied to have the building listed to stop the Russians from buying it,” Felicity’s boss Tricia had said in a shocked voice. “But Mr Duchenny said he wasn’t in favour of standing in the way of progress, so Mr Ripov is taking him out to dinner to straighten things out...”

“Bribe him, you mean!” huffed Felicity.

“How dare you...”

It had been a very unpleasant scene.

Mrs Twizleton was having great difficulty concentrating on Felicity. She had begun paging through a collection of Sherlock Holmes stories that were in her bag.

“Mrs Twizleton,” said Frederick a little impatiently, “we should be thinking of Felicity and what to do

**“I DIDN’T
REALIZE HE
WAS STEALING
MY STORIES”**

next rather than reading detective stories.”

“But I knew Arthur Doyle,” complained Mrs Twizleton. “I knew he was a writer, but I didn’t realize he was stealing my stories and turning them into the

adventures of a male detective. And with no credit to me! That’s very unfair.”

“Wait a minute,” interrupted Felicity. “You knew Sir Arthur Conan Doyle? Author of the Sherlock Holmes detective stories?”

“We told you that before — weren’t you listening? He was my doctor for a short time when he lived in London. Afterwards, he was always writing to ask me about my detective investigations. Now, I know why.”

“And these investigations of yours, they’re the same as the ones in the book?”

“Well, I don’t know about all of them, but...,” she looked through the pages. “Here, this one: ‘The Blue Carbuncle’. It’s the one about the diamond hidden in the goose — 100 per cent my case. Except it was a sapphire, not a diamond.”

“Hm,” said Felicity slowly. “So, we could honestly say the building has a connection to a famous historical figure.”

“But Sherlock Holmes is fiction, not history,” said Frederick.

“I’m not talking about Holmes. I’m talking about Mrs Twizleton! The real-life female model for English literature’s greatest detective!”

It was difficult for Felicity to remember the exact sequence of events that followed. Everything happened so fast. But she would never forget that it was Julie and Paula who managed to put her idea into action. As they were both working for a social media company at the time, their advice and help was gold.

“First of all, we create some controversy,” said Paula. “You’ve got to write an Instagram post

apply (to do sth.)

[əˈplai]
• einen Antrag stellen (damit etw. getan wird)

bribe sb. [braɪb]

• jmdn. bestechen

carbuncle

[ˈkɑːbʌŋkəl]
• Karfunkel

cheek [tʃiːk] UK *ifml.*

• hier: Frechheit

controversy

[ˈkɒntrəvɜːsi]
• Meinungsstreit

credit [ˈkredit]

• hier: Danksagung, Namensnennung

crossly [ˈkrɒsli]

• sauer, verärgert

how dare you

[ˌhaʊ ˈdeə juː]
• was fällt dir/Ihnen ein

huff [hʌf]

• (wütend) schnauben

line [laɪn]

• hier: Spruch

listed: have (a building) ~

[ˈlɪstɪd] • hier: (ein Gebäude) als historisches Denkmal eintragen lassen

page through sth.

[ˌpeɪdʒ ˈθruː]
• in etw. (herum)blättern

sapphire [ˈsæfɪəɹ]

• Saphir

straighten sth. out

[ˌstreɪtən ˈaʊt]
• etw. klären

Visualization

Fortschrittliche Visualisierungstechniken bringen abstrakte Daten und Zusammenhänge in eine visuell erfassbare Form und machen Unsichtbares sichtbar. Wichtige Begriffe zu diesem Thema finden Sie auf diesen beiden Seiten.

ADVANCED

Although we may not realize it, visualization technology is all around us. It influences, eases and enhances many aspects of our everyday lives. These days, we take for granted the constantly increasing number of applications that visualization has in business, science, education, engineering, medicine, gaming, movies, analytics, town planning, security, crime scene and facial reconstruction, and so on.

Visualization enables us to see the unseen — atoms and molecules, weather patterns and bone density, for example. It allows us to move through virtual worlds in real time. It can highlight the potential effects of major events and road closures, and it is an integral part of many software programs we use every day, such as Microsoft Word and Excel.

In today's world of "big data", we use visualization tools and technologies to analyse massive amounts of information. These analyses help us to make important and complicated data-driven decisions.

Product visualization algorithms play an important part in modern-day manufacturing. They are used to test the feasibility of new products and designs and to optimize production and marketing processes. In the automotive industry, for example, a virtual wind tunnel can visualize air flow and turbulence to test the aerodynamics of a new car, thus enabling manufacturers to improve their designs before the expensive manufacturing process begins.

Visualization enables us to do exciting and informative things — interactive explanations and animations have made museums a lot more interesting. We can walk among dinosaurs, see what our ancestors looked like, watch what happens inside a volcano and observe how environmental changes are likely to impact our future.

Most visualization algorithms are created in the few universities that have the necessary powerful hardware and intellectual know-how. Developers decide how best to extract abstract data, change its parameters and turn it into something

non-visualization experts are able to see and comprehend. The results may take the form of interactive 3D data, images, videos or time-based simulations that provide the end user with easy access to information they would not be able to see or use without visualization. For interactive visualizations, the developers' goal is to produce an application that can be used in real time. This means that the application has to be rendered at 30 to 60 frames per second. Universities also produce open-source algorithms that form the basis of visualization applications used in business.

The gaming industry is one of the few industries that employs its own engine developers. Their job is to develop visualization tools and software that are then used by artists to create photorealistic scenes with lighting and shadows computed to look as accurate as the current technology allows. They also create lifelike character animation for games.

Exercise: Visualization collocations



Use the words below to complete the collocations with the word "visual".

aids | arts | dictionary | perception | warnings

- A visual _____ is a book or app that uses pictures to show the meaning of words.
- The visual _____ include painting, drawing, sculpture, photography, filmmaking and architecture.
- Visual _____ is the brain's ability to make sense of what the eyes see.
- Visual _____ include graphs and video clips that are used in a presentation.
- Visual _____ such as lights and signs can reduce accidents in the workplace.

ancestor ['ænsəstə]
► Vorfahr(in)

comprehend sth.
[,kɒmpri'hend]
► etw. verstehen

density ['densəti]
► Dichte

ease sth. [i:z]
► etw. erleichtern

engine ['endʒɪn]
► hier: Steuerelement zur visuellen Darstellung

engineering
[,endʒɪ'nɪərɪŋ]
► Technik

enhance sth. [ɪn'hɑ:ns]
► etw. verbessern

extract sth. [ɪk'strækt]
► etw. gewinnen

feasibility [fɪzə'bɪləti]
► Realisierbarkeit, Umsetzbarkeit

frame [freɪm]
► hier: Einzelbild, Frame

pattern ['pætərn]
► Muster

render sth. ['rendə]
► etw. erbringen;
hier: (Bilder aus Rohdaten) rendern

take sth. for granted
[,teɪk fə 'grɑ:ntɪd]
► etw. als selbstverständlich erachten

thus [ðʌs]
► auf diese Weise

Answers

- Exercise: Visualization collocations**
- A.** dictionary
B. arts
C. perception
D. aids
E. warnings



KAREN RICHARDSON is an ELT materials author and business English trainer. She writes lesson plans for Macmillan's www.onestopenglish.com and for *Business Spotlight*.



FOR MORE INFORMATION

WEBSITES
The IEEE Computer Society is the world's largest technical professional organization for the advancement of computer science and technology: www.computer.org

Association for Computing Machinery's Special Interest Group on Computer Graphics and Interactive Techniques: www.siggraph.org

Eurographics & Eurovis visualization conferences in May 2020 in Sweden: <https://conferences.eg.org/egev20>

Crytek, an independent video game developer, publisher and technology provider based in Frankfurt: www.crytek.com

Information about the US gaming industry: <https://builtin.com/media-gaming/gaming-companies>



You can practise your vocabulary at www.business-spotlight.de/vocabulary



Visualization: our eyes are the gateway to our imagination

Useful vocabulary

Expand your vocabulary with these terms relating to visualization.

PEOPLE

developer

[di'veləpə] → Entwickler(in)

programmer

['prəʊgræmə] → Programmierer(in)

TOOLS

algorithm

['ælgə,rɪðəm] → Algorithmus

programming language

['prəʊgræmɪŋ ,læŋgwɪdʒ] → Programmiersprache

visual material

[,vɪʒuəl mə'tɪəriəl] → Bildmaterial

VISUAL OUTPUT

chart

[tʃɑ:t] → Chart, Tabelle

graph

[grɑ:f] → grafische Darstellung

graphic

['græfɪk] → Grafik

image

['ɪmɪdʒ] → Bild, Abbildung

map

[mæp] → Karte

simulation

[,sɪmjʊ'leɪʃən] → Simulation

technical drawing

[,teknɪkəl 'drɔ:ɪŋ] → technische Zeichnung

visual aids

[,vɪʒuəl 'eɪdz] → Anschauungsmaterial, visuelle Hilfsmittel

visual warning

[,vɪʒuəl 'wɔ:nɪŋ] → Warnzeichen, visuelle Warnung

APPLICATIONS

analysis

[ə'næləsɪs] → Analyse

animation

[,æni'meɪʃən] → Animation

application

[,æplɪ'keɪʃən] → Anwendung

data mining

['deɪtə ,maɪnɪŋ] → Data-Mining, Datengewinnung

image synthesis

['ɪmɪdʒ ,sɪnθəsɪs] → Bildsynthese

photorealism

[,fəʊtəʊ'rɪəlɪzəm] → Fotorealismus

statistics

[stə'tɪstɪks] → Statistiken

visualization

[,vɪʒuələ'zeɪʃən] → Visualisierung

OTHER NOUNS

human interaction

[,hju:mən ,ɪntər'ækʃən] → menschliche Interaktion

outlier

['aʊtɪlər] → Ausreißer

pattern

['pætə:n] → Muster

real time

[,rɪəl 'taɪm] → Echtzeit

spatial data

[,speɪʃl 'deɪtə] → räumliche Daten

structure

['strʌktʃə] → Struktur, Aufbau

tool

[tu:l] → Werkzeug, Mittel

visual arts

[,vɪʒuəl 'ɑ:ts] → bildende/visuelle Künste

visual perception

[,vɪʒuəl pə'sepʃən] → visuelle Wahrnehmung

ADJECTIVES

abstract

['æbstrækt] → abstrakt

concrete

['kɒŋkri:t] → konkret, greifbar

digitally constructed

[,dɪdʒɪtəli kən'strʌktɪd] → digital konstruiert

model-based

['mɒdəl beɪst] → modellgestützt, modellbasiert

VERBS

abstract sth.

[æb'strækt] → etw. abstrahieren

analyse sth.

['ænəlaɪz] → etw. analysieren

apply sth.

[ə'plai] → etw. anwenden

clarify sth.

['klærəfaɪ] → etw. darlegen, verdeutlichen

code sth.

[kəʊd] → etw. kodieren

create sth.

[kri'eɪt] → etw. erstellen

interact with sth.

[,ɪntər'ækt wɪð] → mit etw. interagieren

manipulate sth.

[mæ'nɪpjuleɪt] → etw. manipulieren

mine (data)

[maɪn] → (Daten) gewinnen

render

['rendə] → rendern (Bilder aus Rohdaten erzeugen)

represent sth.

[,reprɪ'zent] → etw. darstellen, abbilden

select sth.

[sə'lekt] → etw. auswählen

simulate sth.

['sɪmjuleɪt] → etw. simulieren, nachbilden

transfer sth.

[træns'fɜ:z] → etw. übertragen

transform sth.

[træns'fɔ:m] → etw. umsetzen, umbilden

visualize sth.

['vɪʒuəlaɪz] → etw. visualisieren, sichtbar machen

Preparing for a formal occasion

Die kurzfristige Einladung zu einem offiziellen Anlass verlangt Spontaneität.
KEN TAYLOR hilft Ihnen bei den Vorbereitungen.

MEDIUM AUDIO PLUS



The invitation

The CEO: When do you and your husband go back to Hamburg, Mrs Wendling?

Jackie: Wednesday next week.

The CEO: Next week? Then you must both come to the awards gala on Saturday. Our company has a couple of free places.

Jackie: That's very kind of you, but I'm not really part of the company.

The CEO: You're a trusted consultant. And it would be a chance for you to network with some of the top people in our business.

Jackie: Well, if you are sure it would be OK...

The CEO: I won't take no for an answer. When we've finished here, speak to Karen, my assistant. She has all the information.

Jackie: Where will it be held?

The CEO: In the Grand Hotel in the city centre.

Jackie: I must admit, it does sound interesting. I look forward to it.

Discussing what to do

Wolfgang: So, Mr Green twisted your arm about going on Saturday, did he?

Jackie: Yes, he did. He was rather persuasive!

Wolfgang: I can imagine. And you say it's a black-tie event? What on earth do we wear? I've only got my grey lounge suit with me.

Jackie: I haven't got anything formal to wear either.

Wolfgang: I'll ask our hotel conciierge about where we can hire clothes.

Jackie: Would you please also ask if they can recommend a good hairdresser?

Wolfgang: The hotel has a lady's stylist in the lobby. Call down and make an appointment.

Jackie: I'll do that. You find out about dress hire.

Hiring the dress

Jackie: I need to hire an evening dress for the weekend.

Assistant: Certainly, madam. Let me first take your measurements, and then we can see what we have in stock in your size. What sort of dress are you looking for?

Jackie: It's a black-tie event at the Grand Hotel. I'm not sure what I should wear.

Assistant: You could wear a cocktail dress or a pant-suit, but a floor-length gown might be more appropriate.

Jackie: I don't want anything strapless or off-the-shoulder.

Assistant: Have you thought about the colour?

Jackie: I don't often have the chance to dress up. I'd like something quite special.

Assistant: We do have a range of designer gowns.

Jackie: Well, we could have a look, but I also have to be conscious of the price.

Hiring the suit

Wolfgang: My name is Wendling. I rang you this morning about my hiring a dinner suit for Saturday. I have a fitting appointment at two o'clock.

Assistant: Mr Wendling? Ah, yes, we were expecting you. I'll need to take your measurements, but I'm sure we can find something that will suit you.

Wolfgang: I really hope so.

Assistant: Once I've taken your measurements, you can decide which style of dinner suit you prefer.

Wolfgang: Do you have many styles to choose from?

Assistant: Indeed, we do, sir. We can offer several different own-brand suit styles, or you could choose from the more expensive range of designer label suits.

Wolfgang: When would I be able to pick it up?

Assistant: On Friday morning.

Wolfgang: Perfect. Thank you.



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appropriate

[ə'prəʊpɪət]
▶ passend

black tie

[,blæk 'taɪ]
▶ Abendgarderobe

CEO (chief executive officer)

[,si: i: 'əʊ]
▶ Geschäftsführer(in)

conciierge

['kɒnsi:ɜːʒ]
▶ Rezeptionist(in)

dinner suit

['dɪnə su:t]
▶ Abendanzug

dress up

[,dres 'ʌp]
▶ sich festlich kleiden

fitting

['fɪtɪŋ]
▶ Anprobe

floor-length gown

[,flɔː leŋθ 'gaʊn]
▶ bodenlanges Kleid

in stock: have sth. ~

[ɪn 'stɒk]
▶ etw. vorrätig/auf Lager haben

look forward to sth.

[,lʊk 'fɔːwəd tuː]
▶ sich auf etw. freuen

lounge suit

['laʊndʒ su:t] UK
▶ Straßenanzug

off-the-shoulder

[,ɒf ðə 'ʃəʊldə]
▶ schulterfrei

own brand

[,əʊn 'brænd]
▶ Eigen-, Hausmarke

pantsuit

['pænts su:t]
▶ (Damen-)Hosenanzug

strapless

['stræpləs]
▶ ohne Träger

take no for an answer: not ~

[teɪk ,nəʊ fər ən 'ɑːnsə]
▶ ein Nein (als Antwort) nicht akzeptieren / gelten lassen

twist sb.'s arm

[,twɪst ,sʌmbədɪz 'ɑːrɪm]
▶ jmdn. überreden



Listen and learn!

You can download an MP3 file of this Key Words list from our website: www.business-spotlight.de/downloads



A PDF of these key words as well as a complete vocabulary list (English–German) for each magazine is available at www.business-spotlight.de/words

Vocabulary trainer

Use our Key Words list to learn vocabulary from the current Business Spotlight. The definitions will help you understand the words — and build your vocabulary.

NOUNS AND NOUN PHRASES

decisiveness	the ability to take decisions quickly	Entschlusskraft
disgrace	shame	Schande
exit interview	a final meeting between an employer and an employee who is leaving their job	Gespräch beim Ausscheiden eines Mitarbeiters / einer Mitarbeiterin
grooming	the practice of taking care of your body and physical appearance	Körperpflege
no-brainer <i>ifml.</i>	something (such as a decision or conclusion) that requires little or no mental effort	etwas, worüber man nicht lange nachdenken muss
sanitizer dispenser	a device that emits a cleaning liquid that kills the bacteria on your hands	Handdesinfektions(mittel)spender
trading floor	the place in a stock exchange where shares are bought and sold	Börsenparkett

VERBS AND VERB PHRASES

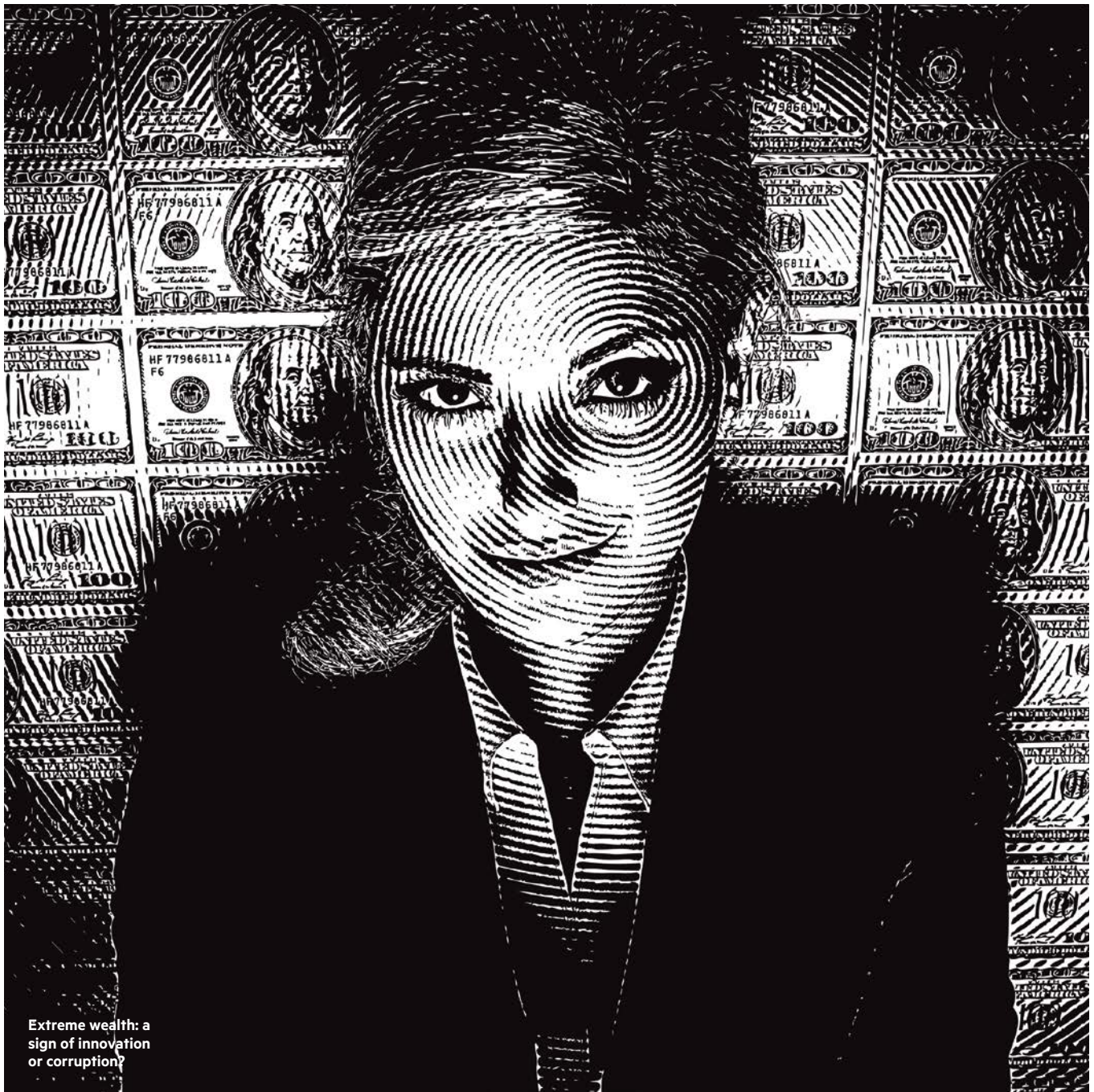
ease sth.	to make something less painful or unpleasant	etw. erleichtern
get sth. across	to make someone understand something (such as a message or an idea)	etw. rüberbringen, vermitteln
induce sth.	to cause something	etw. herbeiführen
page through sth.	to turn the pages of something (such as a book or magazine) randomly	in etw. (herum)blättern
straighten sth. out	to clarify something	etw. klären
survey sb.	to ask someone questions in order to find out their opinions	jmdn. befragen
vacillate	to hesitate to take a decision or to keep changing your mind	schwanken, unentschlossen sein

ADJECTIVES

customary	usual or typical	üblich
exasperated	very annoyed and bothered	entnervt
fraudulent	dishonest and intended to deceive	betrügerisch
fictitious	not real	fiktiv
hilarious	extremely funny	höchst amüsant, urkomisch
spotless	perfectly clean	makellos
unkempt	not combed or looked after (in reference to someone's hair)	ungekämmt, zersaust

IDIOMS AND EXPRESSIONS

be on the verge of sth.	to be very close to something happening	kurz vor etw. stehen
carrot and stick	an approach that rewards someone for some actions and punishes them for others	Zuckerbrot und Peitsche
go unheard	not to be listened to	ungehört bleiben
have sth. in stock	to have something available	etw. vorrätig / auf Lager haben
jump to a conclusion	to make a quick judgement without having all the evidence or the necessary facts	zu einem vorschnellen Entschluss kommen
not take no for an answer	not to accept someone's rejection of an offer you make	ein Nein (als Antwort) nicht akzeptieren / gelten lassen
take sth. for granted	to consider something to be true	etw. als selbstverständlich erachten
twist sb.'s arm <i>ifml.</i>	to persuade someone (to do something) they are reluctant to do	jmdn. überreden



Extreme wealth: a sign of innovation or corruption?

DEBATE
HEAD-TO-HEAD

Should there be billionaires?

Die Zahl der Milliardäre hat sich in den letzten zehn Jahren fast verdoppelt, und knapp dreißig Einzelpersonen besitzen so viel wie die ärmsten fast vier Milliarden Menschen. Zeugt extremer Reichtum von einer prosperierenden Wirtschaft oder eher von starker Ungleichheit? JULIAN EARWAKER gibt beide Aspekte wieder.

ADVANCED AUDIO

“Billionaires are often a healthy sign of innovation and wealth creation”

R. James Breiding



PROFESSOR DOCTOR R. JAMES BREIDING is a fellow at Harvard University, the founder of Naissance Capital and an author (<https://profilebooks.com/r-james-breiding.html>)

It is easy to **bash** billionaires these days, but they are often a healthy sign of innovation and wealth creation. While billionaires certainly enrich themselves, they benefit the rest of society by generating jobs, creating wealth for others and paying taxes. Fairer models of taxation are probably required,

but governments **persist in** using income as a **crude** (and easily manipulated) basis for calculating tax.

Billionaires are often philanthropists, too, making valuable contributions to education, culture and the arts, the environment and social services initiatives.

Recent research shows that companies run by billionaires do better on the **stock market**. This is no surprise — studies show **consistently** superior performance when companies are owned by **vigilant** and long-term shareholders, regardless of their wealth. Billionaires tend to fit into this category. As owners with “**skin in the game**”, they are often more conscientious.

The real inefficiency in investment and **asset allocation** comes from corporations that don't have engaged owners. Governments can have difficulty killing misguided projects, while widely owned corporations tend to have **executive pay** structures that discourage long-term investment, **starve** research and prefer short-term **pay-offs**.

Super-rich individuals can afford to be more speculative, undertaking initiatives outside the **boundaries** of conventional **funding**. They are more often a healthy sign of creativity and success than an example of policy failure.

Societies with more substantive and long-term ownership also tend to **preserve** the value of their national industrial treasures and pass them on more responsibly — such as in Denmark, Japan, the Netherlands, Sweden and Switzerland. The age of their most valuable companies often exceeds 100 years. Sweden and Switzerland are egalitarian, but still manage to generate opportunities for exceptional wealth creation: think of the Kamprads (IKEA). They demonstrate that the treasures billionaires create last longer and are shared over several generations.

asset allocation

['æset ælə,keɪʃən]
• Vermögensallokation, -aufteilung

bash sb.

[bæʃ] jfml.
• jmdn. scharf kritisieren

boundary

['baʊndəri]
• Grenze; hier: Bereich

conscientious

[,kɒnʃi'entʃəs]
• gewissenhaft

consistently

[kən'sɪstəntli]
• durchweg

cronyism

['krəʊnɪ,ɪzəm]
• Vetternwirtschaft

crude

[kru:d] ▶ grob

executive pay

[ɪg'zekjʊtɪv peɪ]
• Managervergütung

fellow

['feləʊ]
• etwa: Akademiemitglied

funding

['fʌndɪŋ]
• Finanzierung

gainfully

['geɪnfʊli]
• gewinnbringend; hier: durch Erwerbstätigkeit

inheritance

[ɪn'herɪtəns]
• Erbschaft(en)

pay-off

['peɪ ɒf]
• Auszahlung

“There's a strong link between billionaire wealth and cronyism or corruption”

Max Lawson



MAX LAWSON is head of inequality policy at Oxfam International (<https://policy-practice.oxfam.org.uk/blog/author/max-lawson>)

Periods of economic instability tend to be accompanied by an explosion of extreme wealth among only a few people. Today's billionaires symbolize a failing economic system that is **unduly** rewarding those at the top. It means there's a lot less money to be spread around, less demand in the economy and

money wasting away in Swiss bank accounts instead of being spent by ordinary people on things that keep the economy going.

Any economic benefit from billionaires' wealth assumes it has been **gainfully** earned. According to *Forbes*, about a third of billionaires' wealth is from **inheritance**. There is a strong link between billionaire wealth and **cronyism** or corruption. You don't become a billionaire without some level of connection to government contracts.

Supply chains have been **relentlessly** under pressure in our global economy in recent decades. In Myanmar, for example, workers are paid \$3 or \$4 (about €2.80 or €3.70) a day to produce clothes for firms like Zara. Zara is owned by Amancio Ortega, one of the richest men in the world.

It would be difficult to find any billionaire who has not gained their wealth either from **suppression** of labour, exploitation, corruption or through inheritance from their parents.

Billionaires have influenced the collapse in taxation of the richest of corporations in the past 20 to 30 years. The super-rich benefit the most from cuts in corporate tax. Corporations have shareholders, and the majority of billionaire wealth is in the form of stocks and shares. Cuts in taxation link directly to lobbying.

So, if you're worried about democracy, you should be worried about billionaires. Alongside promoting politics of self-interest, some billionaires are also engaged in concentration of ownership of the media and manipulation of national stories and elections. You can make a lot of money by taxing extreme wealth, but redistribution is too big a job for the tax system. Billionaires are going to fight hard not to be taxed. **Ultimately**, whatever tax can be raised means government would have more revenue to invest in things like healthcare. In any useful economy that treats people fairly, there wouldn't be any billionaires.

persist in sth.

[pə'sɪst ɪn]
• an etw. festhalten

preserve sth.

[prɪ'zɜ:v]
• etw. bewahren

relentlessly

[rɪ'lentləsli]
• unerbittlich

skin in the game: with ~

[ˈskɪn ɪn ðə ,geɪm]
• hier: mit direkter Beteiligung am Erfolg/Misserfolg

starve sth.

[stɑ:v]
• etw. verhungern lassen; hier: für etw. zu wenig Mittel bereitstellen

stock market

['stɒk ,mɑ:kɪt]
• Aktienmarkt

supply chain

[sə'plai tʃeɪn]
• Lieferkette

suppression

[sə'preʃən]
• Unterdrückung

ultimately

['ʌltɪmətli]
• letztendlich

unduly

[ʌn'dju:li]
• unangemessen(erweise)

vigilant

['vɪdʒələnt]
• wachsam

A HELPING HAND

Schulkindern und deren Eltern, Auszubildenden und Studierenden und nicht zuletzt Arbeitnehmern kann ein Mentor eine große Hilfe sein. STEVE FLINDERS führt aus, was man unter Mentoring versteht, wie man es erfolgreich anwendet und welcher Nutzen sich daraus ziehen lässt.

ADVANCED

I've always felt grateful to John Sutton, my history and politics teacher at school. He took no notice of my mixed reputation and made no open judgement about my rebellious attitudes. Instead, he accepted me as I was. He seemed to respect and believe in something that the other teachers didn't see. He gave me advice about higher education and introduced me to his former professor. It worked. I settled into my studies and got a place at the university I wanted to go to.

Decades later, I bumped into John Sutton and told him how important he had been. He remembered me but seemed to have no idea of how much he'd done. His mentoring skills came quite naturally and intuitively. He must have helped many others in the same way.

Most of us have had a mentor — a parent, a teacher, a family friend, a manager — even if we didn't specifically label the person as such. Such people are referred to as “informal mentors”. Some of us have had several mentors at different stages in our lives, helping us to deal with different situations.

This article provides a simple guide to mentoring and to what mentors and mentees do. It also provides guidelines on setting up a mentoring programme. Above all, it shows why mentoring is so important.

The history of mentoring

Many books and articles on mentoring tell us that the first mentor was Mentor, the character in Homer's *Odyssey* who gives advice to Telemachus, son of Odysseus, while his father is trying to get home from the Trojan War. In fact, it was the goddess Athena who disguised herself as Mentor so she could help Telemachus understand what he needed to do.

This ambiguity is perhaps symptomatic of the lack of clarity about what mentoring is.

Fast-forward more than two and a half millennia, to the emergence in the United States of modern mentoring in a business context. In his book *Everyone Needs a Mentor*, David Clutterbuck, a British writer and leading thinker about mentoring, traces the evolution of mentoring from what he calls “sponsorship mentoring” or “transactional mentoring” in the 1970s to the emergence of “developmental mentoring” or “Second Wave mentoring”.

Initially, sponsorship mentoring dominated the management development culture of American corporations and involved mainly white male managers. Sponsorship mentoring is the type that many people may recognize, where an older, more senior, more experienced manager in the same company or the same sector provides a younger protégé with advice and guidance about their future career.

Since then, a Second Wave of mentoring has become more inclusive, no longer involving just potential high-flyers and quite senior managers. Programmes have been created to benefit specific groups of people in the workplace, for example women, the disabled, and members of ethnic minorities and of the LGBT community. Some companies have formalized the distinction between these two types of mentoring by running both a sponsorship mentoring programme to support, for example, the development of a senior management team, and a development mentoring programme to manage, for

ambiguity [ˌæmbɪˈɡjuːəti]
• Mehrdeutigkeit

bump into sb.
[ˌbʌmp ˈɪntu]
• jmdn. zufällig treffen

clarity [ˈklærəti]
• Klarheit

disabled: the ~ [dɪsˈeɪbld]
• Behinderte

disguise oneself
[dɪsˈɡaɪz wʌn, self]
• sich verkleiden

distinction
[dɪˈstɪŋkʃən]
• Unterschied

emergence [ɪˈmɜːdʒəns]
• Entstehung, Aufkommen

fast-forward... to...
[ˌfɑːst ˈfɔːwəd tu]
• spulen wir ... vor bis zu ...

high-flyer [ˌhaɪ ˈflaɪə]
• Überflieger(in); hier: vielversprechende(r) Mitarbeiter(in)

label sb. as... [ˈleɪbəl æz]
• jmdn. als ... bezeichnen

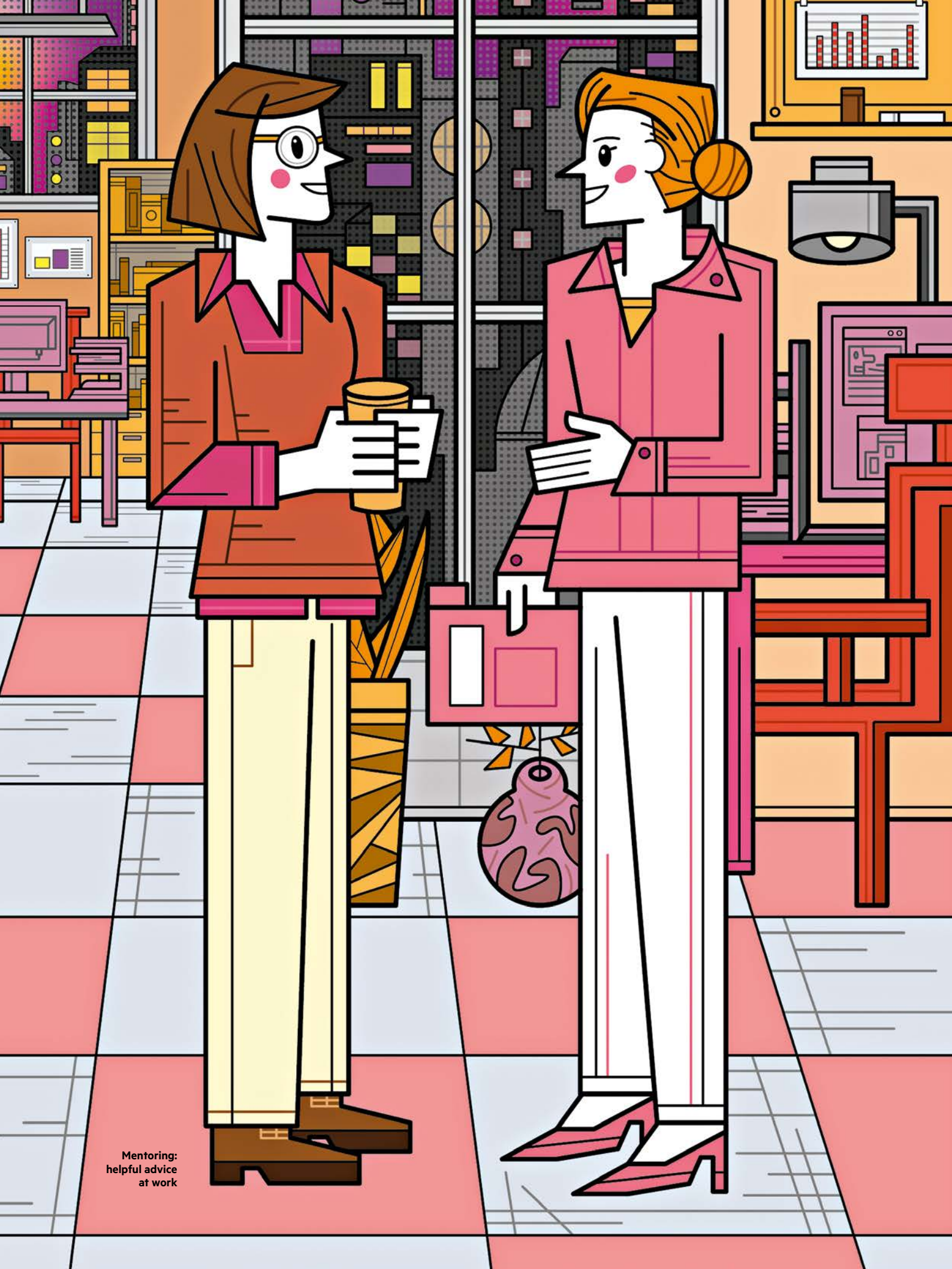
mentee [ˌmenˈtiː]
• Mentee, von einem Mentor / einer Mentorin betreute Person

protégé [ˈprɒtəʒeɪ]
• Schützling

senior [ˈsiːniə]
• leitend; dienstältere(r,s)

settle into one's studies
[ˌsetl ɪntu wʌnz ˈstʌdiz]
• hier: sich auf seine Aufgaben konzentrieren

trace sth. [treɪs]
• etw. zurückverfolgen



Mentoring:
helpful advice
at work

example, the development of diversity across the organization.

Mentoring has also spread out far beyond the workplace and into the community, where young people, the unemployed and many other groups are supported in this way (see the section on community mentoring on page 72).

What exactly is mentoring?

Mentoring is an umbrella term and covers such a wide variety of practices that providing a clear definition is difficult. *The Nestlé Prepared Foods Company Mentoring Manual* defines mentoring as “a process by which an individual (the mentee) strives to achieve development goals under the guidance of another individual with special expertise, experience or perspective (the mentor)”. This is simple and clear, but it does suggest a rather one-way relationship between mentor and mentee.

Going deeper, Julie Starr in *The Mentoring Manual* says: “Mentoring is a distinct relationship where one person (the mentor) supports the learning, development and progress of another person (the mentee). A mentor provides support by offering information, advice and assistance in a way that empowers the mentee.”

In their book *Mentoring in Action: A Practical Guide for Managers*, David Megginson and David Clutterbuck widen the context: “Off-line help by one person to another in making significant transitions in knowledge, work or thinking,” where “off-line” contrasts with the “online” role of the line manager. Leaving school, starting full-time work, becoming a manager, having a baby, leaving prison, starting a business and retiring are just a few examples of the “significant transitions” that people can be mentored through today.

Modern mentoring relationships are usually characterized as follows:

- Mutual learning lies at the heart of the relationship.
- The relationship and the communication are two-way. It’s a partnership.
- Both mentor and mentee derive important benefits from the relationship, including learning.
- The nature of the mentoring is determined above all by the objectives and the situation of the mentee.

One learning relationship among many

Throughout history, we have had heroes and followers, gurus and disciples, elders and novices, masters and apprentices, tutors and pupils, and other kinds of role model and sponsor. A mentoring relationship will inevitably contain elements of some of these and other types of relationship.

The most common overlap in the world of work is with coaching (see *Business Spotlight 2/2019*).

COACHING AND MENTORING: WHAT’S THE DIFFERENCE?

Coaches and coaching	Mentors and mentoring
<ul style="list-style-type: none"> • Coaches are often paid 	<ul style="list-style-type: none"> • Mentors are seldom paid
<ul style="list-style-type: none"> • Coaches can be full-time 	<ul style="list-style-type: none"> • Mentors are usually part-time
<ul style="list-style-type: none"> • Coaches have coaching knowledge and experience 	<ul style="list-style-type: none"> • Mentors are people with experience in the area in which the mentee wishes to develop
<ul style="list-style-type: none"> • Qualifications are expected and desirable 	<ul style="list-style-type: none"> • Qualifications are not usually expected
<ul style="list-style-type: none"> • Coaching supports the <u>resolution</u> of more short-term, more specific issues: is more action-oriented 	<ul style="list-style-type: none"> • Mentoring supports the examination of longer-term, more general issues: is more reflective
<ul style="list-style-type: none"> • Coaching is focused on tasks and immediate goals 	<ul style="list-style-type: none"> • Mentoring is more focused on potential, and on professional and personal development
<ul style="list-style-type: none"> • Coaches are less ready to give advice and are more intent on encouraging the coachee to find solutions 	<ul style="list-style-type: none"> • Mentors are intent on encouraging the mentee to find solutions but more ready to give advice based on their own experience
<ul style="list-style-type: none"> • Meetings are likely to be more frequent — once a week or month 	<ul style="list-style-type: none"> • Meetings are likely to be less frequent — every month or two

Mentoring and coaching have a number of aspects in common, although they are also distinct enough for organizations to run separate programmes. In the box above are some of the distinguishing characteristics of each.

Choosing a mentor

In the workplace, your mentor should not normally be your line manager, unless you have a particularly strong and positive relationship. Your line manager has authority over you and it may be difficult to step back from your normal roles and reflect in a more leisurely and general way on your longer-term direction and aspirations.

If your organization has a mentoring programme, this will help you find a mentor. If not, then you are free to choose. Think of someone in the organization, or someone with experience in the same field, who you look up to and ask them. Be ambitious. If they are unfamiliar with mentoring, then you will need to explain what you mean. The worst thing that can happen is that the person says no. But busy managers will often say yes — it’s interesting, challenging and flattering to be asked to mentor someone.

apprentice [ə'prentɪs]
 ▶ Lehrling, Auszubildende(r)

aspiration
 [ˌæspə'reɪʃən]
 ▶ Ambition, Bestrebung

derive benefits from sth.
 [dɪˌraɪv 'benɪfɪts frɒm]
 ▶ aus etw. Nutzen ziehen

disciple [dɪ'saɪpl̩]
 ▶ Anhänger(in)

distinct [dɪ'stɪŋkt]
 ▶ klar, spezifisch

elder ['eldə] ▶ Älteste(r)

empower sb. [ɪm'paʊə]
 ▶ jmdn. stärken

expertise
 [ˌɛkspɜ:'ti:z]
 ▶ Sachkompetenz

flattering
 ['flætərɪŋ]
 ▶ schmeichelhaft

inevitably
 [ɪn'evɪtəblɪ]
 ▶ zwangsläufig

leisurely ['leɪʒəli]
 ▶ geruhsam; hier: entspannt

line manager
 ['laɪn ˌmænɪdʒə] UK
 ▶ direkte(r) Vorgesetzte(r)

manual ['mænjuəl]
 ▶ Leitfaden

mutual ['mju:tʃuəl]
 ▶ gegenseitig

novice ['nɒvɪs]
 ▶ Novize/Novizin; hier: junger Mensch, Anfänger(in)

objective
 [əb'dʒektɪv]
 ▶ Ziel(setzung)

off-line [ɒf 'laɪn]
 ▶ hier: außerhalb der offiziellen Kommunikationswege

overlap [ˌəʊvəlæp]
 ▶ Überschneidung

resolution [ˌrezə'lju:ʃən]
 ▶ Lösung

strive to do sth.
 [ˌstraɪv tə 'du:]
 ▶ bestrebt sein, etw. zu tun

suggest sth. [sə'dʒest]
 ▶ hier: auf etw. schließen lassen

umbrella term
 [ʌm'brelə tɜ:m]
 ▶ Oberbegriff



Informality:
a key ingredient

The mentoring process

You and your mentor need to build a relationship. So, if you don't know each other, you should spend your first meeting finding out about each other and discussing your objectives. Indeed, your objectives should influence both who you choose as a mentor and how long the mentoring will last. You and your mentor need to understand that mentoring requires trust and openness and that you must both respect the confidentiality of whatever is discussed.

You need to be clear about why you want to be mentored and how you think your mentor can help you. In their book *One Minute Mentoring*, Ken Blanchard and Claire Diaz-Ortiz recommend that the two of you agree on a clear mission statement. Keeping a diary could also be helpful.

You should decide on the following factors:

- **Where to meet:** Ideally, you should meet at a location that is conducive to reflection and where there will be no interruptions.
- **How often to meet:** Once every four to six weeks is a good rule of thumb.
- **How long the sessions will be:** Between 60 and 90 minutes should be enough.
- **When to review:** Initially, after two or three meetings and then at agreed intervals.

As a mentee, you need to be ready to be challenged and to ensure that the relationship is two-way. “Don't fall into the trap of letting your mentor always take the lead in conversations,” say Blanchard and Diaz-Ortiz.

At your first review, you should discuss openly whether the relationship is working and whether you are both benefiting from the arrangement. If everything is going well, decide on when you will review again. A mentoring relationship should continue only for as long as it is useful. Some last for a few months, some go on for years.

The widening scope of mentoring

As mentoring has developed in sophistication and complexity through the influences of coaching, counselling and other disciplines, its scope and range of applications has extended into new areas. Corporate mentoring programme objectives can be general or very specific, focusing on many areas, including induction, diversity, succession, talent management and change management. Here, we look briefly at three specific developments in the area of mentoring.

➤ **Peer mentoring.** The effectiveness of peer mentoring should not be underestimated. Although some organizations, such as the UK's National Health Service, run formal peer mentoring programmes for experienced people who are moving into new roles, peer mentoring can also be adopted in the absence of a formal programme. It may be easier and less intimidating for someone to enter into a mutual mentoring relationship with a colleague than with someone more senior. The level of constructive criticism and challenge may also be higher. This is potentially a good way for someone unfamiliar with mentoring to try it out, with a trusted colleague.

➤ **Community mentoring.** Mentoring has now spread far beyond the business world. In the UK, mentoring is widespread

Mentoring has now spread far beyond the business world

in the health and education sectors. Mentoring used to support different groups of people across the community is also now a large part of the mentoring scene in the UK. Mentoring organizations — often supported by a mix of public and charitable funding and volunteer help — offer help to school pupils, vulnerable young people, including those at risk of

offending, recovering drug addicts, people coming out of prison and female members of ethnic minorities. For one example of community mentoring, see the interview with Jane Walton, of Yorkshire Mentoring, on page 68.

➤ **Reverse and two-way mentoring.** There is a growing realization in the business world that experienced and senior managers are often quite out of touch with the new realities of a fast-changing environment and need to learn from younger people in order to understand what is really going on. This is one of the drivers for the introduction of “reverse” or “upward” mentoring and two-way mentoring programmes.

Reverse mentoring began with tech-savvy juniors teaching seniors essential IT skills. Two-way programmes encouraged an exchange of IT knowledge and insights into management. Reverse and two-way mentoring programmes are also run to help older managers understand how to use social media and manage diversity.

The most agile companies are now using the same approach in relation to managing disruption, as they attempt to anticipate and prepare for sudden and unpredictable changes in their business environment.

adopt sth. [ə'dɒpt]

➤ hier: etw. anwenden

agile ['ædʒaɪl]

➤ hier: flexibel agierend

anticipate sth.

[æn'tɪsɪpeɪt]
➤ etw. vorhersehen

charitable funding

[ˈtʃærɪtəbəl ˌfʌndɪŋ]
➤ Spendengelder
(charitable ➤ karitativ)

conducive: be ~ to sth.

[kən'djuːsɪv]
➤ für etw. förderlich sein

confidentiality

[ˌkɒnfɪˌdenʃiˈæləti]
➤ Vertraulichkeit

counselling ['kaʊnsəlɪŋ]

➤ Beratung

diary ['daɪəri]

➤ Tagebuch; hier:
Notizbuch

disruption [dɪs'rʌpʃən]

➤ Störung; tiefgreifender
Wandel

driver ['draɪvə]

➤ treibende Kraft; hier
auch: Beweggrund

drug addict

['drʌg ˌædɪkt]
➤ Drogenabhängige(r)

induction [ɪn'dʌkʃən]

➤ Einweisung,
Einarbeitung

insight ['ɪnsaɪt]

➤ Einblick

intimidating

[ɪn'tɪmɪdeɪtɪŋ]
➤ einschüchternd

mission statement

['mɪʃən ˌsteɪtəmənt]
➤ Leitlinie(n)

National Health Service

[ˌnæʃənəl ˈheɪθ ˌsɜːvɪs]
➤ staatlicher britischer
Gesundheitsdienst

offend [ə'fend]

➤ Straftaten begehen

out of touch: be ~ with sth.

[ˌaʊt əv 'tʌtʃ]
➤ den Bezug zu etw.
verloren haben

peer [pɪə]

➤ gleichgestellte(r)
Kollege/Kollegin

reverse [rɪ'vɜːs]

➤ umgekehrt; hier: mit
vertauschten Rollen

review (sth.) [rɪ'vjuː]

➤ etw. überprüfen;
hier: das Ergebnis (von
etw.) besprechen

rule of thumb [ˌruːl əv 'θʌm]

➤ Faustregel

scope [skəʊp]

➤ Anwendungsbereich

sophistication

[sə'fɪstɪ'keɪʃən]
➤ Differenziertheit

succession [sək'sesjən]

➤ Nachfolge

tech-savvy

['tek ˌsævi] ifml.
➤ technologisch versiert

trap [træp]

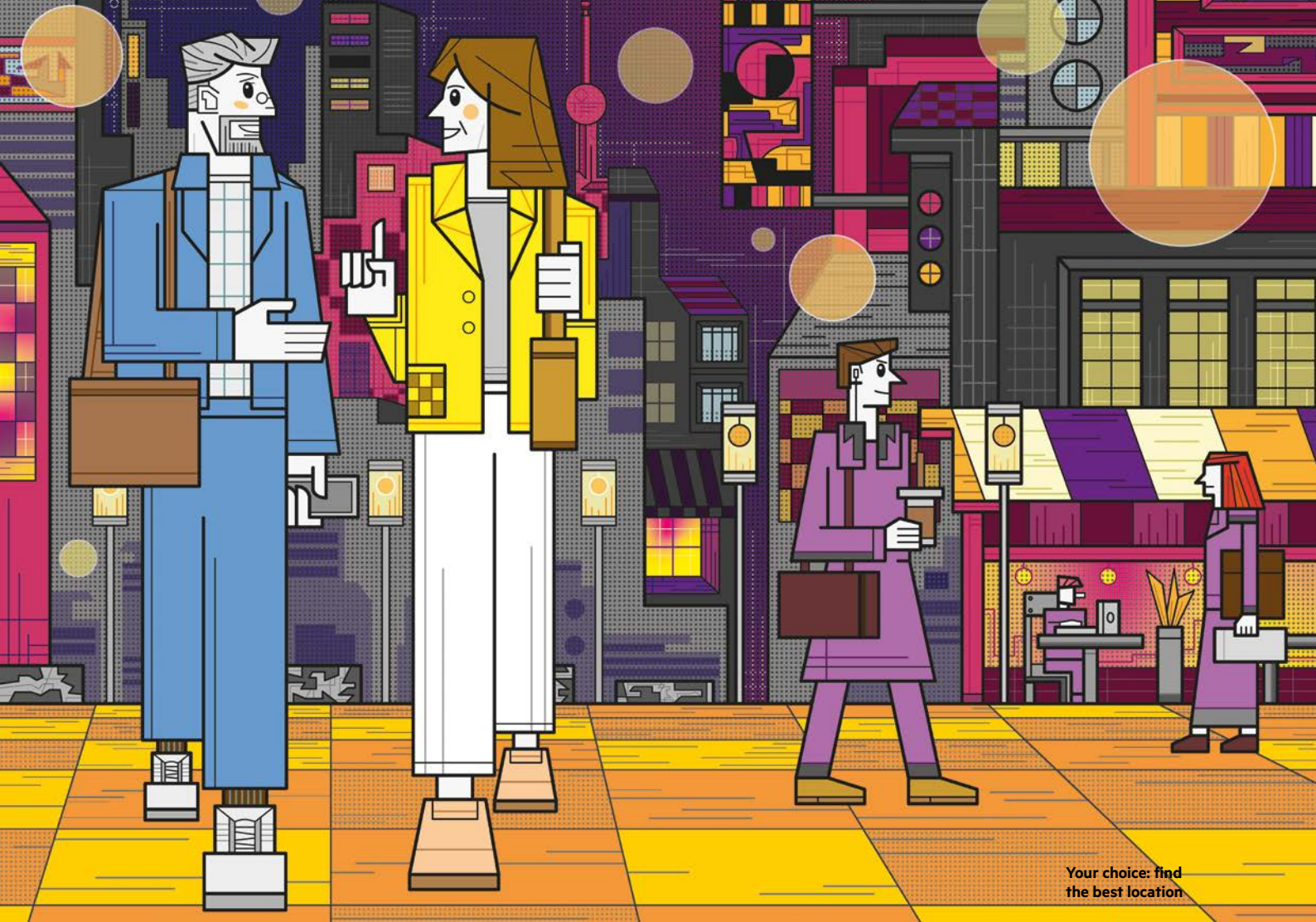
➤ Falle

unpredictable

[ˌʌnpri'dɪktəbəl]
➤ unvorhersehbar,
unkalkulierbar

vulnerable

['vʌlnərəbəl]
➤ gefährdet



Your choice: find the best location

Setting up a mentoring programme

Setting up a company mentoring programme requires a significant allocation of time, money and human resources. The programme needs the full commitment of senior management, which should also commit to taking part in the programme. In larger organizations, it will need at least one full-time manager to serve as the scheme coordinator. The programme also needs to be aligned with the overall strategy and the human resources policies of the organization. Objectives need to be clear to all those involved, not least line managers and people excluded from the scheme. Running a pilot scheme first can help iron out problems before a bigger roll-out.

Participants need to understand the roles and procedures and require training for this. Mentors must be able to compare notes to help them improve. And both mentors and mentees need to learn how to start a relationship and how and when to end it.

The International Standards for Mentoring Programmes in Employment (ISMPE) provide a useful framework for this process. They identify six core standards and provide guidelines on how to approach each:

- clarity of purpose
- stakeholder training and briefing

- processes for selection and matching
- processes for measurement and review
- maintenance of high standards and ethics
- administration and support

Yet, as Clutterbuck warns, there is always the danger of making mentoring programmes too bureaucratic. The paradox is that successful mentoring requires a certain level of informality, which can be smothered by too much bureaucracy. It is a challenge to all concerned to get the balance right.

The benefits of business mentoring

Successful mentoring can have a range of benefits for the various stakeholders involved.

◆◆ **To the organization.** Benefits can include improvements in performance, communication, retention, change management, leadership development, talent management, innovation, learning and problem-solving.

◆◆ **To the mentee.** The potential benefits are numerous. Mentees can improve their performance, career opportunities, networks, understanding of organizational politics as well as their self-confidence. Mentees can also develop a better sense of who they are and where they want to take their lives, a sense of empowerment and a sense of direction.

aligned: be ~ with sth.
[ə'laɪnd] ▶ auf etw. abgestimmt werden

allocation [ˌælə'keɪʃən]
▶ Zuteilung

bureaucratic
[ˌbjʊərə'krætɪk]
▶ [wg. Aussprache]

commit to sth. [kə'mɪt tu]
▶ sich zu etw. verpflichten

core [kɔː] ▶ Kern

iron out (a problem)
[ˌaɪən 'aʊt] ▶ (ein Problem) aus dem Weg räumen

maintenance
[ˈmeɪntənəns] ▶ Wahrung

retention [ri'tenʃən]
▶ Beibehaltung;
hier: Mitarbeiterbindung

roll-out ['rɒl aʊt]
▶ Einführung

scheme [ski:m]
▶ Programm

smother sth. ['smʌðə]
▶ etw. ersticken;
hier: zunichte machen

stakeholder
['steɪk,həʊldə]
▶ Interessensvertreter(in);
hier: Beteiligte(r)

“The biggest challenges as a mentor are the things outside the area of my influence”



Mentor:
Jane Walton

JANE WALTON (www.janewalton.org.uk) is a social entrepreneur in Yorkshire, northern England. She has a background in enterprise and has been involved in campaigns and projects to increase young people’s entrepreneurial awareness, skills and aspirations. She provides business mentoring and training for young people and is a director of Yorkshire Mentoring. (www.yorkshirementoring.org.uk)

What’s your definition of mentoring?

It’s a mechanism that uses a set of skills, knowledge and qualities to help an individual to move from one place to another. It doesn’t matter where those places are — the final definition of mentoring has to be agreed by the mentor and the mentee, depending on the context in which they’re working.

Tell us about your work at Yorkshire Mentoring.

Yorkshire Mentoring was established 13 years ago. At that time, the government was looking to stop funding an initiative called “Aim Higher”, which was designed to encourage young people to raise their aspirations through mentoring. A number of local authorities and other interested parties decided to set up a social enterprise to carry on and develop this work. So, Yorkshire Mentoring was

established. Initially, most of our work was setting up peer mentoring programmes in schools, but we worked on getting other funding and started working with women coming out of prison. Our biggest contract at the moment is working with children who have been referred to us by the mental health services. We recruit and train volunteer mentors from the community and then match them with the children.

What achievements are you particularly proud of?

The peer mentoring project that we set up in one school became sustainable and the school now runs its own scheme, which involves all the pupils, with the senior pupils mentoring the more junior ones. It’s also very satisfying when so many people who have been mentored in our programmes now tell us that they have become mentors.

What are your biggest challenges?

The biggest challenges as a mentor are the things outside the area of my influence. For example, when I’m supporting a young person who is struggling in a relationship with their parents and, in fact, it’s the parents who need support. Or when a young person is struggling at school and the school doesn’t want to work with you.

If Yorkshire Mentoring suddenly received a windfall donation, how would you spend it?

I’d use it on our “Women Supporting Girls” project. It’s at the pilot stage at the moment, but I’d like every girl at school and in the community in Wakefield here in Yorkshire to be able to receive the support of a mentor if she requested it.

Mentoring uses a set of skills, knowledge and qualities to help individuals

aspiration

[,æspə'reɪʃən]
► Ambition, Bestrebung

design sth.

[di'zain]
► etw. konzipieren

enterprise

[ˈentəpraɪz]
► Unternehmen; hier: Unternehmertum

entrepreneur

[,ɒntɹəprəʊ'nɜ:]
► Unternehmer(in)

entrepreneurial

[,ɒntɹəprəʊ'nɜ:riəl]
► unternehmerisch (denkend)

fund sth.

[fʌnd]
► etw. finanzieren

look to do sth.

[,lʊk tə 'du:]
► hier: erwägen, etw. zu tun

mental

['mentəl]
► hier: psychisch

mentee

[,men'ti:]
► Mentee, von einem Mentor/einer Mentorin betreute Person

peer

[piə]
► hier: unter Schülern/Schülerinnen

pilot stage

['paɪlət steɪdʒ]
► Erprobungsphase

recruit sb.

[ri'kru:t]
► jmdn. anwerben

scheme

[ski:m]
► Programm

senior

['si:niə]
► hier: in den höheren Klassen

sustainable

[sə'steɪnəbəl]
► nachhaltig; hier: eine dauerhafte Einrichtung

windfall donation

[,wɪndfɔ:l dəʊ'neɪʃən]
► unerwartete Spende

◆ **To the mentor.** David Clutterbuck writes: “There are few roles more rewarding in life than helping others achieve their potential and their dreams...” Mentorship therefore offers personal satisfaction as well as greater self-understanding in supporting someone else’s professional and personal development. Mentoring can also help to improve one’s communication skills and one’s ability to build relationships in more diverse contexts.

Getting personal

Over the past 50 years, mentoring has evolved from being a primarily male-dominated, top-down, career-oriented activity taking place in US corporations to a much wider range of approaches and applications both inside and outside the private sector. This has not, however, diluted the concept. On the contrary, the personalization and customization of mentoring has made it an increasingly powerful tool.

Mentoring is also playing an essential role in a world where older family members, priests and family doctors are no longer central parts of our social fabric. Mentoring is replacing the help and guidance that people used to get from these traditional sources and which they need more than ever to navigate a way through the bewildering choices we face in the modern world.

Russell Brand has had an eventful career as a stand-up comedian, presenter and actor — and, more recently, as a writer and activist. His earlier promiscuity and disruptive behaviour gained him notoriety. But he has written seriously about his successful fight against drug addiction, about politics and the state of the world, and about the journey of self-discovery that has led him into marriage, fatherhood and a search for some more fundamental truths about life.

In his book *Mentors: How to Help and Be Helped*, he recounts how this journey could not have been possible without the help of a number of mentors. These include the former addict at a treatment centre who helped him out of addiction, an acupuncturist, a therapist and a martial-arts instructor. Brand’s search has taken a more spiritual turn and he profiles Amma, a Hindu spiritual leader, the “hugging saint” who has hugged more than 33 million people, and Radhanath Swami, another spiritual teacher of American origin. Brand argues that mentoring can and must be central to any search for self-realization and truth in oneself. It supports the essential process of our becoming who we want to be.

At the end of the book, Brand talks about the mentoring he himself now does with young reforming addicts like his former self. This is a long way from the white-collar males of the 1970s — although less far from the goddess Athena in disguise.



Getting a mentor

Think about the people who have mentored you informally. Who were they? What did they do to help you? What qualities did they have and what skills did they exercise? There is overwhelming anecdotal and research evidence to demonstrate that mentoring has a positive impact on people’s lives, so if you don’t have a mentor, why not get one?

Blanchard and Diaz-Ortiz say in *One Minute Mentoring*: “As you search for a mentor, make sure you turn over every stone.” They recommend that you think about people such as former supervisors, college alumni, teachers, professors, neighbours, friends as well as using the services of volunteer associations and online mentoring organizations.

Becoming a mentor

Think also about the people you have mentored. If you don’t think you have mentored anyone yet, could you do so? There may be an organization near you that would like to hear from you. Mentors are not normally expected to have a formal qualification in the same way that coaches are — partly because coaching is more commonly a full-time professional activity. But training is important and is offered, for example, by all the organizations listed in the “For more information” box on this page. If your company runs a mentoring programme, then training should be an essential element. And once you start mentoring, it is helpful to join a mutual support group of mentors to exchange experiences and ideas.

alumnus (pl. alumni)
[əˈlʌmnəs
(əˈlʌmnai)]
► Ehemalige(r)

anecdotal
[ˌænkɪˈdɔʊtəl]
► Einzelfall-

bewildering
[biˈwɪldərɪŋ]
► verwirrend

customization
[ˌkʌstəmaɪˈzeɪʃən]
► Individualisierung

dilute sth.
[daɪˈlu:t]
► etw. verwässern

disruptive
[dɪsˈrʌptɪv]
► störend; hier: für
Empörung sorgend

drug addiction
[ˈdrʌg əˈdɪkʃən]
► Drogen-
abhängigkeit

evidence [ˈeɪvɪdəns]
► Beweis(e); hier
auch: Ergebnis(se)

fabric [ˈfæbrɪk]
► Gefüge

face sth. [feɪs]
► etw. gegenüber-
stehen

hugging [ˈhʌŋɪŋ]
► umarmend

martial arts
[ˌmɑːjəl ˈɑːrts]
► Kampfsport, Kampf-
künste

notoriety
[ˌnɔʊəˈrɪəti]
► schlechter Ruf

overwhelming
[ˌəʊvəˈwelmɪŋ]
► überwältigend;
hier auch: (sehr)
überzeugend

recount sth.
[ˌriːˈkaʊnt]
► etw. berichten

top-down
[ˌtɒp ˈdaʊn]
► hierarchisch
(ausgeprägt)

turn over every stone
[tʌ:n ˌəʊvər
ˌevri ˈstəʊn]
► hier etwa: alle
Optionen prüfen

white-collar male
[ˌwaɪt ˌkɒlə ˈmeɪəl]
► (Büro-)Ange-
stellter

Deal with an indecisive boss

Vorgesetzte müssen Entscheidungen treffen können. Wie aber verhält man sich, wenn sie unentschlossen sind? DEBORAH CAPRAS hat Tipps.

MEDIUM



Is your boss too wishy-washy? Maybe it's time to step up

A key skill in a good boss is decisiveness. A boss who is constantly changing their mind — or is too wishy-washy to make a decision — is an ineffective leader. What can you do if you feel your boss is clearly avoiding their decision-making responsibility? We look at what the experts advise.

Is it really indecision?

Have you considered that your boss may not be a micromanager? Sydney Finkelstein, author of *Superbosses: How Exceptional Leaders Master the Flow of Talent*, says it may be possible that your boss isn't telling you what to do because they expect you to “step up” and “confidently go after responsibility”. Instead of waiting for a decision, try presenting a well-documented one to your boss.

Understand their view

Perhaps your boss has another perfectly good reason for not making a decision. As Jory MacKay writes on *Blog.RescueTime.com*, you may not understand the whole context. “They have a longer view of the company,” he writes, “and what seems like an easy decision for you might have

further-reaching repercussions.” Can you find out what the reasons or repercussions might be?

Provide support

What if your boss just can't make up their mind? In their book *Working with Difficult People*, Amy Cooper Hakim and Muriel Solomon suggest that you will then need to earn their trust and become an enabler of their decisions. “Bosses who vacillate can be bolstered by receiving clear, concise, pertinent information,” they argue. The key is to provide “whatever data is needed to make good, solid, final decisions.”

Lower the stress

It's stressful having an indecisive boss. But what if your boss is also feeling stressed out? In this case, you need to lower the stress for both of you. On *TheJobNetwork.com*, Eric Titner advises against a confrontation when you need a decision, as that only increases the stress factor. Instead, always adopt “a calm and patient manner,” he says. Titner also suggests that you keep a paper trail of all decisions. Use email! That way, you can show the effects of your boss's indecision

on your productivity. This can help minimize its effects on your career. And, as an added bonus, a paper trail might help reduce your own feelings of stress.

adopt sth. [ə'dɒpt]

• etw. annehmen

argue [ˈɑːɡjuː]

• argumentieren

bolster sb. [ˈbɒlstə]

• jmdn. unterstützen, stärken

concise [kən'saɪs]

• präzise

decisiveness

[di'saɪsɪvnəs]

• Entschlusskraft

enabler [ɪn'eɪbəl]

• Wegbereiter(in)

flow of talent

[ˌfləʊ əv 'tælənt]

• Talentstrom/-ströme

go after sth.

[ˌɡəʊ 'ɑːftə]

• sich um etw. bemühen, etw. anstreben

make up one's mind

[ˌmeɪk ʌp wʌnz 'maɪnd]

• zu einer Entscheidung kommen

master sth. ['mɑːstə]

• etw. im Griff haben; hier: etw. gut steuern

micromanager

['maɪkrəʊ,mænɪdʒə]

• Führungskraft, die detaillierte Vorgaben macht und dazu neigt, diese selbst zu erledigen

paper trail ['peɪpə treɪl]

• Dokumentation

pertinent ['pɜːtɪnənt]

• relevant

repercussion

[ˌrɪːpə'kʌʃən]

• Auswirkung

step up [ˌstep 'ʌp]

• vortreten; hier: von selbst aktiv werden

vacillate ['væstɪleɪt]

• schwanken, unentschlossen sein

wishy-washy

['wɪʃɪ ,wɒʃɪ]

• wischiwaschi; hier: unentschlossen

➔ **For more career trends, go to**
www.business-spotlight.de/careers

Mentoring and climate change

In November 2019, the United Nations described the future as “bleak”, after a report showed greenhouse gases in the atmosphere at their highest-ever levels. We know that every commercial and industrial sector needs to initiate a process of deep transformation to get to zero net emissions. And yet there is little evidence that businesses, particularly those with a vested interest in the status quo, are taking the urgent action needed.

To change how companies operate, we could make two-way mentoring an integral part of the culture of every workplace. It is the young who can see most clearly what kind of world they will inherit if it is two or more degrees warmer than today, and therefore it is the young whose voice should be heard in the reshaping of our whole business environment. Upward mentoring on the climate emergency in every business organization would help to change things.

WHAT PEOPLE SAY ABOUT MENTORING

“My mentor was never one to dismiss a student as being untalented or unworthy of his attention or respect. Despite his reputation for being very frank in his assessments, he was really respectful of the process people go through to become real artists, or to get closer to their vision”
Chris Buck, New York-based photographer about his photography teacher and mentor

“Mentoring has helped with a lot of things. It’s given me the ability to open up to others, helped me to make new friends and given me confidence”
A young person in Bradford, England, on the “Youth in Mind” project supported by Yorkshire Mentoring

“A mentor is not an agony aunt or a miracle cure for all problems. We are simply people who have probably experienced similar situations in

the past. We can therefore help the individual to find the best way to tackle the issue themselves”

Helen Martin, BP Chemicals, quoted by David Clutterbuck in *Everyone Needs a Mentor*

“If I could go back and tell the 20-year-old version of me one thing, it would be, ‘Get a mentor’”

Jon Acuff, American author, quoted by Ken Blanchard and Claire Diaz-Ortiz in *One Minute Mentoring*

“My mentor taught me that I can choose how I feel in response to any circumstances, and how to be mindful of my behaviours in the face of everyday events. I learned that our attachment to outcomes causes so many problems, and that integrity is more important than achievement”

John Akehurst, former CEO, Woodside Petroleum, Australia

agony aunt

['ægəni a:nt]
UK *ifml.*

• Kummerkastentante

assessment

[ə'sesmənt]
• Beurteilung

attachment (to)

[ə'tætʃmənt]
• hier: Fixierung (auf)

bleak [bli:k]

• düster

circumstance

['sɜ:kəmstəns]
• Umstand, Situation

dismiss sb.

[dɪs'mɪs]
• jmdn. abqualifizieren

frank [fræŋk]

• offen

greenhouse gas

['grɪnhaʊs ,gæs]
• Treibhausgas

inherit sth.

[ɪn'hɛrɪt]
• etw. erben

mindful: be ~ of sth.

['maɪndfʊl]
• sich etw. bewusst sein

miracle cure

[,mɪrəkl̩ 'kjʊə]
• Wundermittel

outcome

['aʊtkʌm]
• Ergebnis

quote sb.

[kwəʊt]
• jmdn. zitieren

rekindle sth.

[,ri:'kɪndl̩]
• etw. wieder entfachen

salvation

[sæl'veɪʃən]
• Rettung

tackle sth.

['tækəl]
• etw. angehen

vested interest

[,vestɪd 'ɪntrɪst]
• persönliches/eigenes Interesse

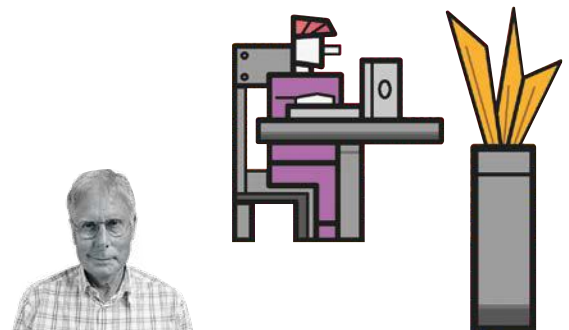
zero net emissions

[,zɪərəʊ net
i'mɪʃənz]
• Netto-Null-Emissionen

Concluding thoughts

We are all on a lifelong journey of self-discovery that should be exciting and involving. If yours isn't, a mentor could help you rekindle that flame and empower your life. You can also gain enormous satisfaction from sharing in and supporting someone else's journey. And we can both mentor and be mentored at the same time, aiming to unlock potential.

So, let's take the title of David Clutterbuck's book as almost our final word: *Everyone Needs a Mentor* — and everyone needs to be mentored. Mentoring may not save the world on its own, but it could play a big part in our personal and collective salvation.



STEVE FLINDERS is a freelance writer, trainer and coach based in Malta. He writes regularly about business communication, and provides language, international communication and leadership training. He has an Institute of Leadership and Management level 7 diploma in executive coaching and mentoring.



FOR MORE INFORMATION

BOOKS

Mentoring Pocketbook, Geof Alred and Robert Garvey (Management Pocketbooks)

One Minute Mentoring, Ken Blanchard and Claire Diaz-Ortiz (Harper Thorsons)

Mentors: How to Help and Be Helped, Russell Brand (Bluebird)

Everyone Needs a Mentor, David Clutterbuck (CIPD Books)

Coaching and Mentoring: Theory and Practice, Robert Garvey, David Megginson and Paul Stokes (SAGE Publications)

Mentoring in Action: A Practical Guide for Managers, David Megginson and David Clutterbuck (Kogan Page)

The Mentoring Manual: Your Step by Step Guide to Being a Better Mentor, Julie Starr (Pearson Business)

ORGANIZATIONS

Chartered Institute of Personnel and Development: www.cipd.co.uk

European Mentoring & Coaching Council: www.emccouncil.org

Institute of Leadership & Management: www.i-l-m.com

International Mentoring Association: <https://mentoringassociation.org>

WEBSITES

The Coaching & Mentoring Network: www.ukcoaching.org

David Clutterbuck Partnership: www.davidclutterbuckpartnership.com

For the **names of hundreds of mentors and mentees** in professional life, film and fiction: www.mentors.co/mentorpairs.html

“Most alternative management consulting is bogus and fraudulent”

Viele erhoffen sich durch alternative Heilverfahren eine Linderung ihrer Gesundheitsprobleme. Könnten alternative Managementmethoden gestressten Managern helfen?

ADVANCED



ADRIAN FURNHAM is a professor in the Department of Leadership and Organisational Psychology at the Norwegian Business School, and author of 92 books.

Just as we are constantly bombarded with “miracle” alternative medical therapies, so the poor stressed manager is frequently offered new management methods. Corporate nirvana, they are told, can be achieved through “liberation management”, “organizational re-engineering” or even by following the “Zulu principles”. An acceptance of the new seems to demand a complete rejection of the old.

Most people are not pulled by the attraction of the alternative — they are pushed by the failure of conventional methods. The soothing balm and personal touch of the alternative practitioner stand in strong contrast to the cold, technical, all-too-brief interview with the GP.

Consider now today’s stressed CEOs. They know that it is only through good management that survival and success are possible. And yet the traditional management tools of carrot and stick, even of performance management, don’t seem to be working.

So, when the guru of alternative management comes along, the desperate manager pays attention. Today’s alternative management gurus are polished, well dressed and sophisticated. In fact, they ape many of the practices of their traditional colleagues. But, like alternative doctors, they are interested in the “whole” picture. They encourage the exasperated manager to pour out their woes about every aspect of the business. They

welcome the opportunity to counsel, and it may be some time before they reveal their solutions.

The tarot cards, crystals and essential oils of alternative management take various forms. They may involve complete restructuring of the organization, “commitment workshops” or the use of mentors.

The placebo effect works well for alternative management advocates, but like all placebos, it wears off, and the chronic problems return. It’s a sad fact that most alternative management consulting, like alternative medicine, is bogus, fraudulent and wrong. The principles on which it is based simply don’t work in the long run.

Some consultants and gurus certainly provide some wacky ideas. Tom Peters told us to “celebrate heroes and forget zeros”. Others demanded Japanese-style physical activity before work. Curiously, some of the alternative ideas and recommendations stick in the management lexicon, but others are soon forgotten.

Management must hope that the Darwinian principle of the survival of the fittest means that what is good in new management ideas gets picked up, and what is not good gets junked.

advocate [ˈædvəkət]
• Verfechter(in)

alternative practitioner
[ɔ:l,tɜ:nətɪv prækˈtɪʃənəl]
• etwa: Heilpraktiker(in)

ape sth. [eɪp]
• etw. nachahmen

balm [bɑ:m] ▶ Balsam

bogus [ˈbʊgʊs]
• schwindlerisch;
hier: reiner Schwindel

carrot and stick
[ˌkærət ən ˈstɪk]
• Zuckerbrot und Peitsche

commitment [kəˈmɪtmənt]
• Engagement, Einsatzbereitschaft

corporate [ˈkɔ:pəreɪt]
• Unternehmens-

counsel (sb.) [ˈkaʊnsəl]
• (jmdm.) einen Rat erteilen

exasperated
[ɪgˈzæspəreɪtɪd]
• entnervt

fraudulent
[ˈfrɔ:dʒʊlənt]
• betrügerisch

GP (general practitioner)
[ˌdʒi: ˈpi:] UK
• Allgemeinarzt/-ärztin

junk sth.
[dʒʌŋk] ifml.
• etw. wegschmeißen;
hier: fallenlassen

polished [ˈpɒlɪʃt]
• hier: gewandt

re-engineering
[ˌri: ˌendʒɪˈnɪərɪŋ]
• Umgestaltung

reveal sth. [riˈvi:l]
• etw. zu erkennen geben

soothing [ˈsu:ðɪŋ]
• lindernd, wohltuend

tarot [ˈtærəʊ]
• [wg. Aussprache]

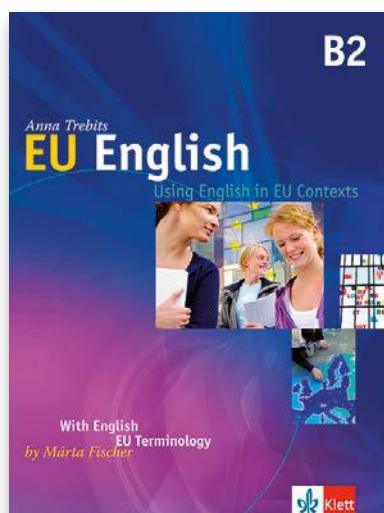
wacky [ˈwæki] ifml.
• verrückt, ausgefallen

wear off [ˌweər ˈɒf]
• (an Wirkung) nachlassen

woe [wəʊ]
• Kummer, Sorge

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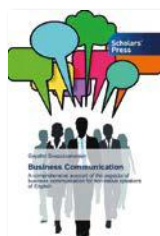
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Keeping it clean

Studien zufolge sind Hygiene und Körperpflege am Arbeitsplatz sowohl für die Leistung als auch die psychische Gesundheit wichtiger als bisher vermutet wurde. Doch wie lassen sich hygienische Standards durchsetzen, ohne für die Betroffenen peinlich zu werden? JULIAN EARWAKER berichtet.

ADVANCED AUDIO

“Cleanliness is indeed next to godliness,” declared the Methodist theologian John Wesley in 1791. He thought it was a moral duty to keep yourself and your environment clean. He would probably be shocked by the findings of recent workplace surveys. A study of 100,000 people across Europe by Initial.com found that, on average, only 60 per cent of women and 38 per cent of men wash their hands after using the toilet. “This significantly increases the risk of cross-contamination and illness in the workplace,” said a spokesperson.

Body odour is the number one problem in both work and social situations, with as many as six in ten people being conscious of their own body smelling unpleasant, according to *The Independent*. It reported that four in ten people “had been aware of their aroma at an interview”, and another 36 per cent made an effort not to smell bad in the office. UK cleaning company SMC Premier discovered that among the younger generation (18–24 year olds), 11 per cent never wash their hands at work, and only 11 per cent of employees clean up properly after eating lunch at their desk.

If you think cleanliness doesn't matter, think again. *The Guardian* reports that two-thirds of business owners say that, aside from a lack of experience and qualifications, poor personal hygiene would be the main factor preventing them from hiring someone. It's also a distraction. According to *ShowersToYou.co.uk*, 56 per cent of employees say the poor personal hygiene and grooming of their colleagues

COLLEAGUES' BODY HYGIENE: BRITISH WORKERS' BIGGEST COMPLAINTS



70% Unpleasant body odour

64% Bad breath



61% Dirty work clothes

56% Long fingernails

52% Greasy hair

48% Too much perfume/body spray

45% Unprofessional or unkempt haircut/facial hair

39% Too much make-up

28% Visible tattoos



Source: <https://smallbusiness.co.uk/poor-hygiene-affect-concentration-2540363>

aroma [ə'raʊmə]
• Duft; hier: Körpergeruch

body odour
['bɒdi ,əʊdə]
• Körpergeruch

distraction
[dɪ'strækʃən]
• Ablenkung

finding ['faɪndɪŋ]
• Ergebnis

greasy ['ɡriːsi]
• fettig

grooming
['ɡruːmɪŋ]
• Körperpflege

hygiene
['haɪdʒiːn]
• [wg. Aussprache]

spokesperson
['spəʊks,pɜːsən]
• Sprecher(in)

survey ['sɜːveɪ]
• Umfrage

unkempt
[,ʌn'kempt]
• ungekämmt, zerzaust

visible
['vɪzəbəl]
• sichtbar

affects their concentration level at work. Body odour, dirty or chewed fingernails, bad breath, unkempt and dirty hair or clothing all make a difference to how someone feels about working with another person. Whatever your habits at home, you're likely to face challenges at work if you don't keep high standards of personal hygiene and grooming.

It's not just a moral duty, either. Personal cleanliness is often covered by dress codes. "Employees should strive at all times to ensure that their clothing, appearance and hygiene are business-like and contribute to a pleasant office atmosphere for both co-workers and visitors," say HR experts at HRSimple.com. They suggest that managers should avoid confrontation by speaking to offenders in private and reminding employees regularly about hygiene.

Discussing personal hygiene is not something many managers find easy to do — not least because poor grooming can be symptomatic of mental health issues, stress or unhappiness. "Do not jump to conclusions," advises recruitment website Content.WiseStep.com. "Talk to the person in private. Understand cultural norms and medical conditions, if any."

It is, of course, entirely possible that an employee has just got into bad habits. According to SmallBusiness.co.uk, "the longer an employee has been working, the more complacent they become with their appearance". In such cases, a polite but firm reminder is appropriate.

Many firms encourage better personal hygiene by providing a spotless environment. This includes ensuring that workstations, kitchens and washrooms are cleaned regularly, and providing free toiletries for staff (sanitizer dispensers, wipes and tissues).

John Wesley had good reason to talk about the need for cleanliness. An almost complete lack of personal hygiene at the time meant that diseases such as typhus and cholera were widespread. Most infections today are less deadly, but flu, food poisoning and viruses can be unpleasant to experience and costly for businesses. AppliancesDirect.co.uk estimates that British businesses lose at least £1.56 billion (about €1.84 billion) each year because of poor workplace hygiene. This includes colleagues who go to work when they are ill and don't regularly wash their hands.



“If you think cleanliness doesn't matter, think again”

Balancing good hygiene with environmental concerns is very much part of the zeitgeist, given the problems that come with plastics, microplastics and palm oil, for example. Research shows that many young people are now changing their grooming habits. A YouGov survey of 18- to 24-year-old Americans shows that nearly 40 per cent no longer use deodorants or antiperspirants.

Hygiene services company Initial recently launched an innovative, if slightly Big Brother-style product: HygieneConnect. Sensors are put in workplace washrooms to give managers and employees anonymous data about hand-washing rates. The idea, which has proved successful in trials, is to "nudge" workers to acquire better habits. John Wesley would surely approve.

affect sth. [ə'fekt]

- etw. beeinträchtigen

antiperspirant

- [,ænti'pɜːspərənt]
- schweißhemmendes Mittel

appropriate [ə'prəʊpriət]

- angebracht

approve sb. [ə'pruːv]

- jmdm. beipflichten

chewed [tʃuːd]

- (ab)gekaut

complacent

- [kəm'pleɪsənt]
- selbstgefällig; hier: gleichgültig

condition [kən'dɪʃən]

- Leiden

deodorant

- [di'əʊdərənt]
- [wg. Aussprache]

flu [fluː] ▶ Grippe

HR (human resources)

- [,eɪtʃ'aː]
- Personal(wesen)

jump to a conclusion

- [,dʒʌmp tu ə kən'kluːʒən]
- zu einem vorschnellen Schluss kommen

mental ['mentəl]

- hier: psychisch

nudge sb. [nʌdʒ]

- jmdn. anstoßen

offender [ə'fendə]

- Zuwiderhandelnde(r)

recruitment

- [ri'krʊːtmənt]
- Personaleinstellung

reminder

- [ri'maɪndə]
- Erinnerung

sanitizer dispenser

- ['sænɪtaɪzə dɪ'spensə]
- Handdesinfektions-(mittel)spender

spotless ['spɒtləs]

- makellos

strive (to do sth.)

- [straɪv]
- sich bemühen (etw. zu tun)

tissue ['tɪʃuː]

- Papier(taschen)tuch

toiletary

- ['tɔɪlətri]
- Hygieneartikel

trial ['traɪəl]

- Probelauf, Test

unkempt

- [,ʌn'kempt]
- ungekämmt, zersaust

washroom

- ['wɒʃru:m] US
- Toilette

wipe [waɪp]

- Reinigungs-, Feuchttuch

workstation

- ['wɜːksteɪʃən]
- Arbeitsplatz

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MEDIUM



LUSH cosmetics: natural and very British

ETHICAL SHOPPING

Thanks to product names such as Sleepy Face, Hair Custard and Charity Pot, a shopping trip to the new LUSH Fresh Handmade Cosmetics megastore in Munich can feel a little like an English language test. From its early days in Dorset, England, the independent British retailer has focused on creating natural cosmetics, protecting the environment and supporting small charities. And as for that Charity Pot, it's a body cream that is also a money pot for charity. If you buy one, the full price goes to a good cause (minus the VAT, which naturally goes to the government). Find a store near you or shop online: <https://de.lush.com>

cause [kɔːz]
• hier: Sache

charity pot
[ˈtʃærəti pɒt]
• etwā: Tiegel für einen guten Zweck (**charity** → Wohltätigkeitsorganisation)

custard [ˈkʌstəd]
• Vanillesauce;
hier: Creme

lush [lʌʃ]
• üppig; hier: luxuriös

retailer
[ˈriːteɪlə]
• Einzelhändler(in)

VAT (value added tax)
[ˌviː eɪ ˈtiː]
• MwSt. (Mehrwertsteuer)

BOOK

Since the 1980s, Bill Bryson, a US author living in the UK, has written bestsellers on culture, history, science and language in hilarious detail. In The Body: A Guide for Occupants, he turns his trade-mark humour on our bodies. He tells surprising stories about our insides, combining fun factoids and insightful interviews with practical advice. Towards the end, however, as Bryson writes about the healthcare system in the UK and the US, the humour is slowly replaced by real anger. Our bodies are a wonder, he tells us, but our healthcare is a disgrace. Published by Doubleday.

anger [ˈæŋɡə]
• Ärger, Zorn

disgrace [disˈɡreɪs]
• Schande

factoid [ˈfæktɔɪd] US
• irrelevante Tatsache

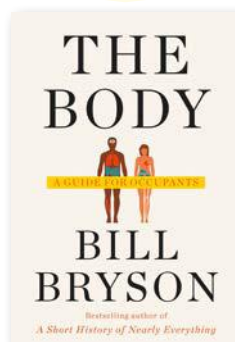
healthcare system
[ˈhelθkeə ˌsɪstəm]
• Gesundheitssystem

hilarious [hɪˈleəriəs]
• höchst amüsan, urkomisch

insightful [ˈɪnsaɪtful]
• aufschlussreich

occupant [ˈɒkjʊpənt]
• Bewohner(in), Insasse/Insassin

trademark [ˈtreɪdmɑːk]
• (für jmdn.) charakteristisch



Inside
knowledge:
how our
bodies work



Modern therapy: face your fears with an app

APP

Could you rescue a kitten from a tree? Or does the thought of climbing terrify you? If so, you're not alone. Fear of heights is one of the most common phobias. What if you could conquer this fear from the comfort of your sofa? All you need is a smartphone, the most basic of virtual reality viewers and the ZeroPhobia app. Created by a Dutch team of scientists and game developers, the app is based on cognitive behavioural therapy. It takes you through some scary scenarios in English, including rescuing that cute kitten. It costs €14.99, far less than therapy. www.zerophobia.app

cognitive behavioural therapy [ˌkɒɡnətɪv biˈheɪvjərəl ˌθerəpi]

• kognitive Verhaltenstherapie

conquer sth. [ˈkɒŋkə]

• hier: etw. bezwingen

cute [kju:t]

• niedlich, süß

kitten [ˈkɪtən]

• Kätzchen

phobia [ˈfəʊbiə]

• Phobie

rescue sb./sth.

[ˈresjku:]

• jmdn./etw. retten

scary [ˈskeəri] ifml.

• angsteinflößend

STREAMING

Succession is about a toxic, messed-up media family headed by a terrifying patriarch (Logan Roy, played by the Scottish actor and Golden Globe winner Brian Cox). While there may be a few similarities with real media empires, the writers say the storyline is entirely fictional. As the name suggests, the series deals with the big question of who will succeed the ageing media magnate when he has to step down. It's a dark but entertaining look at the entertainment business and the misery it can bring. It also shows that rich people can be just as miserable as the rest of us, which makes it fun to watch. Available on DVD and Amazon Prime. The official website is www.hbo.com/succession

messed-up [ˌmest ˈʌp]

• verkorkst

miserable

[ˈmɪzərəbəl]

• unglücklich, elendig

misery [ˈmɪzəri]

• Not/Nöte, Elend

step down

[ˌstep ˈdaʊn]

• zurück-, abtreten

succession

[səkˈseʃən]

• Nachfolge

toxic [ˈtɒksɪk]

• giftig; hier: für jegliche Beziehung schädlich

A miserable lot: Logan Roy (centre) and family



NEWSLETTER

When it launched in 2009, National Theatre Live (NT Live) promised to bring the best of British theatre productions to a wider audience. Since then, a total of nine million tickets have been sold to theatre fans worldwide.

Today, around 2,500 theatres and cinemas, including venues in at least 15

German cities, regularly participate in the NTL broadcasts. Recent highlights include Fleabag, Phoebe Waller-Bridge's one-woman show, as well as a modern take on Shakespeare's A Midsummer Night's Dream. Sign up for the newsletter about upcoming performances.

www.nationaltheatre.org.uk/register/nt-live

audience [ˈɔːdiəns]

• Publikum

fleabag

[ˈfliːbæɡ] ifml.

• Drecksvieh, Ekel(paket)

launch [lɔːntʃ]

• starten

sign up for sth.

[ˌsaɪn ˈʌp fɔː]

• sich für etw. anmelden

take (on) [teɪk]

• hier: Version (von)

upcoming

[ˈʌpˌkʌmɪŋ]

• in Kürze stattfindend

venue

[ˈvenjuː]

• Veranstaltungsort



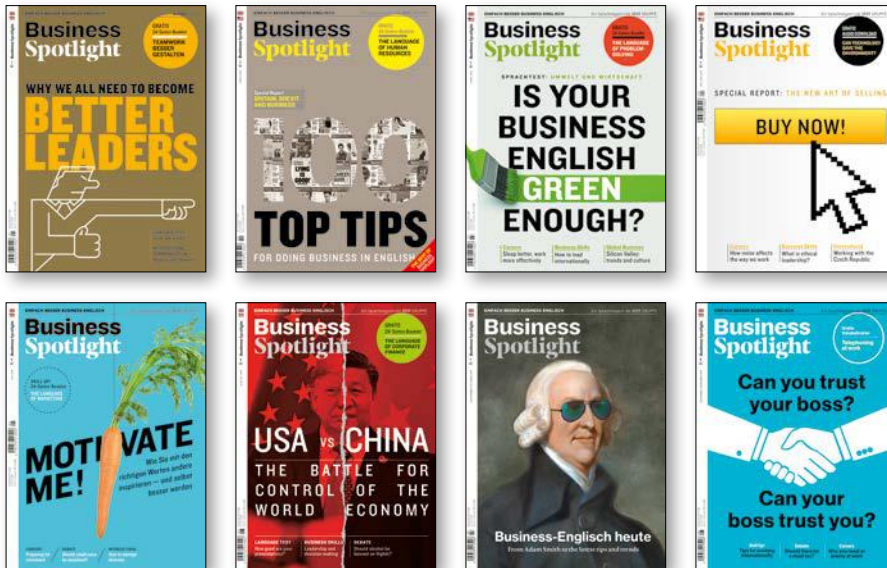
Phoebe Waller-Bridge: theatre for all

Your favourite cover in 2019

Last year, we presented a wide range of topics on our covers, including leadership, the environment, the trade war between the US and China, and the future of business English. You can vote for your favourite cover in 2019 on our Facebook page (see below). We look forward to your feedback!



Please send your feedback to:
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We reserve the right to edit comments for clarity or length.



Solution: Who am I?
(p. 84)

Swedish environmental activist
Greta Thunberg



To vote for your favourite cover, go to:
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JARGON BUSTER

Understand the jargon — be careful how you use it

EASY



skin in the game

◆ **Example**

“The CEO is pushing us on this project because he has skin in the game.”

◆ **Explanation**

If you have “skin in the game”, you have a personal investment, usually monetary, in an organization or venture. It is often used in the context of business or finance (see p.65).



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From invisible to mobbed:
who is our mystery person?

AND FINALLY...
ONE QUESTION

Who am I?

MEDIUM

“
I don't
do idle
chit-chat
”

- I claim to have a superpower.
- For some, I am a hero; for others, a nuisance.
- Once a lone figure, these days, I am mobbed by people wherever I go.

- I have a black Labrador named Roxy.
- One of my middle names — I have three — is “Tintin”.
- My mother competed in the Eurovision Song Contest.
- I don't do idle chit-chat.
- I fell into a depression at the age of 11 and stopped eating and talking, which slowed my growth.
- My father is named after a Nobel Prize-winning scientist who made a connection between CO₂ levels in the atmosphere and climate change.
- I have always been the “invisible girl” nobody listens to, so I am not used to being the centre of attention.
- I have been diagnosed with Asperger's syndrome, OCD and selective mutism.
- In May 2018, I won an essay contest in a newspaper on how climate change should be dealt with.
- I was nominated for the Nobel Peace Prize in both 2019 and 2020.
- I write my own speeches (which my father tells me to “tone down”).
- After US president Donald Trump and Russian president Vladimir Putin mocked me, I changed my Twitter biography to include their words.
- I have crossed the ocean in a solar-powered sailing boat.
- My protests were inspired by the student protests staged after a school shooting in Parkland, Florida.
- I am a figurehead for climate activist groups.
- In May 2019, a collection of my speeches was published as a book called No One Is Too Small to Make a Difference.
- I am trying to trademark “Fridays for Future” to prevent companies and people from misusing the name.

Who am I?

Turn to page 82 for the answer.

chit-chat

[ˈtʃɪt tʃæt] *ifml.*
• Geplauder

compete in a contest

[kəmˌpi:tɪn ə ˈkɒntest]
• an einem Wettbewerb teilnehmen

figurehead

[ˈfɪgəhed]
• Leit-, Symbolfigur

idle

[ˈaɪdəl]
• müßig; hier: inhaltsleer

invisible

[ɪnˈvɪzəbəl]
• unsichtbar

lone

[ləʊn]
• einsam

make a difference

[ˌmeɪk ə ˈdɪfrəns]
• etw. bewirken

mob sb.

[mɒb]
• jmdn. belagern, über jmdn. herfallen

mock sb.

[mɒk]
• sich über jmdn. lustig machen

nuisance

[ˈnjuːsəns]
• Ärgernis

OCD (obsessive-compulsive disorder)

[ˌɒsɪˈsiːˈdiː]
• Zwangsstörung

selective mutism

[səˌlektɪv ˈmjuːtɪzəm]
• selektiver Mutismus

tone sth. down

[ˌtəʊn ˈdaʊn]
• etw. abschwächen, abmildern

trademark sth.

[ˈtreɪdmɑːk]
• etw. als Marke registrieren lassen

The information about our mystery person was compiled by TENLEY VAN DEN BERG.

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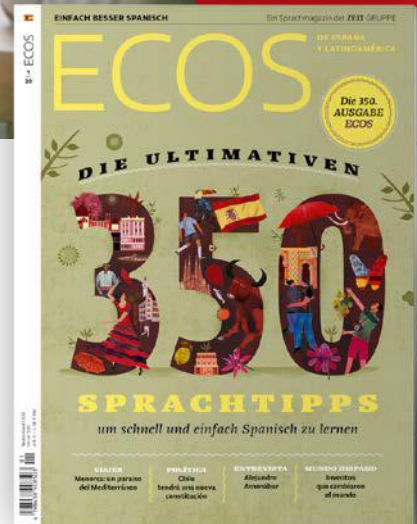
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Sprachtraining leicht gemacht

THE LANGUAGE OF DIGITAL MARKETING




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Digital ideas



Social-media platforms, apps and websites are all key components of a modern marketing campaign. In this issue of *Skill Up!*, we provide you with the words and phrases you will need for talking about **digital marketing**.

In Word Bank (pp. 4–5), you can learn general vocabulary for **marketing in a digital context**. The In Context section (pp. 6–11) focuses on phrases for **talking about goals and websites**, **writing engaging content** and **discussing the results of a campaign**. The phrases from the extracts are listed in Phrase Bank on pages 12–13. In the grammar section (pp. 20–21), we look at how to use **singular uncountable nouns**, and provide a selection of useful nouns for marketing. Try the Test exercises at the end of the booklet, on pages 22–23, to see how well you know the language presented in this issue.

Don't forget to read the **Skill Up!** boxes for tips on language and skills on the topic of digital marketing. You'll find more such boxes in *Business Spotlight* magazine.



The most effective way to learn a language is not by learning grammar and vocabulary separately but to learn in chunks — groups of words that form meaningful units. When you can process chunks, rather than individual words, communication becomes faster and more efficient. Practise chunks from the Phrase Bank and Collocations pages by making a note of those you think will come in useful for talking about digital marketing.

Key vocabulary

Here, we present the essential vocabulary for digital marketing.

People

buyer persona

- Käuferpersönlichkeit

consumer

- Verbraucher(in)

fanbase

- Fangemeinde

marketer

- Marketingfachkraft

viewer

- Betrachter(in); Person, die eine Internetseite / ein Video aufruft



Key abbreviations

CPA (cost per acquisition)

- Kosten pro Akquise

CPE (cost per engagement)

- Kosten pro Interaktion

CRM (customer-relationship management)

- Kundenbeziehungsmanagement, Kundenpflege

CTA (call to action)

- Handlungsaufforderung (an den Kunden)

CTR (click-through rate)

- Klickrate

GDPR (general data protection regulation)

- Datenschutz-Grundverordnung (DSGVO)

KPI (key performance indicator)

- Leistungskennzahl

ROI (return on investment)

- Kapitalrendite, Rentabilität

SEA (search-engine advertising)

- Suchmaschinenwerbung

SEM (search-engine marketing)

- Suchmaschinenmarketing

SEO (search-engine optimization)

- Suchmaschinenoptimierung

SERP (search-engine result page)

- Suchmaschinenergebnisseite

SMA (social-media advertising)

- Social-Media-Werbung

Digital marketing tools

browsing history

- Surfverlauf, -historie

browsing session

- Internetsitzung

clickbait

- Klickköder

data-driven marketing

- datenbasiertes Marketing

digital campaign

- digitale Kampagne, Aktion im Internet

digital touchpoint

- digitaler Kundenkontaktpunkt

engaging content

- ansprechender Inhalt

keyword density

- Suchwort-, Stichwortdichte

keyword stuffing

- Suchwort-, Stichwortüberfüllung

location-based marketing

- ortsbasiertes Marketing

marketing toolkit

- Marketinginstrumente

native advertising

- Werbeanzeige im bekannten Umfeld

online activity

- Online-Aktivität

performance marketing

- Performance-Marketing, leistungsbezogenes Marketing

real-time marketing

- Echtzeitmarketing

search history

- Suchverlauf, -historie

social listening

- Überwachung sozialer Medien

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Grammar Check

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Test

Test yourself! 22–23

Knowledge check

What do you know already?

A. Is it important to have a high or low bounce rate?

.....

B. What does the abbreviation “SERP” stand for?

.....

C. Is “data” a singular uncountable noun?

.....

D. If you reach a target, do you “hit” or “tip” it?

.....

E. How would you translate Marketingkanal?

.....

You'll find the answers on the following pages and on page 23.

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social-media platform

- ▶ Plattform in sozialen Medien

web page

- ▶ Web-, Internetseite

word-of-mouth marketing

- ▶ Empfehlungsmarketing

Key measurements**bounce rate**

- ▶ Absprungrate

brand awareness

- ▶ Markenbewusstsein

brand reach

- ▶ Markenreichweite

clicks

- ▶ (Anzahl der) Klicks

consumer data

- ▶ Verbraucher-, Konsumentendaten

consumer demographics

- ▶ Konsumentendemografie

conversion rate

- ▶ Konversions-, Umwandlungsrate

engagement metrics

- ▶ Interaktionsrate

marketing research budget

- ▶ Marktforschungsbudget

page impressions

- ▶ Seitenaufrufe

page views

- ▶ Seitenaufrufe

reach ▶ Reichweite**scroll depth**

- ▶ Angabe, wie weit Nutzer auf einer Website scrollen

sign-ups

- ▶ Registrierungen

site metrics

- ▶ Websitedaten

social shares

- ▶ Teilungsrate von Beiträgen auf Social-Media-Plattformen

spending

- ▶ Ausgabe(n)

split-testing

- ▶ A/B-Test(methode)

time on page

- ▶ auf der Internetseite verbrachte Zeit

video views ▶ Videoaufrufe**viewership metrics**

- ▶ Betrachterdaten

Key verbs and collocations**bombard sb. with sth.**

- ▶ jmdn. mit etw. bombardieren, jmdm. mit etw. die Tür einrennen

browse the internet

- ▶ im Internet surfen

capture attention

- ▶ Aufmerksamkeit erregen

create hype

- ▶ einen Hype produzieren

customize sth.

- ▶ etw. auf den Kundenbedarf zuschneiden

gain insight (from sth.)

- ▶ (aus etw.) Einblick gewinnen

get a message out

- ▶ eine Botschaft vermitteln

harvest data

- ▶ Daten erfassen

increase reach

- ▶ die Reichweite vergrößern

micro-target sb./sth.

- ▶ sehr präzise (mit personalisierten Botschaften) auf jmdn./etw. abzielen

optimize sth.

- ▶ etw. optimieren

personalize sth.

- ▶ etw. personalisieren

prompt sb. to do sth.

- ▶ jmdn. dazu bewegen, etw. zu tun

resonate with sb.

- ▶ bei jmdm. Widerhall finden

schedule sth.

- ▶ etw. terminieren

tailor content to sb./sth.

- ▶ Inhalt an jmdn./etw. anpassen

target sb./sth.

- ▶ auf jmdn./etw. abzielen

track sb./sth.

- ▶ jmdn./etw. (rück)verfolgen

trigger sth.

- ▶ etw. auslösen

Key adjectives**authentic**

- ▶ echt, authentisch

catchy

- ▶ eingängig, einprägsam

relevant

- ▶ maßgeblich, relevant

responsive to sth.

- ▶ auf etw. eingehend, reagierend

self-educated

- ▶ autodidaktisch

susceptible to sth.

- ▶ für etw. anfällig

tech-savvy if/ml.

- ▶ technisch versiert

well-informed

- ▶ sachkundig, gut informiert

Business goals

On the next six pages, we present extracts with key phrases and expressions you can use to talk about digital marketing.



1. Abbreviations

Cath: Our main KPI is to increase hotel bookings.

Gitti: What we want to know is this... **how can we drive more relevant traffic to our website?** But, we don't just want more clicks — we need more bookings!

Tom: There are many simple options for digital marketing and online campaigns. I can show you how to use a number of digital channels and tools to increase ROI. **For instance**, SEO, SEA and SMA. We'll keep an eye on CPA at all times.

keep an eye on sth.

• etw. im Blick behalten, aufmerksam beobachten



THE SITUATION:

Together with her wife Gitti, Cath Moreno runs a small chain of boutique hotels. They are discussing how to use digital marketing tools to increase their bookings. Tom Snow, a digital marketer, is describing their options.

2. Search results

Gitti: That sounds like a lot of jargon to me.

Cath: As long as it can help us get to the top of all SERPs, I'm listening.

Tom: If the top search engines can't find your web pages, you might as well not have any. So, **how easy is it to find you using search engines? Where do you turn up in search results?**

Cath: We're never on the first page or in the top ten results.

Tom: OK. **That's disappointing.**

Cath: Unless you search specifically for our company name and address, we're hard to find. **It's embarrassing**, really.

embarrassing

• blamabel, peinlich

turn up (in a search)

• (bei einer Recherche) erscheinen

Phrase Bank

For a list of all the key phrases used in the dialogues, see pages 12–13



3. Rank the site

Tom: Let's look at SEO first.

Cath: **How do we get search engines to give our website a higher ranking?** I hear Google keeps moving the goalposts!

Tom: Honestly, you need to completely redesign your website. And then you should constantly update it. You also have to be on social media all the time. **Search engines give higher rankings to sites with new content.**

move the goalposts

► die Bedingungen einer Abmachung einseitig ändern

ranking: give sth. a higher ~

► etw. eine höhere Priorität geben

redesign sth.

► etw. neu konzipieren, gestalten

update sth.

► etw. aktualisieren

4. Good questions

Cath: **What's the easiest way to improve SEO?**

Tom: **What's really important is that you write good, engaging content based on the things that your buyer personas are looking for.**

Gitti: **How do we know what they are looking for?**

Tom: You should be able to answer that question! And when you have answered it, you need to ask yourself another: **how can you stand out from your competition?**

engaging ► hier: ansprechend

stand out from sth.

► sich von etw. abheben



BETTER COPY, BETTER SEO

If you can answer these questions about the search behaviour of potential customers, you should be able to write better copy for your website and improve SEO:

- What are they looking for?
- What exactly do they need?
- What are they not finding answers to?
- What can you offer to meet their needs?
- What questions do they have?

Catchy and legal

Here, we present some more key phrases and expressions you might use when talking about SEO and digital marketing.



THE SITUATION:

The team looks at how to write more engaging content.



5. No stuffing, please

Tom: Did a robot write this? I can see you're trying to use relevant keywords — but this is overkill. **Search engines penalize sites that use keyword stuffing.**

Cath: What tips can you share with us?

Tom: You need to write **catchy headlines**. Combine with informative meta-descriptions to capture the attention of viewers.

Gitti: That sounds suspiciously like clickbait to me.

Tom: No, not clickbait, just links that are interesting enough for people to want to click on them.

overkill: be ~

➤ zu viel des Guten sein

penalize sth.

➤ etw. bestrafen

suspiciously

➤ verdächtig

6. Tools and touchpoints

Tom: Using our own SEO tool, you can gain insights into keyword density, which will ultimately help boost your rankings.

Cath: What's next?

Tom: The next step would be to break up your engaging content into more paragraphs. This makes it much easier to read across all digital touchpoints.

Gitti: Will that lower our bounce rate?

Tom: It won't increase it!

boost sth.

➤ etw. steigern

break sth. up into sth.

➤ etw. in etw. gliedern

insight

➤ Erkenntnis

paragraph

➤ Absatz

ultimately

➤ letztendlich

»»»

THE SITUATION:

Tom provides some important legal advice.

7. The law

Cath: As long as everyone accepts cookies, we're on a roll!

Tom: Cookies help us to gain insights into browser history and recent browser sessions. **What's more**, social-media platforms have amazing viewership metrics and data on social shares.

Gitti: All this talk of data-driven marketing and SMA makes me a little uneasy.

Tom: Look, most people are fine with us using their data if they get content that is useful to them and their interests.

Cath: I get it, I do. But what about the legal aspects?

amazing *ifml.*

► fantastisch

roll: be on a ~ *ifml.*

► erfolgreich sein

uneasy

► unwohl

8. Cookies and sign-ups

Tom: Compliance with GDPR is key. There are serious legal consequences for non-compliance, even for companies based outside the EU. You need to inform people about what you do. Take a look at our examples.

This site uses cookies

We value your privacy! Sometimes, we use cookies to see how you interact with the website, but this is always done anonymously. **By continuing to browse our site, you agree to our privacy terms.** **Click here to consent!**

Weekly newsletter sign-up

Stay up to date with hotel openings, events and much more. **We will not share your information with any third parties.** You can unsubscribe at any time.

Daily newsletter sign-up

Get our daily newsletter in your inbox. **Don't miss out on** the hottest news and offers. For more on how we use your information, visit our privacy policy.

based... ► mit Sitz ...

compliance

► Übereinstimmung

consent (to sth.)

► (etw.) zustimmen

miss out on sth.

► etw. verpassen

privacy

► Datenschutz;
Privatsphäre

unsubscribe sth.

► sich (von etw.)
abmelden

Phrase Bank

For a list of all the key phrases used in the dialogues, see pages 12–13

Real results

Here, we provide some key phrases and expressions you might need to talk about planning a digital marketing campaign — as well as discussing the results.

THE SITUATION:

Throughout the campaigns, Tom informs the couple of the type of digital marketing tools he will be using for the campaigns.



9. Choose a platform

Cath: So, what's the plan?

Tom: We will use biddable media for our campaigns across the main platforms, including social media. That's Facebook, Instagram, LinkedIn and Google AdWords. RTB — real-time bidding — helps optimize our campaign. The CTA includes newsletter sign-ups and bookings. Geo-targeting is our marketing tool of choice.

Gitti: What exactly is that?

Tom: It enables us to deliver personalized content to individual users based on their geographic location. You might know it as location-based marketing.

biddable

► zur Auktion freigeben, auktionsfähig

real-time bidding

► Echtzeitauktion

rule sth. out

► etw. ausschließen

unique

► einzigartig

10. Understand the targeting

Cath: How is geo-targeting different from geofencing?

Tom: That's when you set up a unique marketing area. Inside this area, you can send relevant marketing messages to targeted individuals. Usually, it's done through a native mobile app. As you've ruled out an app, geofencing is not an option.

Cath: OK, so geo-targeting it is. **That sounds like the option that really interests us.**

**THE SITUATION:**

After a number of different campaigns, it's time to look at the results.

11. The metrics

Cath: How do we know we're reaching the right people?

Tom: We look at the engagement metrics. **Let me talk you through the latest results.** As you can see on this slide, campaign three has a better click-through rate. It's almost 11 per cent.

Gitti: That's impressive. And how long are people staying on our site?

Tom: Much longer than before. This is where it gets really interesting. For campaign two, **the bounce rate is much higher.** It's 65 per cent, while for campaign three, **it's less than 45 per cent.** That's a very good result. It means we are targeting the right people with these ads. This also means that **CPA was lower than any other past campaign.**

slide

► Folie

talk sb. through sth.

► etw. mit jmdm. durchsprechen

12. The final results

Gitti: How have we performed? Tell me what you know.

Cath: We've increased our fanbase and page impressions.

Gitti: Can you talk me through the figures?

Cath: **Social-media shares are up. Page views are up.** Newsletter sign-ups have increased by over 25 per cent.

Gitti: That's incredible.

Cath: But it's not at all surprising. Our campaigns micro-targeted and re-targeted people who would be interested in your kind of hotels. It wasn't just about increasing brand awareness and brand reach. Our main KPI was to increase bookings.

Gitti: How does that look?

Cath: **They've gone through the roof!**

go through the roof

ifml. ► in die Höhe schnellen, durch die Decke gehen

incredible

► unglaublich

Phrase Bank

For a list of all the key phrases used in the dialogues, see pages 12–13

Discussing optimization

- Write good, engaging content based on the things that your buyer personas are looking for. [4]
- You need to write catchy headlines. [5]

Talking about privacy

- We value your privacy! [8]
- By continuing to browse our site, you agree to our privacy terms. [8]
- We will not share your information with any third parties. [8]

Inviting an action

- Click here to consent! [8]
- Stay up to date with... [8]
- Get our daily newsletter in your inbox. [8]
- Don't miss out on... [8]

Asking for more information

- What exactly is that? [9]
- How is geo-targeting different from geofencing? [10]
- Tell me what you know. [12]

Asking about metrics

- How long are people staying on our site? [11]
- How have we performed? [12]
- Can you talk me through the figures? [12]
- How does that look? [12]

Talking about metrics

- Let me talk you through the latest results. [11]
- The bounce rate is much higher. [11]
- It's less than 45 per cent. [11]
- CPA was lower than any other past campaign. [11]
- We've increased... [12]
- Social-media shares are up. [12]
- Page views are up. [12]
- They've gone through the roof! [12]



KEY QUESTIONS

As with any marketing campaign, digital marketing should focus on highlighting the answers to some of the following questions:

- What is your company amazing at?
- Why are you different from everyone else?
- What makes you the authority for it?
- Why is this content relevant for your target audience?
- What value does this digital campaign bring to your company?

With digital campaigns, you often have very little time to capture the attention of tech-savvy consumers. In the digital world, people browsing the internet quickly move on to the next social-media post or web page.

How to say it

In this section, you'll find a collection of the phrases and expressions used in the extracts on the previous pages (pp. 6–11). The numbers (1–12) after each of the phrases refer to the extract it was taken from.



Discussing strategies

- Our main KPI is to... [1]
- There are many simple options for digital marketing and online campaigns. [1]
- What's really important is... [4]
- The next step would be to... [6]
- That sounds like the option that really interests us. [10]

Asking about strategies

- How can you stand out from your competition? [4]
- What tips can you share with us? [5]
- What's next? [6]
- So, what's the plan? [9]

Asking about the audience

- How can we drive more relevant traffic to our website? [1]
- How do we know what they are looking for? [4]
- How do we know we're reaching the right people? [11]

Listing examples

- For instance,... [1]
- What's more,... [7]

Asking about SEO

- How easy is it to find you using search engines? [2]
- Where do you turn up in search results? [2]
- How do we get search engines to give our website a higher ranking? [3]
- What's the easiest way to improve SEO? [4]
- Will that lower our bounce rate? [6]

Discussing SEO

- We're never on the first page or in the top ten results. [2]
- Search engines give higher rankings to sites with new content. [3]
- Search engines penalize sites that use keyword stuffing. [5]

Making a comment

- That's disappointing. [2]
- It's embarrassing. [2]
- That's impressive. [11]
- That's incredible. [12]

Is that a mark?

There are many words in German and English that sound similar but have very different meanings. They are called “false friends”.



Skill Up! Audio
You can do an exercise on Business Spotlight Audio.



BRAND



MARK

What's Marke in English?

(Produkt-)Marke = **(product) brand**

- What's your favourite brand of chocolate?

It's not mark!

mark = Fleck

- What's that mark on your shirt?

Other options: (Kenn-)Zeichen; Kratzer; Markierung; Schulnote (UK)



CHANNEL



CANAL

What's Kanal in English?

(Marketing-)Kanal = **(marketing) channel**

- Our own mobile app is the best marketing channel.

It's not canal!

canal = Kanal (für die Schifffahrt angelegt)

- She lives on a houseboat on one of London's canals.

OTHER FALSE FRIENDS

You mean...	You should say...	Don't say...	As this means...
überall ▶ Die Kampagne war ein voller Erfolg — überall!	everywhere ▶ The campaign was a complete success — everywhere!	overall	insgesamt, im Großen und Ganzen
Publikum ▶ Wir müssen ein junges Publikum erreichen.	audience ▶ We need to reach a young audience.	public	Öffentlichkeit

TRICKY TRANSLATIONS

How do you say “appeal” and “appealing” in German?

- If something **appeals** to someone, it means that a person likes it or wants it. We generally translate it as *zusagen* or *gefallen*:
 “This short video clip will appeal to them.” ▶ Dieses Kurzvideo wird ihnen gefallen.
- As an adjective, **appealing** often describes something that is attractive. For this reason, we can translate it as *attraktiv*:
 “His smile is very appealing.” ▶ Sein Lächeln ist sehr attraktiv.
- If the adjective **appealing** is used to mean “both interesting and attractive at the same time”, then we usually translate it as *ansprechend* or *gefällig*:
 “In addition, the design is appealing.” ▶ Hinzu kommt, dass das Design ansprechend ist.
- If **appeal** refers to a quality that makes someone or something attractive, it’s best translated as *Reiz*:
 “What exactly is the appeal of TikTok?” ▶ Worin genau besteht der Reiz von TikTok?
- In a legal context, **appeal** is a formal request to a court or an authority to change a legal decision. It’s a noun and a verb. We translate it as *Berufung* or *Berufung einlegen*:
 “When will you appeal?” ▶ Wann werden Sie Berufung einlegen?

Choose a target

How many word partnerships do you know that sound natural with “target”, which can be both a noun and a verb? Learn some common collocations and how to use them.



“Target” (noun) with nouns

target audience

► Zielpublikum

target date

► angestrebter Termin, Zieltermin; Stichtag

target figure

► Zielgröße

target group

► Zielgruppe

target language

► Zielsprache

target market

► Zielmarkt

target marketing

► zielorientiertes Marketing

target party

► Zielgruppe

target price

► Richtpreis; angestrebter Preis, Zielpreis

target reader(s)

► Zielleserkreis

target segment

► Zielsegment, Teilziel

Prepositions with “target”

above target

► über das Ziel hinausgehend

below target

► unter dem Ziel liegend

on target

► zielgemäß

off target

► das Ziel verfehlend

“target” (noun) + noun

audience
date
figure
group
language

market
marketing
party
price
reader(s)
segment

preposition + “target”

above
below
on
off

SKILL UP!

ORIGINAL MEANING

The first meaning of **target** is a military one. It is the focus (object, person or place) of an attack, which is why **military target** and **terrorist target** are also common collocations. In business, we use **target** to show we are focusing on something in particular. When we zoom in on something, particularly on certain consumers, we talk about **microtargeting** and **microtargets**. **Retargeting** is when you show dynamic ads to people who have already visited your website. You **target** such people **with** personalized ads.

adjective + "target"

easy
key
moving
potential
prime

Adjectives with "target"

easy target

► leichtes Ziel

key target

► zentrales Ziel

moving target

► bewegliches Ziel

potential target

► potenzielles Ziel

prime target

► oberstes Ziel

"target" (verb) + noun

an audience
a group
a region
consumers
millennials

"Target" (verb) with nouns

target an audience

► ein (bestimmtes) Publikum anvisieren

target a group

► eine Gruppe anvisieren

target a region

► auf eine Region abzielen

target consumers

► Verbraucher(innen) anvisieren

target millennials

► die Millennium-Generation als Zielgruppe haben

verb + "a target"

hit
identify
meet
reach
set

Verbs with "a target"

hit a target

► ein Ziel erfüllen

identify a target

► ein Ziel ermitteln

meet a target

► ein Ziel erfüllen

reach a target

► ein Ziel erreichen

set a target

► ein Ziel festlegen

Prime target?

Aaron: We just got our sales figures. Did we **hit our target** for the month?

Cedric: Of course. You were right **on target** with your estimates.

Aaron: I've also **identified a new target audience** for your team. Millennials! They're a **prime target** for our new products.

Cedric: But not an **easy** one.

What did they say again?

English is rich in idiomatic expressions. It's important to understand exactly what they mean. Learn some key idioms here.



Cold reception?
Testing the
waters

First, read the two versions of the short conversations. Then cover up the simpler version and read the idiomatic dialogue again. Can you remember the meanings?

First, the idiomatic way

Dan: I like the plan. Can you **test the waters** in the marketing team?

Mia: They won't like it. They've already allocated the **lion's share** of the budget to print. That's where they see more **bang for our buck**.

Now, more simply

Dan: I like the plan. Can you find out how they feel about it in the marketing team?

Mia: They won't like it. They've already allocated the largest part of the budget to print. That's where they see more value for money.

test the water(s)

► das Terrain sondieren, die Stimmung prüfen

lion's share: the ~

► der Löwenanteil

bang for one's buck:

a ~ US ifml.

► gute Ware fürs Geld

First, the idiomatic way

Dan: A digital campaign can help **make or break** us.

Mia: But they say social media is **not all it's cracked up to be**.

Dan: Maybe I can **shed some light on** why it's so important.

Now, more simply

Dan: A digital campaign can help us succeed or fail.

Mia: But they say social media is not as good as people claim.

Dan: Maybe I can help explain why it's so important.

make or break sb./sth.

► zum Erfolg oder Scheitern von jmdm./etw. führen

not all it's cracked up to be: sth. is ~ ifml.

► mit etw. ist es auch nicht sehr weit her

shed light on sth.

► über etw. Aufschluss geben, etw. (er)klären

**Skill Up! Audio**

You can do an exercise on *Business Spotlight Audio*.



Success!
Right off the bat

First, the idiomatic way

Mia: So, Dan, the campaign has been **up and running** for a month now. Can you **bring me up to speed**? How's it going?

Dan: Well, **right off the bat**, the social media campaign has been a success. This is clearly where you are **getting more eyeballs**.

Now, more simply

Mia: So, Dan, the campaign has been online for a month now. Can you give me the latest information? How's it going?

Dan: Well, from the very beginning, the social media campaign has been a success. This is clearly where you are getting more people looking at your content.

up and running: be ~

► gestartet sein und laufen

bring sb. up to speed

ifml. ► jmdn. auf den neuesten Stand bringen

right off the bat US

► prompt, auf Anhieb

get eyeballs ifml.

► Konsumenten erreichen

First, the idiomatic way

Mia: We needed a **reality check**. And this campaign was one. From what I hear, it's been useful. Has it **lived up to your expectations**?

Dan: Oh, **hands down**! But I'd like to **crunch the numbers** one more time before I send you the final report.

Now, more simply

Mia: We needed a reminder of what it's like to live in the real world. And this campaign was one. From what I hear, it's been useful. Has it been as good as you expected?

Dan: Oh, easily and without question! But I'd like to do some calculations one more time before I send you the final report.

reality check ifml.

► Realitätsprüfung

live up to one's expectations

► jmds. Erwartungen entsprechen

hands down ifml.

► zweifellos

crunch the numbers ifml.

► die Zahlen noch einmal durchgehen



4. “Experience”

This noun can be either countable or uncountable, depending on the meaning:

- We always deliver fantastic customer **experiences**.
(= individual events/incidents)
- His **experience** in performance marketing is limited.
(= knowledge/skills in general)

5. “Data”

In Latin, “data” is the plural form of “datum”. Native speakers of English generally ignore this fact and treat “data” (pronounced [ˈdeɪtə]) as a singular uncountable noun. Only in the scientific world is “data” more likely to be treated as a plural form, in which case, the singular is then “datum” (pronounced [ˈdeɪtəm]):

- The collected **data was** incredibly insightful.

We can combine “data” with “set” to create a countable compound noun with which we can focus on a particular kind or group of individual instances of data:

- How many **data sets** will you need to calculate the results?
- This **data set** is incomplete.

QUANTIFIERS

Because these nouns are singular, we use “much” and not “many” with them — at least in questions and negated sentences. In affirmative sentences, we normally use “a lot of” rather than “much”. The comparative form of “much” is “more”; the superlative form is “(the) most”:

- We have **a lot of information** from them.
- We don’t have **much experience** in this area.
- **Most advertising** is carried out online.

To talk about small amounts of a singular uncountable noun, use “(a) little”. The comparative form is “less”; the superlative form is “the least”:

- There’s very **little content** here.
- You should watch **less news**.

To refer to large quantities, use “a huge/large/massive amount of”. Informally, you might also hear “a bunch of”:

- There is **a huge amount of content** available.

Singular uncountable nouns

Knowledge of the basics of English grammar will help you to communicate clearly and confidently. Here, we review singular uncountable nouns in the context of digital marketing.

1. Key rules

Here are a few general rules:

- Singular uncountable nouns take a singular verb.
- There are no plural forms of singular uncountable nouns.
- You cannot use “a”/“an” or numbers in front of a singular uncountable noun.
- Some nouns can be both countable and uncountable, depending on the context or meaning.
- There are different ways to make a singular uncountable word countable, which are often specific to the individual nouns.

Below, we focus on some nouns you will find useful when talking about marketing.

2. “Advertising” and “marketing”

Both are singular uncountable nouns, so they take a singular verb:

- **Is advertising** a waste of money?
- Online **marketing is** essential today.

To refer to individual instances of these abstract concepts, you can combine them with “activity”, which, of course, can also be used in the plural:

- Our **advertising/marketing activities** focus on mobile phones.

3. “Content”, “equipment”, “information” and “news”

These four words are also singular uncountable nouns:

- The **content is** entertaining.
- What **equipment is** necessary?
- This **information is** not enough.
- The **news wasn’t** great.

These abstract nouns can be combined with the countable noun “piece” to refer to individual instances of content, equipment, information or news:

- How many **content pieces / pieces of content** will you need?
- How long have you had this **piece of equipment**?
- That’s a key **piece of information/news**.

Test yourself!

See how well you know the words and phrases presented in this booklet by doing the exercises below. Cover the answers at the bottom of page 23.



1. Complete the sentences below with the correct verbs. We've given you the first two letters.

- A. For digital marketing to work, you need to **ha** more data.
- B. It's important to **ta** content and campaigns to your readers.
- C. Once they are on your website, you need to **tr** them so you can identify their behaviour.
- D. Ideally, your campaign needs to **re** with your potential customers and fanbase.

2. Choose the correct options to complete the comments you could make to a business partner.

- A. We've identified important digital **touchpads/ touchpoints** for the whole of our fanbase.
- B. Try to avoid keyword **padding/stuffing** on your website.
- C. You can place **native/ non-native** advertising in key positions on many popular websites.
- D. **Engaging/Engaged** content will keep your readers on the page.
- E. We know a lot now about the browsing **sessions/ sittings** of our readers.

3. What would you say in the following situations?

- A. You want to find out how to get people to your website. Use “drive”.

.....

- B. You want to know if something will keep people on your site longer. Use “bounce”.

.....

- C. You suggest that someone should write better content. Use “headlines”.

.....

- D. You want readers to agree to cookies on your site. Use “consent”.

.....

- E. You want someone to give you information. Use “tell me”.

.....

4. Replace each German word (in *italics>*) in the sentences below with the correct English word.

- A. Which
 (*Marke*) is more popular with the younger viewers?
- B. The best
 (*Kanal*) for this product range has been social media.
- C. We're not reaching the right
 (*Publikum*) with this campaign.
- D. We need to use the same images
 (*überall*).

Answers: _____

- A.** harvest; **B.** tailor; **C.** track; **D.** resonate
- A.** touchpoints; **B.** stuffing; **C.** native; **D.** Engaging; **E.** sessions
- A.** How can we drive traffic to our website?
B. Will that lower the bounce rate?
C. You need to write catchy headlines.
D. Click here to consent!
E. Tell me what you know.
 (Other answers are possible.)
- A.** brand; **B.** channel; **C.** audience; **D.** everywhere

Answers from page 3:

- low (bounce rate = *Absprungrate*)
- search-engine result page
- Yes, but “data” is also treated as a plural uncountable noun in scientific texts.
- hit
- marketing channel



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- Teil 3 SMALL TALK (1/20)
- Teil 4 MEETINGS (2/20)

- Teil 5 NEGOTIATING (3/20)
- Teil 6 EMAILS AND TEXTS (4/20)
- Teil 7 PRESENTATIONS (5/20)
- Teil 8 GETTING A NEW JOB (6/20)

⊗ das muss ich wiederholen ✓ super, das kann ich schon

THE BASICS

agenda	<input type="radio"/>	• Tagesordnung; Programm
bargaining technique	<input type="radio"/>	• Verhandlungstaktik
budget	<input type="radio"/>	• Budget
concern	<input type="radio"/>	• Anliegen
condition	<input type="radio"/>	• Bedingung
contract	<input type="radio"/>	• Vertrag
deal	<input type="radio"/>	• Abmachung; Geschäft
exploratory negotiation	<input type="radio"/>	• Sondierungsgespräch
face-to-face negotiation	<input type="radio"/>	• Verhandlung unter vier Augen
goal	<input type="radio"/>	• Ziel
go-between	<input type="radio"/>	• Vermittler(in), Mittelsmann
high-level negotiation	<input type="radio"/>	• Verhandlung auf hoher Ebene
item	<input type="radio"/>	• Punkt
lawyer	<input type="radio"/>	• Anwalt/Anwältin
negotiation	<input type="radio"/>	• Verhandlung
objective	<input type="radio"/>	• Ziel(setzung)
pain threshold	<input type="radio"/>	• Schmerzgrenze
party	<input type="radio"/>	• Partei; Partner(in)
policy	<input type="radio"/>	• Strategie
preliminary negotiation	<input type="radio"/>	• Vorverhandlung
procedure	<input type="radio"/>	• Vorgehen(sweise)
promise	<input type="radio"/>	• Zusage
proposal	<input type="radio"/>	• Vorschlag
query	<input type="radio"/>	• Rückfrage
requirement	<input type="radio"/>	• Voraussetzung
salary/wage negotiation(s)	<input type="radio"/>	• Gehalts-/Lohnverhandlung(en)
scope	<input type="radio"/>	• Geltungsbereich
set of lawyers	<input type="radio"/>	• Anwaltsteam
sticking point	<input type="radio"/>	• Knackpunkt
supplier	<input type="radio"/>	• Lieferant(in), Anbieter(in)
takeover negotiation(s)	<input type="radio"/>	• Übernahmeverhandlung(en)
terms	<input type="radio"/>	• Bedingungen
terms of a contract	<input type="radio"/>	• Vertragsbedingungen



DO YOUR HOMEWORK

Negotiating in your own language is hard enough. When you have to do it in a foreign language, it's naturally even more difficult. You not only have to be aware of language barriers, but also of your business partners' different cultural backgrounds and **bargaining techniques**. So, before you start, find out as much as you can about your negotiation partners.

TRY SILENCE!

Encourage your negotiation partner to keep talking. One technique is to stay silent for short periods of time. Your partner will often fill this silence with useful information. Or, simply say:

- "Tell me more".

HAVE A PLAN

Before any negotiation, make sure you know the answers to the following questions:

- What is my **goal**?
- What is my **pain threshold**?
- What could be a **sticking point**?
- What alternatives do I have if the **negotiation** breaks down?

NEGOTIATING

agree to disagree	<input type="radio"/>	– sich verschiedene Meinungen gegenseitig zugestehen
aim for sth.	<input type="radio"/>	– etw. anstreben
appreciate sth.	<input type="radio"/>	– etw. zu schätzen wissen
assure sb. of sth.	<input type="radio"/>	– jmdm. etw. zusichern
block a deal	<input type="radio"/>	– ein Geschäft blockieren
butt in	<input type="radio"/>	– unterbrechen, dazwischenreden
catch sth.	<input type="radio"/>	– etw. verstehen
come up with sth.	<input type="radio"/>	– sich etw. einfallen lassen
comply with sth.	<input type="radio"/>	– etw. erfüllen, entsprechen
compromise with sb. on sth.	<input type="radio"/>	– mit jmdm. einen Kompromiss über etw. schließen
consider sth.	<input type="radio"/>	– etw. erwägen
demand sth.	<input type="radio"/>	– etw. fordern
disagree with sb. on sth.	<input type="radio"/>	– sich mit jmdm. über etw. nicht einigen
draw sb.'s attention to sth.	<input type="radio"/>	– jmds. Aufmerksamkeit auf etw. lenken
entertain an idea	<input type="radio"/>	– einen Gedanken erwägen
establish rapport with sb.	<input type="radio"/>	– ein gutes Verhältnis zu jmdm. aufbauen
give in to sb.	<input type="radio"/>	– jmdm. nachgeben
haggle with sb. over sth.	<input type="radio"/>	– mit jmdm. um etw. feilschen
have (the) authority to do sth.	<input type="radio"/>	– ermächtigt sein, etw. zu tun
increase sth.	<input type="radio"/>	– etw. erhöhen
interrupt (sb./sth.)	<input type="radio"/>	– (jmdn./etw.) unterbrechen
make an offer	<input type="radio"/>	– ein Angebot machen
mediate sth.	<input type="radio"/>	– etw. vermitteln, herbeiführen
meet sb.'s requirements	<input type="radio"/>	– jmds. Bedürfnisse erfüllen
move on sth.	<input type="radio"/>	– bei einer Sache etwas flexibel sein
outline sth.	<input type="radio"/>	– etw. umreißen
owe sb. sth.	<input type="radio"/>	– jmdm. etw. schuldig sein
postpone sth.	<input type="radio"/>	– etw. auf-, verschieben
propose sth.	<input type="radio"/>	– etw. vorschlagen
renege on sth.	<input type="radio"/>	– etw. nicht einhalten
renegotiate sth.	<input type="radio"/>	– etw. neu verhandeln
take sb.'s point	<input type="radio"/>	– jmds. Argumente akzeptieren
take sth. into account	<input type="radio"/>	– etw. berücksichtigen
tread carefully	<input type="radio"/>	– behutsam vorgehen
USEFUL PHRASES		
Are you certain/sure...?	<input type="radio"/>	– Bist du / Sind Sie sicher, dass ...?
I am absolutely convinced.	<input type="radio"/>	– Ich bin absolut (davon) überzeugt.
It's out of the question.	<input type="radio"/>	– Es kommt nicht infrage.
Let me get this straight: ...	<input type="radio"/>	– Damit ich dich/Sie richtig verstehe: ...
Let me put that another way.	<input type="radio"/>	– Lass / Lassen Sie es mich anders ausdrücken.
Where do you stand on...?	<input type="radio"/>	– Wie ist deine/Ihre Meinung zu...?

OPINIONS

Listen for key words, such as **sure**, **certain** and **convinced**. If your negotiating partner uses these words when voicing their opinions, they are less likely to **compromise with you on something**:

- As far as I can see, it looks good. **Where do you stand on** the delivery dates?
- I think there could be a problem. Are you **certain** you can deliver on time?
- I'm absolutely **convinced**.

CHECKING AND CLARIFYING

- Can I **butt in** here? **Let me get this straight**: so, you're **happy** with the price, but not with the design. Is that correct?
- **Let me put that another way**. We're looking for something more modern. And we're not prepared to pay that price, either.



AGREE TO DISAGREE

If you cannot agree on something, tell your partner:

- We'll have to **agree to disagree**.

This polite phrase shows that you want to end a disagreement without either person having to lose face.

COMMON GROUND

- Look, we both know that no one wants to see long **delays**.
- Exactly. That's why we're happy to provide the **guarantees** you need, at no extra cost.
- That sounds good. I can see the **benefits** for us both.

COUNTERPROPOSALS

Be polite with your counterproposals:

- I would propose a six per cent **discount** if we ordered today.
- I'm afraid that's too high. We could accept four per cent.
- OK, so what if we say five per cent?
- Agreed. That's a good **compromise**.

DIRECT OR NOT?

Generally, German business people say what they mean and mean what they say. They are usually **direct**. In other cultures, the communication style may be much more indirect:

- I don't want to seem **rude**, but I'm going to be completely **honest**. There's no way we can accept this.



Illustration: Frank Ranspott, pseudodaemon, Robert Wicher/istock.com

KEY NOUNS

advantage	<input type="radio"/>	• Vorteil
backing	<input type="radio"/>	• Unterstützung
bad faith negotiation	<input type="radio"/>	• Verhandlung entgegen Treu und Glauben
bargain	<input type="radio"/>	• günstiges Angebot; Abmachung, Handel
benefit	<input type="radio"/>	• Nutzen; Vergünstigung
common ground	<input type="radio"/>	• Gemeinsamkeit, gemeinsamer Nenner
compromise	<input type="radio"/>	• Kompromiss
concession	<input type="radio"/>	• Zugeständnis
counterproposal	<input type="radio"/>	• Gegenvorschlag
damage	<input type="radio"/>	• Schaden, Beschädigung
delay	<input type="radio"/>	• Verzögerung
disadvantage	<input type="radio"/>	• Nachteil
discount	<input type="radio"/>	• Rabatt
exclusivity	<input type="radio"/>	• Exklusivität
fixed price	<input type="radio"/>	• Fix-, Festpreis
guarantee	<input type="radio"/>	• Garantie
insurance	<input type="radio"/>	• Versicherung
invoice	<input type="radio"/>	• Rechnung
mutual gain	<input type="radio"/>	• gegenseitiger Gewinn
payment	<input type="radio"/>	• Zahlung
penalty clause	<input type="radio"/>	• Strafklausel
pricing	<input type="radio"/>	• Preisgestaltung
profit margin	<input type="radio"/>	• Gewinnspanne
rebate	<input type="radio"/>	• Nachlass
retainer	<input type="radio"/>	• Vorschuss
tender	<input type="radio"/>	• Offerte
terms of payment	<input type="radio"/>	• Zahlungsbedingungen
unit price	<input type="radio"/>	• Einheits-, Stückpreis

NEGOTIATING STYLES

cautious	<input type="radio"/>	• vorsichtig, zurückhaltend
confident	<input type="radio"/>	• selbstbewusst
cut-throat	<input type="radio"/>	• halsabschneiderisch
demanding	<input type="radio"/>	• fordernd, anspruchsvoll
devious	<input type="radio"/>	• hinterhältig, undurchsichtig
direct	<input type="radio"/>	• direkt
experienced	<input type="radio"/>	• erfahren
honest	<input type="radio"/>	• ehrlich
hostile	<input type="radio"/>	• feindselig
open	<input type="radio"/>	• offen
rude	<input type="radio"/>	• unhöflich, rüpelhaft
successful	<input type="radio"/>	• erfolgreich
tentative	<input type="radio"/>	• zögerlich, vorsichtig
trustworthy	<input type="radio"/>	• vertrauenswürdig

THE DEAL

achieve sth.	<input type="radio"/>	• etw. erzielen
agree on/to a deal	<input type="radio"/>	• ein Geschäft vereinbaren
approve a deal	<input type="radio"/>	• ein Geschäft genehmigen
clarify sth.	<input type="radio"/>	• etw. (ab)klären
clinch a deal	<input type="radio"/>	• ein Geschäft abschließen
close a deal	<input type="radio"/>	• einen Abschluss tätigen
confirm sth.	<input type="radio"/>	• etw. bestätigen
draft sth.	<input type="radio"/>	• etw. entwerfen
draw up a contract	<input type="radio"/>	• einen Vertrag aufsetzen
finalize a deal	<input type="radio"/>	• ein Geschäft abschließen
get a bargain	<input type="radio"/>	• ein gutes Geschäft machen
give sb. the go-ahead ifml.	<input type="radio"/>	• jmdm. grünes Licht geben
go over sth.	<input type="radio"/>	• etw. durchgehen, überdenken
go through sth.	<input type="radio"/>	• etw. durchsehen, überprüfen
hammer out a deal	<input type="radio"/>	• einen Deal ausarbeiten
invoice sb. for sth.	<input type="radio"/>	• jmdm. etw. in Rechnung stellen
make a deal	<input type="radio"/>	• eine Vereinbarung treffen
negotiate a deal	<input type="radio"/>	• einen Abschluss aus-/verhandeln
oppose a deal	<input type="radio"/>	• gegen ein Geschäft Einwände erheben
order in bulk	<input type="radio"/>	• eine Großbestellung aufgeben
pull out of a deal	<input type="radio"/>	• aus einem Geschäft aussteigen
purchase sth.	<input type="radio"/>	• etw. kaufen
recap sth.	<input type="radio"/>	• etw. rekapitulieren, zusammenfassen
rephrase sth.	<input type="radio"/>	• etw. neu formulieren
resolve sth.	<input type="radio"/>	• etw. lösen
settle sth.	<input type="radio"/>	• etw. regeln
sign a deal	<input type="radio"/>	• einen Abschluss unterzeichnen
strike a deal	<input type="radio"/>	• ein Geschäft abschließen
summarize (sth.)	<input type="radio"/>	• (etw.) zusammenfassen
sum (sth.) up	<input type="radio"/>	• (etw.) zusammenfassen
swing a deal ifml.	<input type="radio"/>	• ein Geschäft machen
terminate sth.	<input type="radio"/>	• etw. beenden, aufkündigen
win a deal	<input type="radio"/>	• einen Auftrag gewinnen
work out a deal	<input type="radio"/>	• einen Vertrag ausarbeiten

THE FINAL DETAILS

commission	<input type="radio"/>	• Provision
compensation	<input type="radio"/>	• Vergütung
deadline	<input type="radio"/>	• Frist
delivery deadline	<input type="radio"/>	• Liefertermin
draft	<input type="radio"/>	• Entwurf
final offer	<input type="radio"/>	• letztes Angebot
in time	<input type="radio"/>	• pünktlich, fristgerecht
minutes	<input type="radio"/>	• Protokoll
on time	<input type="radio"/>	• rechtzeitig
outcome	<input type="radio"/>	• Ergebnis
summary	<input type="radio"/>	• Zusammenfassung

SUMMING UP

Use summaries to...

- check understanding
- **clarify** what has been agreed
- **confirm** agreement
- **confirm** what actions need to be taken
- help write the **minutes**

NO DEAL

- Is this your **final offer**?
- It is. We can go over the details again, if you like.
- I'm afraid the **delivery deadline** is too close.
My boss will **oppose such a deal**.

IT'S A DEAL!

- So, my boss has given us the go-ahead.
Let's **finalize this deal** today.
- Great. Shall we **recap** the terms of payment one more time? Then I can **draw up a contract** by Friday.
- Excellent. It's a deal!



IMPRESSUM

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WHAT YOU SHOULD KNOW

CONDITIONALS: “IF” OR “WHEN”?

We use conditional sentences for bargaining and making suggestions. Use **if** to describe situations that will possibly happen:

- *If you offer us a ten per cent discount, we'll order in bulk.*

(= There is a possibility that we will get a discount, but we don't know yet.)

Use **when** to describe things that are certain to happen:

- *I'll visit their offices **when** I'm in Berlin next week.*

(= I am going to Berlin and I'm sure that I will visit their offices.)

“I'M AFRAID...”

When you disagree with someone, you can use the phrase *I'm afraid...* to show that what you are saying is not meant to be a personal insult. *I'm afraid...* gives the other person the feeling that it is not in your power to do anything else about the situation:

- *I'm afraid there seems to have been a slight misunderstanding.*
- *I'm afraid I can't support that proposal.*

FALSE FRIENDS

The German word Preis is translated as **price**:

- *I still think the **price** is too high.*

Don't use **prize**, as this means Preis or Auszeichnung:

- *Our design has won many **prizes**.*

