



Business Spotlight

GRATIS
24-Seiten-Booklet
THE LANGUAGE OF HUMAN RESOURCES

Special Report
BRITAIN, BREXIT AND BUSINESS



TOP TIPS

FOR DOING BUSINESS IN ENGLISH

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BUSINESS
SPOTLIGHT**

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100 tips for success

This is the 100th issue of Business Spotlight — an appropriate moment to look back at some of the many tips we have provided since our first magazine.



In ancient Rome, a “centurion” was an officer in the army who commanded a “century”, a group of 100 soldiers (from the Latin *centum*, meaning 100). **The terms “century” and “centurion” are still used in English**, but with a different meaning.

The most common usage of “century” is, of course, to refer to a period of 100 years. But the term is also used in cricket — don’t worry, I’m not going to try to explain the laws of the game — to mean a score by a single player of 100 runs, the cricket term for points. And a player who scores 100 runs is called a “centurion”.

With this 100th issue of *Business Spotlight*, we are also now centurions in a manner of speaking. To celebrate this special milestone,

we have put together 100 tips and quotes — one from each issue of the magazine to date — to help you to communicate better in English at work (pp. 46–53). We hope you enjoy our selection.

I would like to say a **special thanks to you** — **our readers, listeners and users** — for your support and feedback since 2001. And I’d also like to thank all our authors, editors and other colleagues, both in the *Business Spotlight* team and other departments at Spotlight Verlag.

Ian McMaster

PS: For details on how you can vote for your favourite *Business Spotlight* cover, see page 82.



March 2001:
the first issue
of *Business
Spotlight*

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



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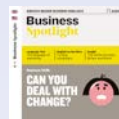
Careers & Management
Let coaching take you to the top

Foto: Guy Bell/Alamy Stock Photo; Illustrationen: Yann Bastard; DawnInk/iStock.com

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SKILL UP!

Our vocabulary booklet offers a wide range of terms and expressions. In this issue, learn the language of human resources.

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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



READERS' SERVICE

Email abo@spotlight-verlag.de

Internet www.spotlight-verlag.de

Telephone +49 (0)89/12 14 07 10

Fax +49 (0)89/12 14 07 11



THE BIG PICTURE
SOUTH KOREA

Locked in

MEDIUM

Most of us try to avoid going to prison. But in South Korea, some people are allowing themselves to be locked up — and are even paying for the privilege.

The would-be inmates want to escape their stressful working lives. They pay about €80 to spend 24 hours behind bars at “Prison Inside Me”, a mock prison. They give up their mobile phones, wear a prison uniform and sleep on a yoga mat in a room with a toilet but no mirror.

Co-founder Noh Ji-Hyang says the idea came from her husband, a busy prosecutor. “He said he would rather go into solitary confinement for a week to take a rest and feel better. That was the beginning,” Noh told Reuters.

The facility opened in 2013. Since then, it’s had over 2,000 visitors. “After a stay in the prison, people say, ‘This is not a prison, the real prison is where we return to,’” she commented.

behind bars

[bi,haɪnd 'bɑ:z]
• hinter Gittern

co-founder

[,kəʊ 'faʊndə]
• Mitgründer(in)

facility [fə'si:əti]

• Einrichtung

mock [mɒk]

• Attrappe; hier: Pseudo-

prosecutor

['prɒsɪkjʊ:tə]
• Staatsanwalt/-anwältin

solitary confinement

[,sɒlətəri kən'faɪnmənt]
• Einzelhaft

would-be inmate

[,wʊd bi: 'ɪnmert]
• Insasse/Insassin auf eigenen Wunsch
(**would-be** ▶ Möchtegern-)

Say goodbye to
your mobile:
it's not needed
in prison



Super expensive:
Vancouver

CANADA

Sky-high prices

MEDIUM AUDIO PLUS

In most places, to be homeless means also to be jobless. But Vancouver has a different problem: housing in the Canadian city is so overpriced that even well-paid construction workers and tradespeople are living in illegal settlements, such as under elevated train tracks.

Mike Diddy works as a drywaller, building an apartment tower where condominium prices start at Can\$ 500,000 (about €330,000). He lives in a converted school bus because he says he can't afford monthly rents of nearly Can\$ 2,000 for a one-bedroom apartment. "For me to get a place I'd want to be [living in], I would

have to have two or three roommates and we probably wouldn't get along at the end of it," Diddy told *Maclean's* magazine.

City officials mainly ignore the illegal campers, unless there are complaints. That was the case when a local business reported that someone had been stealing power by running an extension cord from a motorhome parked on the street to the firm's outdoor socket.

Diddy doesn't need to steal power, though. The 38-year-old uses two marine batteries to provide electricity on the bus. "They last forever — as long as I'm not blending margaritas," he comments.

blend sth. [blend]
• etw. mixen

condominium
[ˌkɒndəˈmɪniəm] N. Am.
• Eigentumswohnung

converted [kənˈvɜːtɪd]
• umgebaut

drywaller [ˈdraɪwɔːlə]
N. Am. • Trockenbauer(in)

elevated [ˈelɪveɪtɪd]
• erhöht

get along [ˌget əˈlɒŋ]
• (miteinander) auskommen, sich verstehen

homeless [ˈhəʊmləs]
• obdachlos

housing [ˈhaʊzɪŋ]
• Wohnraum, Wohnungen

marine battery
[məˈrɪn ˈbætəri]
• Schiffsbatterie

motorhome
[ˈmɒtəhəʊm]
• Wohnmobil

roommate
[ˈruːmmet]
• Mitbewohner(in)

run an extension cord
[ˌrʌn ən ɪkˈstɛnʃən kɔːd]
• ein Verlängerungskabel verlegen

socket [ˈsɒkɪt]
• Steckdose

Understanding fashion's messages

EASY

Does Melania Trump's clothing have a message? And do your fashion choices say something about your personality?

Questions like these are the subject of fashion psychology. Carolyn Mair created the first psychology of fashion degree programme, in 2014. Mair, a neuroscientist, teaches at the University of the Arts London. She told the *Financial Times* that up to now, the field has been largely ignored. "I think that's because of the reputation that fashion has as frivolous and

frilly, rather than one of the world's largest economies."

Fashion psychologist Dawnn Karen teaches at the Fashion Institute of Technology in New York. The 30-year-old is often asked by the media to comment on the First Lady's fashion choices.

"She doesn't talk, and she doesn't show any emotion on her face, so everyone wants to know, 'What is she thinking?'" Karen says of Trump. "Fortunately, she's really expressive through her clothes."



Melania: what is she saying?

degree programme
[di'grɪ: ,prəʊgræm] UK
• Studiengang

frilly ['frɪli]
• aufgeputzt;
hier: schmückend

frivolous ['frɪvələs]
• unseriös

“
I was not raised with wealth or resources or any social standing to speak of
”



Author (*Becoming*) and former US First Lady Michelle Obama, 55

raise (a child)
[reɪz]
• (ein Kind) groß-ziehen

resources
[ri'zɔ:sɪz]
• Mittel

social standing
[ˌsəʊʃl 'stændɪŋ]
• gesellschaftliches Ansehen

to speak of
[ˌtə 'spi:k əv]
• nennenswert



Eyes on the stars:
Dr Megan Clark

billion ['bɪljən]
• Milliarde(n)

blatantly
['bleɪntli]
• offenkundig

CEO (chief executive officer) [ˌsi: i: 'əʊ]
• Direktor(in), Leiter(in)

game [geɪm]
• hier: Regeln

mining industry
['maɪnɪŋ ,ɪndəstri]
• Bergbau(industrie)

speak up for sb.
[ˌspi:k 'ʌp fɔ:]
• jmdn. verteidigen

turn a blind eye (to sth.)
[ˌtɜ:n ə ,blaɪnd 'aɪ (tu:)] • (über etw.) hinwegsehen

PROFILE

Not lost in space

MEDIUM AUDIO

The Australian Space Agency, formed in 2018, has a budget of just over A\$ 41 million (€26 million) — spread over four years. That doesn't worry the agency's CEO, Dr Megan Clark. She plans to increase the industry's value to at least \$7 billion a year by 2030.

Clark started her career as a geologist in the mining industry. At the time, women were not permitted to work underground. "The game was then that if a mines inspector came, you came up to the surface, and as long as they didn't see you working underground or as long as you weren't 'blatantly' working underground, they would sort of turn a blind eye," she told *The New York Times*. "And I just thought that lacked integrity: 'This is what I do, and I'm not going to hide from that.'" When an inspector caught Clark working underground, her boss was told either to fire her or put her in a different job. Instead, he spoke up for her; the law was changed in 1986. Clark says she receives a lot of letters from children who are filled with curiosity about space. "Some people get [that curiosity] beaten out of them, but some people don't, and they end up in the space sector."



Shopping: difficult for the disabled

BRITAIN

Help for disabled customers

ADVANCED

Many businesses have taken steps to increase accessibility for disabled customers — for example by installing lifts or wheelchair ramps — but critics like consultant Molly Watt say that their efforts are falling far short of what people with disabilities actually need. “Too many retailers believe that ‘accessibility’ means having step-free access for wheelchairs, but it’s so much more,” comments Watt, usability and accessibility consultant for the experience design agency Sigma in Macclesfield and Cambridge. “I’ve been refused entry to premises in the past, because I’ve been with my guide dog,” Watt, who has Usher syndrome, an incurable genetic condition, told *The Telegraph*.

Watt says businesses can help disabled customers by keeping shop floors clear, providing large-text or Braille signage, and allowing disabled customers to avoid queues. She also suggests providing audio induction loops for people with hearing aids.

Ceri Smith, policy and campaigns manager at the disabled charity Scope, says retailers need to be better trained. “Poor or patronizing attitudes, and being ignored or talked over have a big impact on the experience of disabled shoppers.”

accessibility

[æk,sesə'biləti]
 ➤ Zugänglichkeit;
 hier auch: Barrierefreiheit

audio induction loop

[,ɔ:diəʊ m'dʌkʃən lu:p]
 ➤ induktive Höranlage

Braille signage

[,breɪl 'saɪnɪdʒ]
 ➤ Beschilderung in
 Brailleschrift

disability

[,dɪsə'biləti]
 ➤ Behinderung

disabled

[dɪs'etɪbld]
 ➤ behindert

fall far short of sth.

[,fɔ:l fɑ: 'ʃɔ:t ɒv]
 ➤ etw. bei weitem nicht
 erreichen

hearing aid

['hɪərɪŋ eɪd]
 ➤ Hörgerät

patronizing

['pætrənəɪzɪŋ]
 ➤ bevundend,
 gönnerhaft

premises

['premɪsɪz]
 ➤ Räumlichkeiten;
 hier: Geschäftsräume

queue

[kju:] UK
 ➤ (Warte-)Schlange

retailer

['ri:teɪlə]
 ➤ Einzelhändler(in)

talk over sb.

[,tɔ:k 'əʊvə]
 ➤ jmdn. nicht zu Wort
 kommen lassen

wheelchair ramp

['wi:əltʃeə ræmp]
 ➤ Rollstuhlrampe

Up and down MEDIUM

Sales of plant-based foods rose 17 per cent in the **US** in 2017, as a result of health and environmental concerns over the consumption of meat. However, global consumption of meat is forecast to increase by 76 per cent by 2050.

Sources: *Financial Times*; Food and Agriculture Organization (www.fao.org)

environmental concerns

[ɪnvaɪrənməntəl
 kən'sɜ:nz]
 ➤ Umweltschutzelange

forecast sth.

['fɔ:kə:st]
 ➤ etw. prognostizieren



The number of female **CEOs** at FTSE 350 companies (the 350 largest companies in **Britain**) fell from 15 to 12 in 2017–18, according to the 2018 “Hampton–Alexander Review”.

Sources: *Financial Times*; FTSE Women Leaders (<https://ftswomenleaders>)

CEO (chief executive officer)

[,si: i: 'əʊ]
 ➤ Vorstandsvorsitzende(r)

review

[ri'vju:]
 ➤ hier: Bericht



housekeeping staff

['haʊski:pɪŋ stɑ:f]
 ➤ Raumpflegepersonal;
 hier auch: Zimmerservice

maid

[meɪd]
 ➤ Zimmermädchen

tip

[tɪp]
 ➤ Trinkgeld

Only about 30 per cent of guests at US hotels leave a tip for housekeeping staff, according to a Texas Tech University study. Unlike in restaurants, where tips are expected, many people do not realize they should leave a tip for maids and cleaners, Professor Shane C. Blum told *The New York Times*.

Sources: *The New York Times*; Texas Tech University (<https://www.ttu.edu>)



THE RIVALS

Wichtig für den Erfolg eines Unternehmens sind Kundenpflege und Planung der Ressourcen. EAMONN FITZGERALD vergleicht die beiden Haupthersteller der dazu benötigten Software.

MEDIUM



SAP

SALESFORCE

FOUNDED April 1972

HEADQUARTERS Walldorf, Germany

CEO Bill McDermott

CRM SAP's software serves businesses in all industries and is moving towards cloud-based solutions rather than traditional on-site CRM.

ERP Available in 35 languages, the market leader, SAP's ERP system, simplifies business processes across procurement, manufacturing, service, sales, finance and HR.

EUROPEAN, INCLUSIVE SAP changed its legal form in 2014 from an "AG" to a European Company (Societas Europaea, SE). The 18-member supervisory board includes people from Finland, the US, France and Slovakia.

ETHICS In September 2018, SAP formed an ethics panel on its use of artificial intelligence (AI).

ENVIRONMENT SAP promises to become carbon neutral in all its operations by 2025.

billion ['bɪljən]
▶ Milliarde(n)

board of directors
[ˌbɔ:d əv də'rektəz]
▶ Leitungsgremium

carbon
['kɑ:bən] ▶ CO₂

CEO (chief executive officer) [ˌsi: i: 'əʊ]
▶ Firmenchef(in)

CRM (customer relationship management)
[ˌsi: ɑ:r 'em]
▶ Kundenbeziehungsmanagement

95,000
Employees

413,000
Customers in more than 180 countries

€23.77 BILLION
Revenue 2017

1,359,000
Followers on LinkedIn
www.linkedin.com/company/sap

250,000
Followers on Twitter
@SAP

1,062,000
Likes on Facebook
www.facebook.com/SAP

SLOGAN
"Run simple"

ERP (enterprise resource planning) [ˌi: ɑ: 'pi:]
▶ Geschäftsressourcenplanung

executive vice president
[ɪg,zekjʊtɪv ,vaɪs 'prezɪdnt] ▶ etwā: stellvertretende(r) Leiter(in)

30,000
Employees

150,000
Customers in 120 countries

\$8.39 BILLION
Revenue 2017

1,158,000
Followers on LinkedIn
www.linkedin.com/company/salesforce

445,000
Followers on Twitter
@salesforce

720,000
Likes on Facebook
www.facebook.com/salesforce

SLOGAN
"No software"

found sth. [faʊnd]
▶ etw. gründen

greenhouse gas
[ˌɡri:nhaʊs 'ɡæs]
▶ Treibhausgas

HR (human resources)
[ˌɛɪtʃ 'ɑ:] ▶ Personalwesen

net zero [ˌnet 'zi:əʊ]
▶ hier: auf Null reduziert

on site [ˌɒn 'saɪt]
▶ vor Ort

procurement
[prə'kju:mənt]
▶ Beschaffung

revenue
['revənju:]
▶ Umsatzerlös(e)

supervisory board
[ˌsu:pə'vaɪzəri bɔ:d]
▶ Aufsichtsrat