CAREERS 2019

THE IMPORTANCE OF SELF-DEVELOPMENT

FÜR EINSTEIGER

Negotiating a pay rise

WORTSCHATZ

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Change yourself!
If you want to be successful at work over a long period, you need to develop and improve your skills constantly. If you are lucky, your organization will support you in this process, for example by paying for you to go on courses. But it is also essential to take the initiative yourself. In this issue of Business Spotlight Plus, we provide you with exercises on the vital topic of self-development (pp. 8–11). We also look at the problems that arise when moving for your job (pp. 4–5) and negotiating a pay rise in English (pp. 6–7) — and at the vocabulary of job applications (pp. 18–19). As always, you will find both listening (p. 15) and reading comprehension (pp. 16–17) exercises. And there’s a short test on all these topics (pp. 20–21).
Relocation

In English on the Move (p. 52), we present the language you will need when talking about relocating. You can practise what you have learned here.

1. Discussing relocation

Complete the dialogue by underlining the correct options.

**Jake:** I was told to call you to (A) clear / clarify the relocation terms offered.
**Alison:** Have you been given our relocation (B) fold-out / folder yet?
**Jake:** Yes, but I’d just like to ask about a couple of details in the (C) package / packet.
**Alison:** So, you’ve seen that we have good contacts with local (D) estate / land agents, right?
**Jake:** And you pay for some home- (E) founding / finding trips, I see.
**Alison:** That’s right. We also pay any legal (F) rates / fees you’ve had to pay.
**Jake:** So you pay most of the costs (G) occurred / incurred when buying a place.
**Alison:** We do. We want you to find a (H) propriety / property that meets all your expectations.

2. Packing

Complete the sentences below with six of the words from the box.

- accumulated  | carton  | discard  | duty  | entailed  | label  | sign  | wrap

A. Packing gives us the chance to ______________________ things we don’t need any more.

B. We need a strong cardboard ______________________ for the books.

C. I’ve got several rolls of bubble ______________________.

D. We’ll need some heavy- ______________________ packaging tape for the boxes.

E. Do you have some stickers to ______________________ the boxes?

F. It’s amazing to see how much stuff we have ______________________ over the years.

**Useful tip**

If you have to relocate to a new place, join a club in order to get to know people.
3. Before and after the move

Here are some tips on what to think about when moving. Read the text, then answer the questions below.

**First of all, have a clear-out** of things you haven’t used in the last 12 months, and then get rid of them. There are many useful websites for selling unwanted goods as well as charities that can collect unwanted furniture.

Notify your utility suppliers and anybody who needs to know that you are moving. But also remember to check out the average prices of utilities in the area you are relocating to, so that you don’t get a nasty shock when the first bill arrives.

Go through your cupboards, fridge and freezer and try to use what you have in the run-up to your move instead of buying more groceries and filling your cupboards even more! If you have unopened and in-date items that you do not want, don’t throw them away. There are plenty of food banks that will be grateful for the donation.

**Don’t leave it until the last minute.** Start your packing early, as this will give you more time to spend with friends and family before your move. And don’t have your leaving party the day before you move!

**After the move, hold an open house** and invite your neighbours round. It’s good to get to know your neighbours quickly. You never know when you may need their help to pop in and feed the cat, or to leave your key with.

Make friends with your new colleagues and find out what there is to do in the local area. There may be activities organized by co-workers — maybe they all go bowling once a month. Or maybe they meet for a drink after work on Fridays.

**Explore your local area.** Join a local gym, club or sports team. This is an easy way to meet new people. There are many apps that will help you to locate facilities and places of interest.

Keep an eye out for the local paper, leaflets and community boards. They are full of information about local clubs, societies and groups that you can join. Don’t be shy. We feel we don’t want to impose on people. But if you ask people you meet about what is available, they are usually only too happy to help.

Are the following statements about before and after the move true or false?

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. It’s a problem to get rid of unwanted items when you have a clear-out.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Utility bills are likely to be more expensive when you move.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. You can give in-date food items to food banks.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. The best time for having a leaving party is the day before you leave.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. After moving, it’s a good idea to invite your new neighbours round.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Work colleagues usually go for a drink after work on Fridays.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. There are computer apps that show you what your local area has to offer.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H. People typically don’t ask others what is available because they don’t want to take up anyone’s time.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Negotiating a pay rise

In Easy English (pp. 50–51), Mike Hogan provides advice and tips for negotiating a pay rise in English. Here, you can practise some of the language you need for this.

1. Key vocabulary

Match these words to their definitions.

A. improve 1. to get or acquire (sth.)
B. propose 2. respect and/or thanks for your work
C. gain 3. something that you have to do
D. responsibility 4. rules that limit what you can do
E. recognition 5. to suggest (sth.) as a course of action
F. restrictions 6. to make (sth.) better

A– ; B– ; C– ; D– ; E– ; F–

2. Asking for what you want

Choose the correct words from exercise 1 (A–F) to complete the sentences below. Put the words in the correct form.

A. I’d like to ........................................... my current salary.
B. I’ve ........................................... knowledge and skills in new areas.
C. I’d like to ........................................... a pay increase of around ten per cent.
D. I realize there are ........................................... on the budget.
E. What options for ........................................... are there?
F. I’d like to have more ........................................... for new projects.
3. Using “could”

Match the two parts of these sentences.

A. My pay rise could...
B. An alternative could be for me to have...
C. I could start working on...
D. I could go...
E. The problem we’re facing could...

1. the new project next month.
2. be solved with my suggestion.
3. start from the beginning of next year.
4. an additional three days’ holiday per year.
5. on a training course to learn the new program.

A–__; B–__; C–__; D–__; E–__;

4. Strategies for negotiating

Which of the following strategies do you think are a good idea when negotiating? Give your reasons.

<table>
<thead>
<tr>
<th>Good idea</th>
<th>Bad idea</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Prepare good reasons for wanting a pay rise.</td>
<td></td>
</tr>
<tr>
<td>B. Compare your salary (and last pay increase) to the salaries of others in the department.</td>
<td></td>
</tr>
<tr>
<td>C. Have a plan B — for example asking for other benefits if an increase in pay is not possible.</td>
<td></td>
</tr>
<tr>
<td>D. Explain that you are willing to explore opportunities elsewhere in the company if that would help the organization.</td>
<td></td>
</tr>
<tr>
<td>E. Set a time limit for when you want an answer, for example within two weeks.</td>
<td></td>
</tr>
<tr>
<td>F. Threaten to leave your job if you don’t get a pay rise.</td>
<td></td>
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</tbody>
</table>
Time to change yourself!

In “Time to change yourself!” (pp. 38–45), Bob Dignen discusses why self-development is important. He also provides tips on what you should think about when deciding what you need to develop and how you should do it. Here, you can practise the language involved.

1. Key vocabulary

Circle the correct answer in each case.

A. Technical skills need to be supplied/~supplemented~ with good interpersonal skills.
B. Many employees have annual appraisal/approval meetings.
C. Emotional intellect/intelligence is an important quality for business success.
D. Negotiating is a care/core business skill.
E. Innovation is critical/criticism in the modern business world.
F. You should decide on your developmental priorities/primaries.
G. It is important to fully magnify/maximize your learning.
H. You should try to create a work environment that is full/ rich in learning opportunities.

2. Taking responsibility

Choose the correct words to complete the sentences below.

commitment | emotionally | invest | maintain | mindful | remedy | ultimate

A. Understanding your weaknesses can help you to ~commitment~ gaps in your skill set.
B. Developing your skills takes time and ~emotionally~.
C. You need to ~invest~ time in non-work challenges, too.
D. It’s important to ~maintain~ a healthy lifestyle.
E. You should make time for ~mindful~ moments and reflections.
F. It’s essential to grow ~remedy~ and spiritually.
G. The ~ultimate~ goal of self-development is happiness for ourselves and others.
In an appraisal meeting or feedback session, you may want to get support for your self-development from your boss. Asking questions rather than making statements can make it easier for you to get this support. Change the following statements into questions using the question word given in brackets.

A. I want to know the skills the organization will need in the future. (What?)

B. I would like someone in the organization to be my mentor. (Who?)

C. I want to know the skills I should develop. (Which?)

D. I want to build a network to help me. (How?)

E. I want to know the best way for me to improve. (What?)

F. I want to arrange the best time for a regular feedback meeting. (When?)

G. I want to know the name of a person in HR who I could speak to. (Who?)

H. I want to know where you see my strengths and weaknesses. (Where?)
4. Learning from others

Rearrange the words to create sentences about learning from other people. The first and last words are given.

A. Children / around / by / people / observing / learn / them.

B. Watch / colleagues / with / each / how / interact / other.

C. A / gives / professional / access / you / broad / network / to / people.

D. Your / to / well / advise / placed / manager / is / you.

E. A / relationship / provide / can / with / mentoring / you / insights.

F. Identify / can / person / a / who / senior / help / you.

G. Ask / people / you / know / feedback / who / for / from / well.

H. Experts / you / your / media / social / advise / can / on / identity.

5. True or false?

Decide whether the following statements about learning and self-development are true or false.

A. Hard skills are the knowledge we need in a specific job.  
   True   False

B. Management skills belong to the classic hard skills of business. 
   True   False

C. Most of our learning comes from structured learning in workshops or through e-learning. 
   True   False

D. We should find out our organization’s approach to learning. 
   True   False

E. The problem with mentoring is that the senior person does not benefit from it. 
   True   False
6. The core dimensions

Complete the following three paragraphs, based on Bob Dignen’s interview with Bo Graesborg, using the words from the boxes.

One of my (A) ____________ is to help people (B) ____________ leadership positions. I see some who (C) ____________ and some who don’t reach their (D) ____________ goals. The people who succeed (E) ____________ to display a combination of four key (F) ____________ : competence, opportunity, relationships and enterprise (CORE).

For most of us, competence (G) ____________ a great deal. It’s very (H) ____________ that you are bad at what you do and you still get to the top. But at a (I) ____________ point in your career, it becomes less about you and more about other people. When you start leading people, what you (J) ____________ as an individual matters less and less. It’s about whether the (K) ____________ you presented produced the (L) ____________ results.

Networking connects you to (M) ____________ talents. It connects you to new knowledge and (N) ____________. Networking is a (O) ____________ way for you to deliver better (P) ____________ faster. If you ignore (Q) ____________ in the career game, you have a lot of compensating to do.
The power of ordinary things

In “The power of ordinary things” (pp. 70–71), Eamonn Fitzgerald discusses Vision 2020+, Siemens’s blueprint for future change. Here, you can practise the language involved.

1. Key vocabulary

Choose the correct explanation for these words, all of which were taken from the article.

A. **Restructure**. This means...
   1. to change the way something is organized.
   2. to make something more attractive.

B. **Short-sighted**. This means...
   1. not making careful judgements about the future.
   2. making temporary arrangements.

C. **The headcount**. This means...
   1. the number of people to be dismissed.
   2. the number of people employed in a company.

D. **A tendency**. This means...
   1. a trend or behaviour that keeps on happening.
   2. the need to take care of someone or something.

E. **A commitment**. This means...
   1. a beginning to a process.
   2. a decision to dedicate oneself to a cause or activity.

2. Prepositions

Choose the correct prepositions to complete the sentences below.

at | from | off | on | out | under

A. Siemens will reduce the number of operating divisions...five to three.

B. General Electric was kicked...the Dow Jones in June.

C. ABB has come...pressure from shareholders recently.

D. The new strategy is still being worked...

E. Ordinary people just want to get...with their lives.

F. **Manager** magazine put the number of positions being cut...20,000.
3. Career outlook

The section “Career outlook” (p. 71) looks at three organizations that help people find work in creative ways. Match the two halves of these sentences.

A. There are some serious issues...
B. Impactpool matches international organizations...
C. Comet raised €11 million...
D. JOB TODAY is an employment agency...
E. JOB TODAY connects jobseekers...
F. Comet charges companies...

1. from two venture capital firms.
2. a ten per cent transaction fee.
3. with employers.
4. facing the world today.
5. headquartered in Luxembourg.
6. with jobseekers.

A–__; B–__; C–__; D–__; E–__; F–__

4. Questions and answers

The phrases marked in bold are the answers. What are the questions? They all refer to the Siemens corporation.

A. Siemens was founded **in 1847**.

B. Siemens employs **more than 377,000 people**.

C. Siemens’s CEO is **Joe Kaeser**.

D. I’ve been in the IT business **for 25 years**.

E. No. Future jobs at Siemens won’t be **the same as the old jobs**.

F. **Digitization** will have a big impact on future jobs.
Interkulturelles

Working effectively across cultures

In his article (pp. 28–31), Robert Gibson gives ten key tips for intercultural success. Here you can test your intercultural sensitivity.

1. True or false?

Decide whether or not the following statements are true and why (not). Our answers are based on Robert Gibson’s key tips.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>True</strong></td>
<td><strong>False</strong></td>
</tr>
<tr>
<td>A. Guidebooks are not a good way of finding out information about another culture.</td>
<td></td>
</tr>
<tr>
<td>B. Local interpreters can be used as cultural “informants”.</td>
<td></td>
</tr>
<tr>
<td>C. It’s good to have a simple list of dos and don’ts when visiting a country for the first time.</td>
<td></td>
</tr>
<tr>
<td>D. It’s necessary to copy the behaviour of your hosts when you are the visitor.</td>
<td></td>
</tr>
<tr>
<td>E. We all have unconscious biases.</td>
<td></td>
</tr>
</tbody>
</table>

2. Some ways of the world

Choose the appropriate response to the situation described.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A.</strong> In which country do people kiss each other three times when meeting?</td>
<td></td>
</tr>
<tr>
<td>1. UK</td>
<td>2. Lebanon</td>
</tr>
<tr>
<td><strong>B.</strong> In which English-speaking country do men call their male friends “mate”?</td>
<td></td>
</tr>
<tr>
<td>1. USA</td>
<td>2. Australia</td>
</tr>
<tr>
<td><strong>C.</strong> In which country do you usually eat dinner at ten or eleven o’clock?</td>
<td></td>
</tr>
<tr>
<td>1. Spain</td>
<td>2. Sweden</td>
</tr>
<tr>
<td><strong>D.</strong> In which country do you not tip taxi drivers?</td>
<td></td>
</tr>
<tr>
<td>1. UK</td>
<td>2. The Netherlands</td>
</tr>
<tr>
<td><strong>E.</strong> In which country should you not give someone a watch as a present?</td>
<td></td>
</tr>
<tr>
<td><strong>F.</strong> In which country should you not use the OK gesture?</td>
<td></td>
</tr>
<tr>
<td>1. Malaysia</td>
<td>2. Canada</td>
</tr>
</tbody>
</table>
These exercises are based on the text “Million-dollar teacher” (Names & News, p. 9) and on an audio file that you can listen to online.

1. Three questions

Listen to the audio file and choose the right answer to these questions.

A. How many teachers from how many countries did Andria Zafirakou defeat to win the Global Teacher Prize 2018?
   1. 35,000 from 173 countries
   2. 175,000 from 35 countries
   3. 33,000 from 173 countries

B. How will Andria Zafirakou spend the $1 million in prize money?
   1. on herself
   2. on bringing artists and other similar people into the schools
   3. on taking the children out at the weekend

C. What else is Andria involved in besides being a teacher in the classroom?
   1. learning to be a psychologist
   2. preventing gang activity at her school
   3. working as a police officer

2. True or false?

Listen and decide whether the statements below are true or false.

A. Thirty-five languages are spoken in Andria’s school.
   True 🟥 False 🟢

B. Andria has learned all 35 languages.
   True 🟥 False 🟢

C. Andria thinks that having $1 million is stressful.
   True 🟥 False 🟢

3. Alternatives

Listen and find words or phrases that match the definitions below.

A. Paying out money:

B. Causing emotional strain and/or tension:

C. People who plan and draw something new:

D. A sum of money for a particular purpose:
Rediscovering Eileen Gray

When a small armchair sold at Christie’s in Paris for €22 million in 2009, it set a record for a piece of 20th-century furniture. If I asked you to name the designer of this “dragons’ armchair” — which had belonged to Yves Saint Laurent and went under the hammer for more than seven times its pre-auction estimate — could you tell me?

A few weeks ago, I certainly couldn’t have done so. I would have guessed the name was extremely well known: Le Corbusier, Starck, Eames, perhaps. Had I then been told the same person designed the iconic Bibendum chair, styled after the Michelin man, I would have swore his name was on the tip of my tongue. But I’d have been wrong.

The answer is Eileen Gray, a designer and architect born 140 years ago in Ireland. Although she lived to the magnificent age of 98, passing away in Paris in 1976, she never found in her lifetime the true recognition of her talent that was granted to (male) contemporaries such as Le Corbusier, Frank Lloyd Wright and Walter Gropius.

Thankfully, Gray is now making up for lost time. In 2015, The Price of Desire, a biopic of her life, was released. Meanwhile, the National Museum of Ireland has built an impressive permanent collection of her works, and it was there, on a sold-out tour given by her biographer Jennifer Goff, that I “discovered” this major influence on 20th-century design.

Space is too limited to list all Gray’s achievements, but her expertise ranged from detailed lacquerwork to creating a masterpiece modernist house, known as E-1027, in the south of France.

The short explanation for Gray’s relatively low profile seems to be that she was a woman who didn’t quite fit in. Listening to Goff, you also wonder whether jealousy didn’t also play a part. After a falling-out with Gray, Le Corbusier went to stay at E-1027 with Gray’s former partner and, while there, “improved” her great architectural accomplishment by painting murals on its deliberately white walls. The critic Rowan Moore described this as “an act of naked phallocracy” and certainly it infuriated Gray, who ordered their removal. Le Corbusier refused, and one of those murals — painted on an outside wall — may have been among the last things he saw, as he drowned in the sea below the house some years later. (I love the fact that eminent fans of each architect reportedly still quarrel today over whether the E-1027 murals should stay or go.)

After leaving the museum tour, we walked to the Temple Bar district of Dublin, where I saw a bar offering a cocktail called... Eileen Gray. Stellar sale prices for your works may not do it, but once you have a drink named after you, I’d like to think that you have almost certainly become a legend.
1. **Say it differently**

Six expressions in the text are marked in bold. Match these expressions (A–F) to the corresponding phrases (1–6) with the same meaning.

<table>
<thead>
<tr>
<th>A. went under the hammer</th>
<th>1. there isn’t enough room</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. passing away</td>
<td>2. wasn’t also involved</td>
</tr>
<tr>
<td>C. making up for lost time</td>
<td>3. was auctioned</td>
</tr>
<tr>
<td>D. space is too limited</td>
<td>4. didn’t fully conform</td>
</tr>
<tr>
<td>E. didn’t quite fit in</td>
<td>5. dying</td>
</tr>
<tr>
<td>F. didn’t also play a part</td>
<td>6. doing something faster because she wasn’t able to do it earlier</td>
</tr>
</tbody>
</table>

A– ; B– ; C– ; D– ; E– ; F–

2. **True or false?**

According to Elisabeth Ribbons, are the following statements true or false?

<table>
<thead>
<tr>
<th>A. Yves Saint Laurent designed the “dragon’s armchair”.</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Eileen Gray was born in the 19th century.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. The National Museum of Ireland is usually sold out.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Le Corbusier was Gray’s partner.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Gray removed some of Le Corbusier’s murals.</td>
<td></td>
<td></td>
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</tbody>
</table>

3. **Key verbs**

Complete the sentences below with one of these six verbs from the article, which are marked in green. Put the verb in the correct form.

- **grant** | **infuriate** | **offer** | **range** | **style** | **swear**

A. John’s request to go on a sabbatical was .............................................. to him.
B. His bad behaviour during the lesson .............................................. the teacher.
C. I had my hair .............................................. by a fashionable hairdresser.
D. Can I .............................................. you some tea or coffee?
E. Our customers’ ages .............................................. from very young to very old.
F. At the age of 16, Jean .............................................. never to eat meat again.
The language of job applications

The current issue of Skill Up! focuses on job applications. Here, you can practise vocabulary you’ll need for talking about and writing job applications.

1. Key words

Match the English expressions (A–H) to their German equivalents (1–8).

| A. testimonial | 1. Referenzgeber(in) |
| B. covering letter | 2. Arbeitszeugnis |
| C. referee | 3. Lebenslauf |
| D. CV | 4. freie Stelle |
| E. recipient | 5. Personalvermittler(in) |
| F. attachment | 6. Begleitschreiben |
| G. recruiter | 7. Anhang |
| H. vacancy | 8. Empfänger(in) |

2. Know your idioms

Complete these explanations with the correct options from the list below.

crop | cut | feet | fit | heart | trumpet

A. If you put your .................................... and soul into a job, you put absolutely everything into it.

B. If you make the ...................................., you pass into the next round of the application process.

C. If you blow your own ...................................., you talk proudly about your achievements.

D. If you are the cream of the ...................................., you are among the best or most qualified people in your field.

E. If you can think on your ...................................., you are able to come up with good ideas and make decisions quickly in difficult situations.

F. If you are a perfect .................................... for a job, you are exactly right for the position.
3. Career profile

Complete these career profiles by completing the adjectives.

**Product Manager (Software)**
(A) Pass..............and (B) self-driv.............. Product Manager with proven expertise in taking customer requirements and creating successful software products. (C) Ade.............. at leading international teams to plan, design, create and launch product features.

**Project Manager**
Absolutely (D) trustw......................, (E) goal-or...................... and (F) conscient...................... project manager with ten years’ experience in the hotel business. (G) Well-ver...................... in project management. A (H) self-motiv...................... worker who can prioritize and manage multiple projects at a time.

4. Working on your covering letter

Complete the following paragraph for a covering letter with the correct options.

As an experienced UX designer with a (A) background / back-file in graphic design and an (B) attraction / affinity for digital technology and social media, I have a great (C) understanding / understood of what it takes to successfully create user-friendly interfaces. In addition, I have extensive (D) knowing / knowledge of project management and, having worked in the business for over ten years, a proven track (E) account / record of success.
What have you learned?

When you’ve completed all the exercises in this issue of Business Spotlight Plus, you can check your progress by testing yourself here.

ENGLISCH FÜR DEN ALLTAG (pp. 4–5)

1. We should have a ...................................... before we start packing.
   (A) clear-out  (B) clear-off  (C) clean-off

2. I need some ...................................... for labelling the boxes.
   (A) stick-ups  (B) stick-ons  (C) stickers

3. After moving into a new home, many people hold a(n) ...................................... and invite the neighbours round.
   (A) house party  (B) free house  (C) open house

FÜR EINSTEIGER (pp. 6–7)

4. I want to negotiate a pay ...................................... with my boss.
   (A) reward  (B) rise  (C) raise

5. John’s suggestion should ...................................... the problem.
   (A) satisfy  (B) solve  (C) save

6. If you can’t increase my pay, what ...................................... can you offer me?
   (A) revenues  (B) returns  (C) benefits

KOMMUNIKATION (pp. 8–11)

7. I need the right ...................................... to be able to do the work properly.
   (A) set  (B) craft  (C) skills

8. It’s important that you have a healthy ......................................
   (A) lifestyle  (B) living standard  (C) life cycle

9. ...................................... intelligence is a necessary quality in business.
   (A) Empathy  (B) Physical  (C) Emotional

10. Happiness should be the ultimate goal of your ......................................
    (A) self-control  (B) self-development  (C) self-defence

11. Who would be an appropriate ...................................... to help me develop at work?
    (A) monitor  (B) mentor  (C) minder
12. We need to create a ................................ for how we adapt to new technologies.
   (A) blue collar            (B) blueprint        (C) blue chip

13. Our ................................ needs to decrease by 12 people.
   (A) headline               (B) count down      (C) headcount

14. We must be more aware of our own cultural .................................
   (A) biases                 (B) blinds          (C) bases

15. Andria Zafirakou will be using the ................................ to bring artists into schools.
   (A) funds                  (B) financials      (C) founding

16. Eileen Gray’s ................................ ranged from lacquerwork to architecture.
   (A) expertise              (B) expanse        (C) exploits

17. Gray had a low profile because she didn’t .................................
   (A) fit and start          (B) fit in          (C) fit out

18. I’ve put in my ................................ for the job.
    (A) recruitment           (B) testimonial    (C) application

19. As you can see from my references, I have an excellent ................................ record.
    (A) track                 (B) company       (C) complete

20. He has been a very ................................ worker in our warehouse.
    (A) conscience            (B) conscious      (C) conscientious
ENGLISCH FÜR DEN ALLTAG (pp. 4–5)
Relocation
1. Discussing relocation
A. clarify = klären
B. folder = Mappe
C. package = Leistung(spaket)
D. estate (estate agent UK = Makler(in))
E. finding (home-finding = Finden einer Wohnung/eines Hauses)
F. fees = Gebühren
G. incurred (costs incurred = entstandene Kosten)
H. property = Immobilie
2. Packing
A. discard = wegwerfen, entsorgen
B. carton (cardboard carton = Pappkarton)
C. wrap (bubble wrap = Luftpolsterfolie)
D. duty (heavy-duty = strapazierfähig)
E. label = beschriften
F. accumulated (accumulate sth. = etw. ansammeln)
3. Before and after the move
A. False. There are many websites where you can sell things or charities that collect unwanted furniture.
B. False. This is not necessarily the case, but you should check prices in advance to avoid a shock.
C. True. They will be grateful for the donation.
D. False. You should pack early, but don't have your leaving party the day before you leave.
E. True. It's good to get to know people who might be able to help you later.
F. False. Not necessarily. You first need to check what social activities, if any, are being organized by your new colleagues.
G. True. There are many such apps available.
H. True. People generally don't want to impose on others.

FÜR EINSTEIGER (pp. 6–7)
Negotiating a pay rise
1. Key vocabulary
A–6; B–5; C–1; D–3; E–2; F–4
2. Asking for what you want
A. improve
B. gained
C. propose
D. restrictions
E. recognition
F. responsibility
3. Using “could”
A–3; B–4; C–1; D–5; E–2
4. Strategies for negotiating
Here are Mike Hogan's comments on these strategies:
A. This is always a good idea. Asking for a pay rise just because you haven't had one for a few years is not usually enough.
B. This is not a good idea, as everyone does different tasks, and brings different value to an organization.
C. This is a good idea, as other benefits, such as more holidays or the ability to work from home, can also have value to you.
D. This is a good idea as it shows your loyalty to the organization and your willingness to be flexible.
E. Putting your manager under pressure is not a good idea. They may have restrictions that you don't know about.
F. Making a threat will not help your relationship with your manager. Also, you will lose face if you don't get the pay rise and then don't leave.

KOMMUNIKATION (pp. 8–11)
Time to change yourself!
1. Key vocabulary
A. supplemented (supplement sth. with sth. = etw. mit etw. ergänzen)
B. appraisal = Beurteilung
C. intelligence
D. core = Kern; hier auch: zentral
E. critical = wesentlich
F. priorities
G. maximize
H. rich (be rich in sth. = reich an etw. sein, viel von etw. haben)

2. Taking responsibility
A. remedy = beheben
B. commitment = Leistungsbereitschaft
C. invest
D. maintain = beibehalten
E. mindful = achtsam
F. emotionally
G. ultimate (ultimate goal = oberstes Ziel)

3. Getting support
A. What skills will the organization need in the future?
B. Who in the organization could be my mentor?
C. Which skills should I develop?
D. How do/I can I build a network to help me?
E. What is the best way for me to improve?
F. When would be the best time for a regular feedback meeting?
G. Who in HR could I speak to?
H. Where do you see my strengths and weaknesses?

4. Learning from others
A. Children learn by observing people around them.
B. Watch how colleagues interact with each other.
C. A broad professional network gives you access to people.
D. Your manager is well placed to advise you.
E. A mentoring relationship can provide you with insights.
F. Identify a senior person who can help you.
G. Ask for feedback from people who know you well.
H. Experts can advise you on your social media identity.

5. True or false?
A. True. Hard skills can include business-sector knowledge and technical knowledge.
B. False. Management skills include soft skills such as time management, goal setting and the ability to conduct performance appraisals.
C. False. It is estimated that only around ten per cent of our learning occurs in this way. Most of our learning takes place on the job.
D. True. You can then see which training opportunities there are that match your needs.
E. False. The senior mentor can get insights into the realities inside their organization.

6. The core dimensions
Text 1
A. roles = Funktionen; Aufgaben
B. take on = übernehmen
C. make it = es schaffen
D. career
E. tend (tend to do sth. = dazu neigen, etw. zu tun)
F. dimensions

Text 2
G. matters
H. rare
I. certain
J. deliver
K. plan
L. projected = geplant

Text 3
M. diverse = verschieden, vielfältig
N. insights = Einblicke, Erkenntnisse
O. key
P. results
Q. relationships
TECHNOLOGIE (pp. 12–13)
The power of ordinary things
1. Key vocabulary
   A–1 (umstrukturieren)
   B–1 (kurzzeitig)
   C–2 (Mitarbeiterzahl)
   D–1 (Trend)
   E–2 (Selbst-)Verpflichtung

2. Prepositions
   A. from
   B. off (be kicked off sth. = jdm. aus etw. hinausgeworfen werden)
   C. under
   D. out (work sth. out = etw. erarbeiten)
   E. on (get on with one’s life = (ungestört) sein Leben weiterleben)
   F. at

3. Career outlook
   A–4; B–6; C–1; D–5; E–3; F–2

4. Questions and answers
   A. When was Siemens founded?
   B. How many people does Siemens employ?
   C. Who is Siemens’s CEO?
   D. How long have you been in the IT business?
   E. Will future jobs at Siemens be the same as the old jobs?
   F. What will have a big impact on future jobs?

INTERKULTURELLES (p. 1.4)
Working effectively across cultures
1. True or false?
   A. False. High-quality guidebooks often have useful cultural information.
   B. True. Trusted local “informants” are good sources of cultural information.
   C. False. An oversimplified list can give you a false sense of security.
   D. False. You don’t necessarily have to copy your host, but you should be flexible and adapt your behaviour to the situation.
   E. True. We can’t easily get rid of our biases, but when working interculturally, it’s good to be aware of them.

2. Some ways of the world
   A–3; B–2; C–1; D–2; E–1; F–3

HÖRVERSTÄNDNIS (p. 15)
Million-dollar teacher
1. Three questions
   A–3; B–2; C–2

2. True or false?
   A. True
   B. False. She has learned to say “hello” and “goodbye” in all 35 languages.
   C. True

3. Alternatives
   A. spending
   B. stressful
   C. designers
   D. funds

Transcript: Million-dollar teacher
Earlier this year, Andria Zafirakou defeated 33,000 teachers from 173 countries to win the Global Teacher Prize 2018. The first UK winner, Zafirakou teaches art and textiles at Alperton Community School in north London, where 35 different languages are spoken and many pupils come from poor families.

That’s why Zafirakou (who has learned to say “hello” and “goodbye” in all 35 languages) will not be spending the $1 million prize on herself. “The thought of so much money is so stressful,” she told the Financial Times. “I want to bring artists, designers, musicians, actors into schools — and I’ll be using the funds to do that. You see, the children in my school, they don’t go out during the weekends.”

The 39-year-old, who is married with two daughters, has been a teacher for 12 years. She is involved in after-school programmes and works with police and social services to prevent gang activity at her school. “Ultimately, teaching is not just what happens in the classroom,” Zafirakou says. “We are mums, we are mentors, we are psychologists, we are role models.”

LESEN & VERSTEHEN (pp. 16–17)
Rediscovering Eileen Gray
1. Say it differently
   A–3; B–5; C–6; D–1; E–4; F–2

2. True or false?
   A. False. He owned the chair (line 3).
   B. True. She was born 140 years ago (line 11).
   C. False. The tour given by Jennifer Goff was fully booked (lines 18–19).
   D. False. Le Corbusier stayed with Gray’s former partner (lines 26–27).
   E. False. She wanted Le Corbusier to remove the murals, but he refused (line 30).

3. Key verbs
   A. granted (grant sth. to sb. = jmdm. etw. gewähren)
   B. infristrate (infristrate sth. = jmdm. würdigen machen)
   C. styled

D. offer
E. range
F. swore = schwor

WORTSCHATZ (pp. 18–19)
The language of job applications
1. Key words
   A–2; B–6; C–1; D–3; E–8; F–7; G–5; H–4

2. Know your idioms
   A. heart (put one’s heart and soul into sth. = mit Leib und Seele bei etw. sein)
   B. cut (make the cut = den Cut schaffen, sich (für die nächste Runde) qualifizieren)
   C. trumpet (blow one’s own trumpet = sich selbst loben)
   D. crop (cream of the crop = das Beste vom Besten, allererste Sahne)
   E. feet (think on one’s feet = schnell und entschlossen reagieren)
   F. fit (perfect fit: a – for sth. = tadelloser zu etw. passen)

3. Career profile
   A. Passionate (passionate about sth. = eine V orliebe für etw.)
   B. self-driven = selbstständig, mit eigenem Antrieb
   C. Adept (adept at sth. = ein Experte für etw.)
   D. trustworthy = vertrauenswürdig
   E. goal-oriented = zielorientiert
   F. conscientious = gewissenhaft, pflichtbewusst
   G. Well-versed (well-versed in sth. = viel von etw. versiert, bewandert)
   H. self-motivated = eigenmotiviert

4. Working on your covering letter
   A. background (a background in sth. = Grundkenntnisse in etw.)
   B. affinity (an affinity for sth. = eine Vorliebe für etw.)
   C. understanding (have a great understanding of sth. = viel von etw. verstehen)
   D. knowledge (knowledge of sth. = Kenntnisse/Wissen in etw.)
   E. record (have a track record of success = eine Erfolgshilanz vorweisen können)

TEST (pp. 20–21)
What have you learned?
1–A; 2–C; 3–C; 4–B (Note: “Pay rise” is UK usage; US usage is simply “raise”).
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