

讲义

Free exchange

自由交流

Don't be **workshy**

不要逃避上班

Whoops! Working from home is **detrimental** to productivity, after
all

哎呀! 毕竟, 在家工作不利于工作效率

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A gradual reverse migration is under way, from Zoom to the conference room. Wall Street firms have been among the most forceful in **summoning** workers to their offices, but in recent months even many tech titans—Apple, Google, Meta and more—have demanded staff show up to the office at least three days a week. For work-from-home believers, it looks like the **revenge** of corporate **curmudgeons**. Didn't a **spate** of studies during the covid-19 pandemic demonstrate that remote work was often more productive than **toiling** in the office?

一种逐渐的逆向转变正在进行中, 从 Zoom 回到会议室。在召唤员工回到办公室方面, 华尔街公司(金融公司)一直是最有力的, 但在最近几个月, 甚至许多科技巨头(硅谷公司)——Apple、Google、Meta 等等——都要求员工每周至少有三天到办公室上班。对于远程办公的拥护者来说, 这看起来像是企业老古董的复仇。在新冠疫情期间的一系列研究难道没有表明远程工作往往比在办公室工作更有成效吗?

【词汇】

1. **workshy** /'wɜ:rkʃaɪ/ adj. unwilling to work 不愿工作的; 怕干活的; 懒惰的

例: most of them are idle, work-shy, good-for-nothing

他们中的大多数人都是游手好闲、不爱工作、一无是处的人。

2. **detrimental** /,detrɪ'mentl/ adj. GRE GMAT 专八 雅思 托福 harmful 有害的；不利的

例：The policy will be detrimental to the peace process.

这项政策将不利于和平进程。

3. **summon** /'sʌmən/ v. 六级 考研 雅思 to order somebody to come to you 召唤

例：He was summoned before the board of directors.

他被召集到董事会。

4. **revenge** /rɪ'vendʒ/ n. 四级 GRE 考研 something that you do in order to make somebody suffer because they have made you suffer 报复；报仇

5. **curmudgeon** /kɜ:r'mʌdʒən/ n. GRE GMAT a person who gets annoyed easily, often an old person 脾气坏的人(常指老年人)

6. **spate** /speɪt/ n. GRE GMAT 专八 a large number of things, which are usually unpleasant, that happen suddenly within a short period of time 一连串，接二连三

7. **toil** /tɔɪl/ v. GRE 考研 专八 雅思 to work very hard and/or for a long time, usually doing hard physical work (长时间) 苦干，辛勤劳作

例：She toils tirelessly for various charities.

她为各种慈善事业孜孜不倦地工作。

Unfortunately for the believers, new research mostly runs counter to this, showing that offices, for all their flaws, remain essential. A good starting point is a working paper that received much attention when it was published in 2020 by Natalia Emanuel and Emma Harrington, then both doctoral students at Harvard University. They found an 8% increase in the number of calls handled per hour by employees of an online retailer that had shifted from offices to homes. Far less noticed was a revised version of their paper, published in May by the Federal Reserve Bank of New York. The boost to efficiency had instead become a 4% decline.

对于远程办公的拥护者来说，不幸的是，新的研究大多与此背道而驰，表明办公室尽管有缺陷，但仍然是必不可少的。一份研究报告开启了一系列的研究。它在2020年由纳塔利娅·伊曼纽尔和艾玛·哈灵顿（当时都是哈佛大学的博士生）发表时受到广泛关注。他们发现，一家在线零售商从办公室转移到家庭办公后，员工每小时处理的电话数量增加了8%。然而，很少有人注意到他们的论文的修订版本，该版本于5月份由纽约联邦储备银行发表。提高效率的结果反而变成了4%的下降。

【词汇】

1. **doctorial** /'dɔ:ktərəl/ adj. connected with a doctorate 博士的；博士学位的

例：a doctoral dissertation 博士学位论文

2. **revise** /rɪ'vaɪz/ v. 四级 GMAT 考研 to change something, such as a book or an estimate, in order to correct or improve it 修改，修订（书刊、估算等）

例：Have you got the revised edition of this textbook?

你有这本教科书的修订版了吗？

【词组】

1. **run counter to** : in the opposite direction to something; in opposition to something 违反；与…背道而驰

例：The company's plans run counter to local development guidelines.

该公司的计划与当地的发展准则背道而驰。

2. **for all** : despite 尽管；虽然

例：For all its clarity of style, the book is not easy reading.

这本书虽然文体清晰，但读起来并不容易。

【长难句】

A good starting point is a working paper that received much attention when it was published in 2020 by Natalia Emanuel and Emma Harrington, then both doctoral students at Harvard University.

句子主干部分为 A good starting point is a working paper, 意为：一个很好的起点是一份研究报告

that received much attention when it was published in 2020 为**定语从句**，修饰限定 working paper, 意为：在 2020 年发表时受到广泛关注的（研究报告）

其中，when it was published in 2020 为**时间状语**，意为：在 2020 年发表时

by Natalia Emanuel and Emma Harrington 是**状语**，意为：由纳塔利娅·伊曼纽尔和艾玛·哈灵顿（发表的）

then both doctoral students at Harvard University 是 Natalia Emanuel and Emma Harrington 的**同位语**，意为：当时都是哈佛大学的博士生

The researchers had not made a mistake. **Rather**, they received more precise data, including detailed work schedules. Not only did employees answer fewer calls when remote, the quality of their interactions suffered. They put customers on hold for longer. More also phoned back, an indication of **unresolved** problems.

研究人员并没有犯错。相反，他们得到了更精确的数据，包括详细的工作时间表。员工们在远程时不仅接听了更少的电话，他们的互动质量也受到影响。他们让客户等待的时间更长。更多的人还回电，这表明问题没有得到解决。

【词汇】

1. **rather** /'ræðər/ adv. 四级 高考 考研 used to introduce an idea that is different or opposite to the idea that you have stated previously (提出不同或相反的观点) 相反，反而，而是

例：The problem is not in the whole system, but rather in one small part.

问题不在于整个系统，而是一小部分。

2. **unresolved** /ˌʌnrɪ'zɔ:lvd/ adj. (of a problem or question 问题或提问) not yet solved or answered; not having been resolved 未克服的；未解答的；未解决的

例：These unresolved issues must be addressed.

这些悬而未决的问题必须设法解决。

The revision comes hot **on the tails of** other studies that have reached similar conclusions. David Atkin and Antoinette Schoar, both of the Massachusetts Institute of Technology, and Sumit Shinde of the University of California, Los Angeles, randomly **assigned data-entry** workers in India to labour either from home or the office. Those working at home were 18% less productive than their peers in the office.

这一修订版本紧随其他研究的脚步，这些研究得出了类似的结论。麻省理工学院的 David Atkin 和 Antoinette Schoar，以及加州大学洛杉矶分校的 Sumit Shinde，随机分配印度的数据录入员在家或在办公室工作。在家工作的人比在办公室工作的人生产力低 18%。

【词汇】

1. **assign** /ə'saɪn/ v. 四级 GMAT 考研 to provide a person for a particular task or position 指定；指派

例：They've assigned their best man to the job.

他们指派了最优秀的人承担这项工作。

2. **data-entry** : the activity of putting data into a computer, for example, by using a keyboard. 数据输入

【词组】

1. **on the tails of** : following behind somebody very closely 紧接着；紧跟着

例：Next, the scientists put tiny cuffs on the tails of the mice and measured their blood pressure.

接着，科学家们使用袖珍袖带绑在老鼠的尾巴上并测量他们的血压。

【类似句型】 come/follow hot on the heels of something

例：The news came hot on the heels of another plane crash.

这个消息是紧接在另一场坠机事故之后传来的。

Some of the co-ordination costs of remote work might reasonably be expected to fall as people get used to it. Since 2020, many will have become **adept** at using Zoom, Webex, Teams or Slack. But another cost may rise over time: the underdevelopment of human capital. In a study of software engineers published in April, Drs Emanuel and Harrington, along with Amanda Pallais, also of Harvard, found that feedback exchanged between colleagues dropped sharply after the move to remote work. Drs Atkin, Schoar and Shinde documented a relative decline in learning for workers at home. Those in offices picked up skills more quickly.

随着人们逐渐习惯远程工作，一些协调成本可能会合理地降低。自2020年以来，许多人已经熟练掌握了使用 Zoom、Webex、Teams 或 Slack。但是，另一个成本可能会随着时间的推移而增加：人力资本的发展不足。在4月发表的一项关于软件工程师的研究中，伊曼纽尔博士和哈林顿博士以及同样来自哈佛大学的阿曼达·帕莱斯发现，在转向远程工作后，同事之间交流的反馈急剧下降。Atkin、Schoar 和 Shinde 博士记录了远程工作的人学习能力的相对下降。那些在办公室的人则更快地掌握了技能。

【词汇】

1. **adept** /ə'dept/ adj. GRE GMAT 专八 雅思 托福 good at doing something that is quite difficult 内行的；熟练的；擅长的

例：He's usually very adept at keeping his private life out of the media.

他通常十分擅长于使他的私生活远离媒体。

The origins of the view that, **contrary** to the above, remote working boosts productivity can be **traced** to an experiment nearly a decade before the pandemic, which was reported by Nicholas Bloom of Stanford and others in 2013. Call-centre workers for a Chinese online travel agency now known as **Trip.com** increased their performance by 13% when remote—a figure that continues to appear in media **coverage** today. But two big **wrinkles** are often neglected: first, more than two-thirds of the improved performance came from employees working longer hours, not more efficiently; second, the Chinese firm eventually **halted** remote work because **off-site** employees struggled to get promoted.

与上述观点相反，远程工作可以提高生产力，这种观点的起源可以追溯到疫情前近十年的一个实验，由斯坦福大学的尼古拉斯·布鲁姆和其他人于2013年报告。现在被称为 Trip.com 的一家中国在线旅行社的客服中心工作人员当时在远程工作时的绩效提高了13%——这个数字至今仍然在媒体报道中出现。但有两个大问题经常被忽视：第一，超过三分之二的绩效提高来自于员工工作时间的延长，而不是效率的提高；第二，这家中国公司最终停止了远程工作，因为远程员工晋升困难。

【词汇】

1. **contrary** /'kɔ:ntrəri/ adj. 四级 六级 高考 考研 different from something; against something 与之相异的；对立的；相反的

例：Contrary to popular belief, many cats dislike milk.

与普遍的看法相反，许多猫不喜欢牛奶。

2. **trace** /treɪs/ v. 四级 考研 to find the origin or cause of something 追溯；追究

例：Words have over the centuries acquired meanings not easily traced in dictionaries.

经过了数百年，词语的有些含义在词典里已难以查到来源。

3. **coverage** /'kʌvərɪdʒ/ n. GMAT 专八 雅思 the reporting of news and sport in the media 新闻报道

例：The minister's resignation was given widespread coverage.

部长的辞职受到了广泛的报道。

4. **wrinkle** /'rɪŋkl/ n. 六级 GRE 高考 考研 a small fold that you do not want in a piece of cloth or paper (布或纸上的) 褶皱，皱纹

例：(figurative) I went through my presentation to iron out any wrinkles (= to correct any parts that were not quite right).

我将报告从头至尾检查了一遍，看看还有什么问题。

5. **halt** /hɔ:lt/ v. 四级 GRE 考研 to stop; to make somebody/something stop (使) 停止，停下

例：The British government has halted fracking in England.

英国政府已经停止在英格兰使用水力压裂法采油。

6. **off-site** adj. taking place or located away from the site 厂外的，工作场所之外的

例：As most of our business is done on the phone, email and at off-site meetings, we didn't need our offices at all.

由于我们的大部分业务都是通过电话、电子邮件和非现场会议完成的，我们根本不需要办公室。

【特殊名称】

1. **Trip.com** : Trip.com is a part of the Trip.com Group, a publicly traded Chinese company and one of the world's leading providers of travel services. Trip.com group also owns Skyscanner and CTrip, two other well-known travel sites.

Trip.com 是 Trip.com 集团的一部分，Trip.com 集团是一家公开上市的中国公司，是世界领先的旅游服务供应商之一。Trip.com 集团还拥有 Skyscanner 和 CTrip 这两个知名旅游网站。

【长难句】

The origins of the view that, contrary to the above, remote working boosts productivity can be traced to an experiment nearly a decade before the pandemic, which was reported by Nicholas Bloom of Stanford and others in 2013.

句子主干部分为 The origins of the view can be traced to an experiment, 意为：这种观点的起源可以追溯到一个实验

that, contrary to the above, remote working boosts productivity 为同位语从句，解释说明 the view, 意为：与上述观点相反，远程工作可以提高生产力（这种观点）

其中，contrary to the above 为状语，意为：与上述观点相反

nearly a decade before the pandemic 为后置定语，修饰限定 an experiment, 意为：疫情前近十年的（一个实验）

which was reported by Nicholas Bloom of Stanford and others in 2013 是非限制性定语从句，附加说明 an experiment, 意为：（实验）由斯坦福大学的尼古拉斯·布鲁姆和其他人于 2013 年报告

There is more to work (and life) than productivity. Perhaps the greatest virtue of remote work is that it leads to happier employees. People spend less time commuting, which from their **vantage-point** might feel like an increase in productivity, even if conventional measures fail to detect it. They can more easily fit in school **pickups** and

工作（和生活）比生产力更重要。也许远程工作最大的优点是它能使员工更快乐。人们花在通勤上的时间减少了，从他们的角度来看，这可能感觉是生产力的提高，即使传统的衡量标准无法检测到。他们可以更容易地适应安排接送孩

doctor appointments, not to mention the occasional **lie-in** or midmorning **jog**. And some tasks—notably, those requiring unbroken concentration for long periods—can often be done more smoothly from home than in **open-plan** offices. All this explains why so many workers have become so office-shy.

子和看医生的预约，更不用说偶尔的赖床或上午的慢跑了。一些任务——特别是那些需要长时间连续专注的任务——通常在家里比在开放式办公室更容易完成。所有这一切都解释了为什么这么多员工变得这么不愿意去办公室了。

【词汇】

1. **vantage-point** /'væntɪdʒ pɔɪnt/ n. a point in time or a situation from which you consider something, especially the past (某一时期的) 观点, 看法
2. **pickup** /'pɪkʌp/ n. an occasion when somebody/something is collected 接人; 收取物品; 提货
3. **lie-in** /,laɪ 'ɪn/ n. a time when you stay in bed longer than normal in the morning 睡懒觉
4. **jog** /dʒɔ:g/ n. 六级 GRE 高考 考研 a slow run, especially one done for physical exercise 慢跑 (尤指锻炼)
5. **open-plan** /,əʊpən 'plæn/ adj. an open-plan building or area does not have inside walls dividing it up into rooms 开放式的; 敞开式的; 未隔间的

例: The firm's top managers share the same open-plan office.

公司的高层管理者们共用同一个没有隔间的办公室。

Indeed, several surveys have found employees are willing to accept pay cuts for the option of working from home. Having satisfied employees on slightly lower pay, in turn, might be a good deal for corporate managers. For many people, then, the future of work will remain hybrid. Nevertheless, the balance of the work week is likely to **tilt** back to the office and away from home—not because bosses are **sadomasochists** with a **kink** for rush-hour traffic, but because better productivity lies in that direction.

事实上，多项调查发现，员工愿意为在家工作的选择接受降薪。反过来，以略低的工资让员工满意，对企业管理者来说可能是一笔不错的交易。因此，对许多人来说，未来的工作方式仍将是混合的。然而，工作周的平衡可能会向办公室倾斜，而不是在家工作——这并不是因为老板们是受虐狂，对高峰期的交通情有独钟，而是因为更好的生产力方向在那里。

【词汇】

1. **tilt** /tɪlt/ v. 六级 GRE GMAT 考研 雅思 to make something/somebody change slightly so that one particular opinion, person, etc. is preferred or more likely to succeed than another; to change in this way 使倾向于；使向…倾斜；偏向

例：The conditions may tilt the balance in favour of the Kenyan runners.

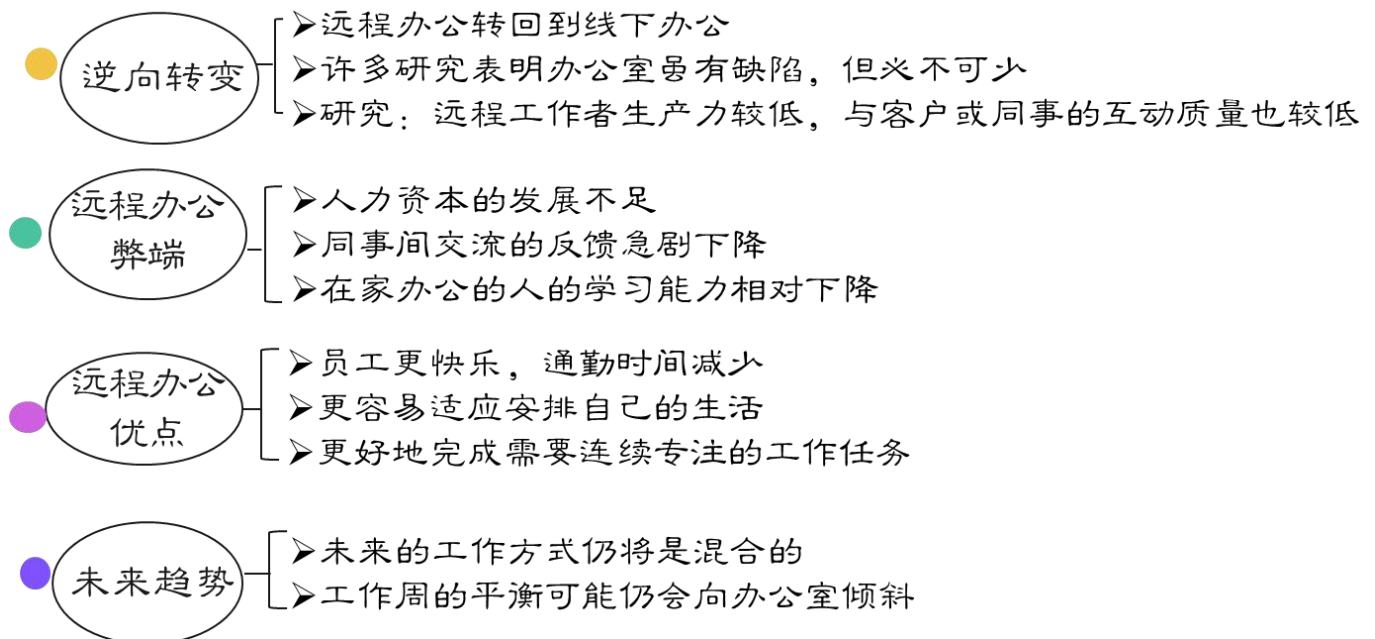
这些条件可能对肯尼亚赛跑运动员有利。

2. **sadomasochist** /ˌseɪdəʊ'mæsəkɪst/ n. a person who enjoys hurting somebody and being hurt, especially during sexual activity 施虐受虐狂；（尤指）性施虐受虐狂

3. **kink** /kɪŋk/ n. an unusual feature in a person's character or mind, especially one that does not seem normal 怪癖；怪念头；奇想

总结

1) 文章架构



2) 同义替换

✓ 效率

productivity

Working from home is detrimental to productivity

在家工作不利于工作效率

efficiency

The boost to efficiency had instead become a 4% decline.

提高效率的结果反而变成了 4% 的下降。

其他：productiveness

例：Cost and productiveness is the standard of measuring the management performance.

成本与效率是其绩效的衡量标准。

✓ 问题

problem

More also phoned back, an indication of unresolved problems.

更多的人还打电话回来，这表明问题没有得到解决。

wrinkle

But two big wrinkles are often neglected

但有两个大问题经常被忽视

其他： issue/question/matter/subject/trouble

例： All technical issues have now been resolved.

现在，所有技术问题均已解决。

3) 一词多义✓ **trace**

- ✓ 文章原句： The origins of the view ... can be traced to an experiment 这种观点的起源可以追溯到一个实验

✓ 释义：

① **to find the origin or cause of something** 追溯；追究

Words have over the centuries acquired meanings not easily traced in dictionaries.

经过了数百年，词语的有些含义在词典里已难以查到来源。

② **to find or discover somebody/something by looking carefully for them/it** 查出；找到；发现；追踪

Police are anxious to trace the owners of a car parked near the scene.

警方急于追踪停在现场的车主。

③ **to follow the shape or outline of something** 绘出，勾画出（轮廓）

She lightly traced the outline of his face with her finger.

她轻轻地用手指去感觉他脸的轮廓。

④ **to copy a map, drawing, etc. by drawing on tracing paper (= paper that you can see through) placed over it** (用透明纸覆盖在地图、绘画等上) 复制, 描摹

She learned to draw by tracing pictures out of old storybooks.

她通过描摹旧故事书上的图画来学绘画。

✓ **coverage**

✓ 文章原句: a figure that continues to appear in media coverage today 这个数字至今仍然在媒体报道中出现

✓ 释义:

① **the reporting of news and sport in the media** 新闻报道

The minister's resignation was given widespread coverage.

部长的辞职受到了广泛的报道。

② **the range or quality of information that is included in a book or course of study, on television, etc.** (书、课程学习、电视等的) 信息范围, 信息质量

The volume offers incomplete coverage of the history of philosophy.

该卷未能完整涵盖哲学史。

③ **the amount of something that something provides; the extent to which something covers an area or a group of people** 提供的数量; 覆盖范围

Immunization coverage against fatal diseases has increased to 99 per cent in some countries.

在一些国家, 针对致命疾病的免疫覆盖率已提高到 99%。

④ **protection that an insurance company provides by promising to pay you money if a particular event happens** (保险公司的) 保险

Medicaid health coverage for low-income families

对低收入家庭的医疗保险

4) 仿写训练

✓ 描述未来趋势

✓ 文章原句：

For many people, then, the future of work will remain hybrid. Nevertheless, the balance of the work week is likely to tilt back to the office and away from home—not because bosses are sadomasochists with a kink for rush-hour traffic, but because better productivity lies in that direction.

✓ 句型：

The future of ... will remain hybrid. 未来的...仍将是混合的

Nevertheless, the balance of ... is likely to tilt to ... 然而，...的平衡可能会向...倾斜

✓ 仿写示例：

The future of education will remain hybrid. Nevertheless, the balance of education is likely to tilt to information technology. The application of information technology can improve the efficiency of education, reduce the cost of educational inputs, and achieve better teaching and learning results.

✓ 仿写作业——描述汽车市场的未来趋势

未来的汽车市场仍将是混合的。

然而，汽车的平衡可能会向电动车倾斜。

政府的扶持政策和技术进步将会为电动汽车市场的增长提供有力的支持。但是，在此过程中，燃油车的市场份额并不会立刻销声匿迹，短期内仍将保持一定的市场地位。

5) 主题词总结

今日主题——工作与办公	
1. conference room	会议室
2. remote work	远程工作
3. human capital	人力资本
4. performance	绩效
5. promote	晋升
6. open-plan office	开放式办公室
7. work week	工作周