

讲义

Bartleby

巴特比

Mighty and high

高高在上

Power does odd things to people, but not all of them are bad
 权力会对人产生各种各样的影响，但并不所有都是坏事

选自：The Economist July 29th 2023 edition Business

Power is a fact of corporate life. It also affects behaviour. Research suggests power makes people less likely to take the advice of others, even if those others are experts in their fields. It makes them more likely to **gratify** their physical needs. In a test conducted by Ana Guinote of University College London, powerful people were likelier than less powerful folk to choose **tempting** food, like chocolate, and ignore worthier snacks like **radishes**. In conversations, the powerful are **bewitched** by themselves: they rate their own stories as more inspiring than **interlocutors**'.

权力是企业生活的一个事实。权力也会影响行为。研究表明，权力使人们不太可能采纳他人的建议，即使这些人是各自领域的专家。权力使人们更倾向于满足自己的生理需求。在伦敦大学学院的安娜·吉诺特（Ana Guinote）进行的一项测试中，有权有势的人比无权无势的人更容易选择巧克力等诱人的食物，而忽视萝卜等更有价值的零食。在谈话中，有权势的人会被自己迷住：他们认为自己的故事比对话者的故事更能打动人。

【词汇】

1. **mighty** /'maɪti/ adj. 六级 雅思 very strong and powerful 强而有力的

例：On horseback he created one of the world's mightiest empires.

他在马背上建立了世界上最强大的帝国之一。

2. **gratify** /'grætɪfaɪ/ v. GRE 专八 托福 to satisfy a wish, need, etc. 满足（愿望、需要等）

例：He only gave his consent in order to gratify her wishes.

他只是为满足她的愿望才同意的。

3. **tempting** /'temptɪŋ/ adj. something that is tempting is attractive, and makes people want to have it, do it, etc. 吸引人的；诱人的；有吸引力的

例：That cake looks very tempting.

那蛋糕的样子让人嘴馋。

4. **radish** /'rædɪʃ/ n. 四级 a small red and white root vegetable with a strong taste, eaten raw in salads 樱桃萝卜

5. **bewitch** /bɪ'wɪtʃ/ v. 专八 to attract or impress somebody so much that they cannot think in a sensible way 迷住；迷惑

例：He was completely bewitched by her beauty.

他完全被她的美貌迷住了。

6. **interlocutor** /,ɪntər'lɑ:kjətər/ n. GRE 专八 a person taking part in a conversation with you 参加谈话者；对话者

They struggle to see things from the perspective of others. In one famous experiment, some people were asked to recall a time they held power over someone else and others a time when another person was in a more powerful position than them; both groups were then asked to draw a capital “E” on their own foreheads. **Subjects primed** to think of themselves as powerful were three times more likely to draw the “E” as though they were looking at it themselves, making it appear **backwards** to anyone else.

他们很难从别人的角度看问题。在一个著名的实验中，一些人被要求回忆一次自己比别人更有权力的时候，另一些人则被要求回忆一次别人比自己更有权力的时候；然后两组人都被要求在自己的额头上画一个大写的“E”。事先认为自己很有权势的受试者画出自己视角下的“E”的可能性是其他人的三倍，这样的“E”在其他人的看来是倒着的。

【词汇】

1. **subject** /'sʌbdʒɪkt/, /'sʌbdʒekt/ n. 四级 六级 GMAT 高考 考研 a person or thing being used to study something, especially in an experiment 接受试验者；实验对象

2. **prime** /praɪm/ v. 四级 考研 to prepare somebody for a situation so that they know what to do, especially by giving them special information 事先指点；使（某人）做好准备

例：They had been primed with good advice.

他们事先得到了高人指点。

3. **backwards** /'bækwərdz/ adv. 高考 in the opposite direction to the usual one 朝反方向；倒着

例：‘Ambulance’ is written backwards so you can read it in the mirror.

ambulance 是倒着写的，以便在镜中认读。

Power even makes people think they are taller. In another experiment, those **coaxed** to think of themselves as powerful were more likely to **overestimate** their own height relative to a **pole**, and to pick a **loftier avatar** to represent them in a game, than less **potent** counterparts.

权力甚至会让人觉得自已更高。在另一项实验中，那些被诱导认为自己很强大的人比那些不那么强大的人更有可能高估自己相对于柱子的高度，并在游戏中选择一个更高的角色来代表自己。

【词汇】

1. **coax** /kəʊks/ v. GRE 专八 托福 to persuade somebody to do something by talking to them in a kind and gentle way 哄劝；劝诱

例：She never failed to coax good results out of her pupils.

她总能耐心地诱导学生得出好成绩。

2. **overestimate** /,əʊvə'restɪmənt/ v. 六级 考研 to estimate something to be larger, better, more important, etc. than it really is 高估

例：They overestimated his ability when they promoted him.

他们提拔他的时候高估了他的能力。

3. **pole** /pəʊl/ n. 四级 高考 考研 a long thin straight piece of wood or metal, especially one with the end placed in the ground, used as a support 竿；杆子；杖；篙

4. **lofty** /'lɔ:fti/ adj. 六级 GRE 考研 雅思 very high and impressive 巍峨的；高耸的

例：From the lofty heights of his apartment you could see right across New York.

从他的高层公寓看出去，纽约尽收眼底。

5. **avatar** /'ævətɑ:r/ n. 四级 高考 考研 a picture of a person or an animal that represents a particular computer user, on a computer screen, especially in a computer game or on social media (尤指电脑游戏或社交媒体中的) 用户头像

6. **potent** /'pəʊtnt/ adj. GRE GMAT 专八 雅思 powerful 强大的；强有力的

例：It was a momentous one, full of potent symbolism.

这是很重要的发明，充满了强有力的象征意义。

Cause and effect are hard to **unravel** here: the dominant types who **snaffle** the chocolate and leave the radishes may also be more likely to climb the ladder. But possessing power seems itself to **put a thumb on the scales**, towards more **entitled** and self-serving behaviour.

这里的因果关系很难说清楚：那些抢巧克力、留萝卜的强势者也更有可能攀登成功的阶梯。但是，拥有权力本身似乎就会借力影响结果，天平会倾向于让人更有权利、更自私自利的行为。

【词汇】

1. **unravel** /ʌn'ɹævl/ v. **GRE** **专八** **雅思** to explain something that is difficult to understand or is mysterious; to become clearer or easier to understand 阐释；说明；澄清；变得清楚易懂

例：The discovery will help scientists unravel the mystery of the Ice Age.

这一发现将有助于科学家揭开冰期的奥秘。

2. **snaffle** /'snæfl/ v. to take something quickly for yourself, especially before anyone else has had the time or opportunity (尤指抢先) 攫取，偷窃

例：The old ladies there have snaffled all the bottles, cans and papers.

老奶奶们已拣走了所有的瓶子、罐子和纸张。

3. **entitled** /ɪn'taɪtlɪd/ adj. feeling that you have a right to the good things in life without necessarily having to work for them 有权力的

例：So I feel entitled to ask you not to rule out the possibility.

所以我觉得我有权利要求你不要排除这种可能性。

【词组】

1. **put a thumb on the scales** : to manipulate a situation in order to create an unfair advantage by deceiving others. 操纵局势；借力影响结果

例：The casinos have put their thumb on the scales when it comes to the slot machines. There's no way you're getting fair odds.

那些老虎机都已经被赌场操控了，你根本没机会公平地游戏。

Power is out of sync with the times. High-performing teams depend on collaboration and candour, not cringing and compliance. Humility is increasingly prized as an attribute of senior executives. In hiring processes some interviewers will look for use of the word “I” rather than “we” as a small marker of how egocentric people really are.

权力与时代脱节。高绩效团队依赖协作和坦诚，而不是畏缩和服从。谦逊作为高级管理人员的一种特质越来越受到重视。在招聘过程中，一些面试官会寻找“我”而不是“我们”这个词的使用，以此作为一个人是否以自我为中心的小标志。

【词汇】

1. **candour** /'kændər/ n. the quality of saying what you think openly and honestly 真诚；诚恳；坦率

<同义替换>frankness

2. **cringe** /krɪndʒ/ v. GRE 专八 to move back and/or away from somebody because you are afraid 畏缩；怯退

例：The dog cringed at the sight of the whip.

那狗见了鞭子便畏缩不前。

3. **compliance** /kəm'plaiəns/ n. GRE GMAT 专八 雅思 the practice of obeying rules or requests made by people in authority 服从；顺从；遵从

4. **egocentric** /i:ɡəʊ'sentri:k/ adj. GRE 专八 thinking only about yourself and not about what other people need or want 以自我为中心的；自私自利的

例：Young children are usually egocentric because they haven't learnt other forms of behaviour.

幼儿通常以自我为中心，因为他们没有学会其他形式的行为。

【词组】

1. **out of sync** : not in agreement with somebody/something; not working well with somebody/something 不一致；不协调

例：Our work schedules are out of sync with our natural sleep patterns.

我们的工作时间表与我们的自然睡眠模式不同步。

Entire industries are feted for the way they try to counteract the effects of power. The aviation industry is celebrated for a training technique called “crew resource management” that is designed to encourage a less

全行业都因试图抵消权力影响的方式而备受称赞。航空业因一项名为“机组资源管理”的培训技术而备受赞誉，该技术旨在鼓励驾驶舱内不那么等级分

hierarchical set of interactions in the **cockpit**. Similar kinds of thinking are visible in other workplaces that have especially clear chains of command, from the army to hospitals.

层的互动。从军队到医院，类似的思维在其他指挥链特别清晰的工作场所也很常见。

【词汇】

1. **fete** /fɛt/ v. **专八** to welcome, praise or entertain somebody publicly 盛宴款待；热情招待；表彰

例：Anouska Hempel, the British dress designer, was feted in New York this week at a spectacular dinner.

英国服装设计师阿瑙斯卡·亨普尔本周在纽约出席豪华晚宴时大受追捧。

2. **counteract** /,kaʊntər'ækt/ v. **GRE** **GMAT** **专八** to do something to reduce or prevent the bad or harmful effects of something 抵制；抵消；抵抗

例：The thrust of the rocket engines counteracts gravity.

火箭发动机的推力抵消重力。

3. **aviation** /,eɪvi'eɪʃn/ n. **四级** **六级** **考研** the designing, building and flying of aircraft 航空制造业；航空；飞行

4. **hierarchical** /,haɪə'rɔ:rkɪkl/ adj. **考研** **专八** arranged in a hierarchy 按等级划分的；等级制度的

例：The company's structure is rigidly hierarchical.

公司的组织结构等级森严。

5. **cockpit** /'kɔ:kpɪt/ n. the area in a plane, boat or racing car where the pilot or driver sits (飞机、船或赛车的) 驾驶舱，驾驶座

Still, power can also get a bad **press**. Hierarchies emerge **organically**, and with good reason: **precious little** gets done when everyone is in charge. Research published this year by Ozgecan Kocak of Emory University and her colleagues found that **flatter** organisations are likelier to spend too much time exploring options than ones where someone is clearly in charge. It doesn't particularly matter if the boss knows what they are talking about; the mere fact that authority is being **wielded** means a team converges more quickly on a decision.

不过，权力也会带来负面影响。等级制度是自然形成的，而且也有充分的理由：如果每个人都说了算，那么能完成的工作就少之又少。埃默里大学的奥兹格坎·科查克和她的同事们今年发表的一项研究发现，与有人明确负责的组织相比，扁平化的组织更容易花费过多时间探索各种选择。老板是否知道自己在说什么并不特别重要；仅仅是行使权力这一事实就意味着团队能更快地做出

	决定。
--	-----

【词汇】

1. **press** /pres/ n. 四级 六级 GRE 高考 考研 the type or amount of reports that newspapers write about somebody/something 报道; 评论

例: His latest novel didn't get (a) very good press (= was not praised in the media).

他新出版的小说没有得到新闻界的好评。

2. **organically** /ɔ:r'gænikli/ adv. n a slow and natural way, rather than suddenly 逐渐的; 演进的; 自然的

例: The organization should be allowed to develop organically.

应该让这个组织逐步发展。

3. **flat** /flæt/ adj. 四级 GMAT 高考 考研 broad but not very high 扁平的

例: (figurative) The company's organizational structure was kept deliberately flat, with only three levels of hierarchy.

公司的组织结构故意保持扁平化, 只有三个层次。

4. **wield** /wi:ld/ v. 六级 GRE GMAT 雅思 to have and use power, authority, etc. 拥有, 运用, 行使, 支配 (权力等)

例: Its speaker, who wields much power in the state capital, has blocked efforts to bring the bill to a vote.

掌握议会大权的发言人竭力阻挠该法案进行投票。

【词组】

1. **precious little** : very little of something 极少

例: There's precious little to do in this town.

这个镇上没有多少可做的事。

【长难句】

Research published this year by Ozgecan Kocak of Emory University and her colleagues found that flatter organisations are likelier to spend too much time exploring options than ones where someone is clearly in charge.

句子主干部分为 Research found that flatter organisations are likelier to spend too much time exploring options than ones where someone is clearly in charge, 意为: 研究发现, 与有人明确负责的组织相比, 扁平化的组织更容易花费过多时间探索各种选择

其中, that flatter organisations are likelier to spend too much time exploring options than ones where someone is clearly in charge 为**宾语从句**, 意为: 与有人明确负责的组织相比, 扁平化的组织更容易花费过多时间探索各种

选择

其中，where someone is clearly in charge 为定语从句，修饰限定 ones，意为：有人明确负责的（组织）

published this year by Ozgecan Kocak of Emory University and her colleagues 是后置定语，修饰限定 research，意为：

埃默里大学的奥兹格坎·科查克和她的同事们今年发表的（一项研究）

Power is an **instrument** for achieving noble ends as well as selfish ones: it is no use having brilliant ideas without the means to put them into practice. One of the most popular classes at Stanford Graduate School of Business is a refreshingly functional one called “**Paths to Power**”. It is taught by Jeffrey Pfeffer, a charming man who **preaches** the value of rule-breaking, displays of anger, “strategic misrepresentation” (ie, lying) and many other **countercultural** qualities in order to get to the top.

权力既是实现崇高目标的手段，也是实现自私目的的手段：有好主意而没有办法付诸实践是没有用的。斯坦福大学商学院最受欢迎的课程之一是一门令人耳目一新的实用课程，名为“权力之路”。这门课的主讲人杰弗里·费弗尔，是个很有魅力的人，他宣扬打破规则、表现愤怒、“策略性失实”（即撒谎）以及其他许多反主流文化的价值观，以此来达到攀升的目的。

【词汇】

1. **instrument** /'ɪnstɹəmənt/ n. 四级 GMAT 高考 考研 something that is used by somebody in order to achieve something; a person or thing that makes something happen 促成某事的人（或事物）；手段

例：More effective instruments of oversight are needed.

需要更加有效的监督手段。

2. **preach** /pri:tʃ/ v. 六级 GRE 考研 雅思 to tell people about a particular religion, way of life, system, etc. in order to persuade them to accept it 宣传，宣扬，宣讲

例：She preached about the benefits of a healthy lifestyle.

她宣讲了健康生活的好处。

3. **ie** /,aɪ 'i:/ abbr. used to explain exactly what the previous thing that you have mentioned means (from Latin ‘id est’)也就是，亦即（源自拉丁文 id est）

例：the basic essentials of life, i.e. housing, food and water

生活的基本需要，即住房、食物和水

4. **countercultural** adj. that run counter to those of established society 反文化的；反主流文化的

【特殊名称】

1. **Paths to Power** : A course at Stanford University. The objective of the course, writes Jeffrey Pfeffer, the instructor, is to make sure “you never have to leave a position involuntarily” .

斯坦福大学的一门课程。讲师 Jeffrey Pfeffer 写道，该课程的目的是确保 “你永远不会被迫离职”。

【长难句】

It is taught by Jeffrey Pfeffer, a charming man who preaches the value of rule-breaking, displays of anger, “strategic misrepresentation” (ie, lying) and many other countercultural qualities in order to get to the top.

句子主干部分为 It is taught by Jeffrey Pfeffer, 意为：这门课的主讲人杰弗里·费弗尔

a charming man 为同位语，解释说明 Jeffrey Pfeffer, 意为：是个很有魅力的人

who preaches the value of rule-breaking, displays of anger, “strategic misrepresentation” (ie, lying) and many other countercultural qualities 为定语从句，修饰限定 man, 意为：宣扬打破规则、表现愤怒、“策略性失实”（即撒谎）以及其他许多反主流文化的价值观的（人）

in order to get to the top 为目的状语，意为：以此来达到攀升的目的

You don't have to believe that to appreciate the importance of power. Companies like the idea of humility and teamwork but they are also feudal structures that depend on ambition, impatience and gallons of unwarranted self-confidence. The best managers are well aware of how their own power sends ripples across the organisation. They take care not to signal their opinions too early in meetings; they admit when they don't know the answer to something. But they also know when to stop consulting and start commanding. Up to a certain point, saying “I don't know” sends a signal of low-ego inclusivity; beyond it, it is just a signal of not knowing.

你不必相信这一点，就能体会到权力的重要性。公司喜欢谦逊和团队合作的理念，但它们也是一种依赖于野心、急躁和大量无端自信的封建结构。最优秀的管理者都很清楚自己的权力会给整个组织带来怎样的影响。在会议上，他们会小心谨慎，避免过早表明自己的意见；当他们不知道某件事情的答案时，他们会主动承认。但他们也知道什么时候该停止咨询，开始发号施令。在一定程度上，说“我不知道”传递的是一种低自我的包容性的信号；在此之外，它就只是一种表明真的不知道的信号。

【词汇】

1. **feudal** /'fju:dl/ adj. GMAT 考研 专八 connected with or similar to feudalism 封建（制度）的

例: Feudal society was rigidly stratified.

封建社会等级森严。

2. **ripple** /'rɪpl/ n. 六级 GMAT 雅思 a small wave on the surface of a liquid, especially water in a lake, etc. 波纹; 细浪; 涟漪

3. **inclusivity** /,ɪnklu:'sɪvɪtɪ/ n. the fact or policy of not excluding members or participants on the grounds of gender, race, class, sexuality, disability, etc 包容

【词组】

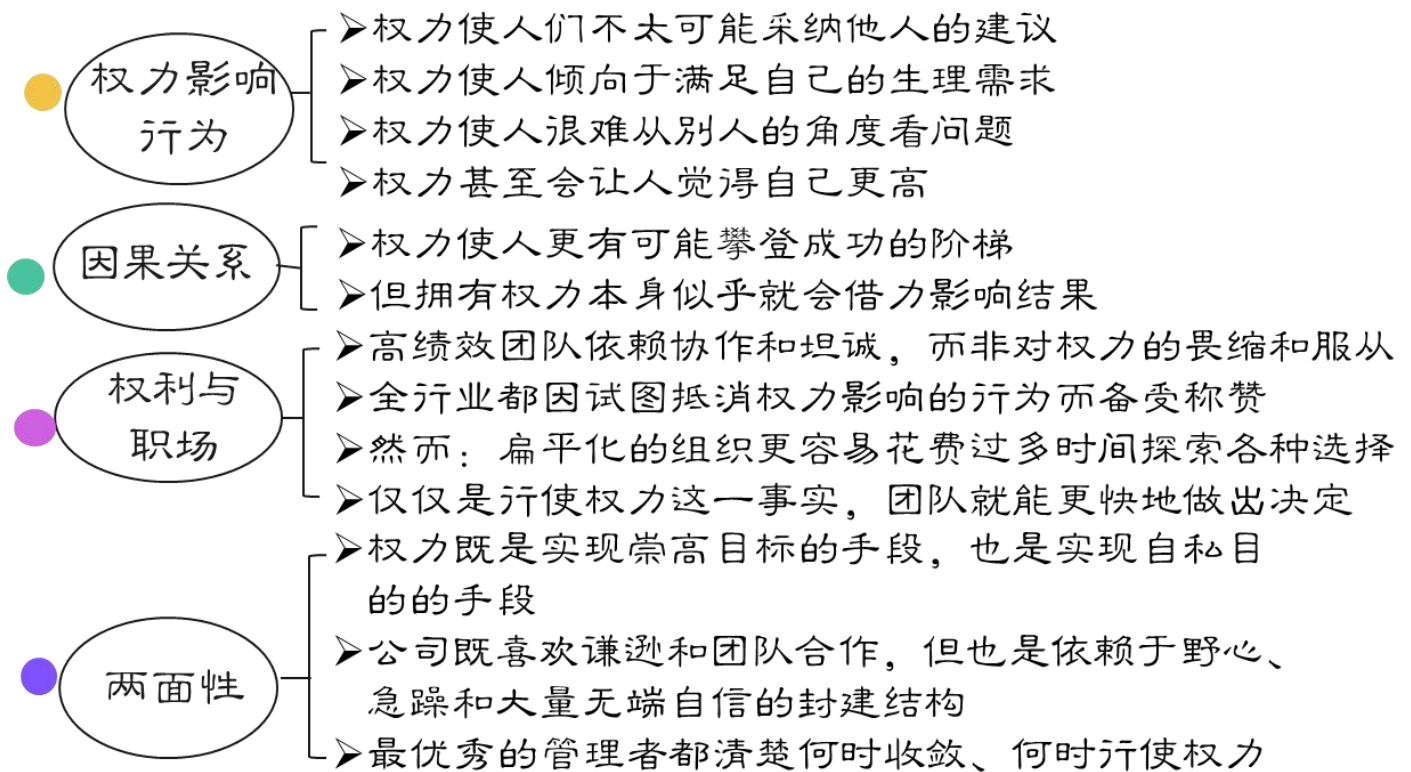
1. **gallons of** : a large volume of something 大量的

例: So while there's no need to gulping down gallons of water, staying hydrated throughout the day will certainly help.

所以, 虽然没有必要喝下大量的水, 但一整天保持充足的水分肯定会有帮助。

总结

1) 文章架构



2) 同义替换

✓ 强大的

mighty

Mighty and high

高高在上

powerful

those coaxed to think of themselves as powerful

那些被诱导认为自己很强大的人

potent

than less potent counterparts

比那些不那么强大的人

其他: strong/formidable

例：The team's midfield looks strong.

这个球队的中场显得很强大。

✓ 称赞；赞扬

fete

Entire industries are feted for the way they try to counteract the effects of power.

全行业都因试图抵消权力影响的方式而备受称赞。

celebrate

The aviation industry is celebrated for a training technique

航空业因一项培训技术而备受赞誉

其他： praise/acclaim/commend/laud

例：They lauded the virtues of the old man.

他们称赞这位老人的美德。

3) 一词多义

✓ flat

✓ 文章原句：flatter organisations are likelier to spend too much time exploring options 扁平化的组织更容易花费过多时间探索各种选择

✓ 释义：

① broad but not very high 扁平的

(figurative) The company's organizational structure was kept deliberately flat, with only three levels of hierarchy.

公司的组织结构故意保持扁平化，只有三个层次。

② having a level surface, not curved or sloping, and without holes or any bits sticking out 水平的；平坦的

People used to think the earth was flat.

人们曾经认为地球是平的。

③ not exciting; not feeling or showing interest or enthusiasm 枯燥的；无趣的；缺乏热情的

She was feeling very flat after the excitement of the flight.

兴奋的飞行后，她感到非常无趣。

④ **not very successful because very little is being sold; not changing or increasing** 不景气的；萧条的；生意清淡的

The housing market has been flat for months.

房屋市场已有好几个月处于低迷状态。

⑤ **not allowing discussion or argument; definite** 断然的；绝对的

He gave a flat ‘No!’ to one reporter's question.

他对一名记者的提问直截了当地答复“不！”

✓ instrument

✓ 文章原句：Power is an instrument for achieving noble ends as well as selfish ones 权力既是实现崇高目标的手段，也是实现自私目的的手段

✓ 释义：

① **something that is used by somebody in order to achieve something; a person or thing that makes something happen** 促成某事的人（或事物）；手段

More effective instruments of oversight are needed.

需要更加有效的监督手段。

② **an object used for producing musical sounds, for example a piano or a drum** 乐器

The piece can be played on a keyboard instrument.

这首乐曲可以用键盘乐器演奏。

③ **a tool or device used for a particular task, especially for specialist or scientific work** 器械；仪器；器具

Instruments for diagnosis and surgery have become hugely more sophisticated.

诊断和外科手术器械已经变得极为复杂。

④ **a person who is used and controlled by somebody/something that is more powerful** 受利用（或控制）的人；工具

The despot claimed to be the chosen instrument of divine providence.

专制者声称自己是上天选定的统治工具。

4) 仿写训练

✓ 描述时代变化

✓ 文章原句：

Power is out of sync with the times. High-performing teams depend on collaboration and candour, not cringing and compliance. Humility is increasingly prized as an attribute of senior executives.

✓ 句型：

... is out of sync with the times. ...与时代脱节

... depend on ..., not依赖..., 而不是...

... is increasingly prized as作为...越来越受到重视

✓ 仿写示例：

Test-based education is out of sync with the times. Consideration of students depends on the comprehensive performance of various aspects, not just test scores. Quality education is increasingly prized as a new direction in education.

✓ 仿写作业——描述汽车市场的时代变化

燃油车与时代脱节。汽车市场依赖新能源车，而不是燃油车。

新能源车作为更经济、更环保的代步工具越来越受到重视。

5) 主题词总结

今日主题——职场	
1. corporate life	企业生活
2. high-performing team	高绩效团队
3. collaboration	团队协作
4. senior executive	高级管理人员

5. hiring process	招聘过程
6. training technique	培训技术
7. workplace	工作场所