

讲义

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Hot mess

一团糟

Why **unassigned** desks and cost savings do not go together

为何办公桌不指定分配和成本节约不能共存

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The highest private **terrace** in Manhattan belongs to an algorithmic-trading company called Hudson River Trading. Its offices, spread across several floors near the top of Three World Trade Centre, are more theme park than workplace: a games room, gym, dining areas, **stupefying** views, happy hours and drawers unexpectedly stuffed full of sweets to give employees a surprise. You come away wishing you had concentrated more in maths at school.

曼哈顿最高的私人露台归一家名为哈德逊河交易的算法交易公司所有。该公司的办公室坐落在世贸中心三号楼顶部周围的几个楼层，与其说是办公场所，不如说是主题公园：游戏室、健身房、用餐区、令人瞠目结舌的景观、欢乐时光，还有塞满糖果的抽屉，给员工制造惊喜。你会希望自己上学时要是更用心地学数学就好了。

【词汇】

1. **unassigned** /ˌʌnəˈsaɪnd/ adj. not given to or reserved for any particular person or purpose 未分配的；未保留的
例："I tell people to look for unassigned problems," says Dr. Potter.
“我告诉人们寻找未派职务的问题，”波特博士说。
2. **terrace** /ˈterəs/ n. 六级/雅思/GRE/专八 a flat, hard area, especially outside a house or restaurant, where you can sit, eat and enjoy the sun (尤指房屋或餐馆外的) 露天平台，阳台
例：All rooms have a balcony or terrace.
所有的房间都有阳台或露台。
3. **stupefying** /ˈstuːpɪfaɪŋ/ adj. making you feel extremely surprised, tired, or bored 令人非常吃惊的

例： a stupefying amount of money

令人瞠目结舌的一大笔钱

<同义替换> astonishing

【短语】

1. **hot mess** : Hot mess is used to describe a particularly disorganized person or chaotic situation 一团糟

例： When I am too busy to think straight, my purse is typically a hot mess.

当我太忙以至于没有时间去收拾时，我的钱包是典型的脏乱。

You also come away wondering about one of the **silver linings** of the post-pandemic office for bosses who dislike the idea of home-working. If fewer people are coming in on any one day, at least they don't need as much space: they can find unassigned desks and the firm can save some money. The trouble is that **hot-desking** flies in the face of two things, one deeply **embedded** in the human **psyche** and the other a direct consequence of the pandemic.

你还会想知道，疫情过后，对于那些不喜欢在家工作的老板来说，线下办公的一线希望是什么。如果某一天来线下办公的人没那么多了，至少他们不需要那么大的办公空间：无人认领的办公桌，而且公司也可以节省一些开支。麻烦的是，办公桌轮用制与两件事背道而驰，一个是人类心中固有的观念，另一个是疫情直接导致的后果。

【词汇】

1. **hot-desking** /'hɔ:t deskɪŋ/ n. the practice in an office of giving desks to workers when they are required, rather than giving each worker their own desk 办公桌轮用（非固定分配）

例： Hot desking is a way to share a workspace.

轮用办公桌是一种共享工作空间的方式。

2. **embed** /ɪm'bed/ v. 雅思/GRE/考研/专八 to fix something in a substance or solid object 把...牢牢地嵌入（或插入、埋入）

例： These attitudes are deeply embedded in our society (= felt very strongly and difficult to change).

这些看法在我们这个社会中根深蒂固。

3. **psyche** /'saɪki/ n. the mind; your deepest feelings and attitudes 灵魂；心灵；精神；心态

例： She knew, at some deep level of her psyche, that what she was doing was wrong.

她在内心深处还是知道自己当时正在做错误的事。

<同义替换> mindset

【短语】

1. **silver lining** : If you talk about a silver lining, you are talking about something positive that comes out of a sad or unpleasant situation. (困境中的)一线希望

例：The fall in inflation is the silver lining of the prolonged recession.

通货膨胀的下降是长期经济衰退中的一线转机。

The first is **territoriality**. This is a word with negative **connotations**. It **conjures up** someone who sees information as something to be **hoarded** and feedback as an **intrusion**—the kind of person who buys a **padlock** for the items they store in the **communal** fridge. But territoriality is also natural. Just as it is hard not to **bridle** a little at the **unsolicited observations** of co-workers, so people like having a space to call their own.

首先是领域问题。这是一个带有有负面含义的词。它让人联想到那些将信息视为可以囤积的东西、将别人的反馈视为侵犯行为的人——这种人会为他们存放在公共冰箱里的物品买一把挂锁。但领域问题也是正常的。正如对同事不请自来的评论感到恼怒一样，人们也喜欢有一个属于自己的独立空间。

【词汇】

1. **territoriality** /ˌterəˈtɔːriˈæləti/ n. the desire in animals, birds, etc, to guard and defend an area of land that they believe to be their own 领域性的

例：the instinctive territoriality of some animals

一些动物本能的领域性

2. **connotation** /ˌkɒnəˈteɪʃn/ n. GRE/专八 an idea suggested by a word in addition to its main meaning 含义；隐含义

例：The word ‘professional’ has connotations of skill and excellence.

professional 这个词隐含着技艺和专长的意思。

3. **hoard** /hɔːrd/ v. to collect and keep large amounts of food, money, etc., often secretly 贮藏；囤积；（尤指）秘藏

例：The prisoners used to hoard scraps of food in secret places.

过去囚犯常把残羹剩饭存放在隐秘的地方。

<同义替换> store

4. **intrusion** /ɪnˈtruːʒn/ n. GRE the act of entering a place that is private or where you may not be wanted 闯入；侵入

例：This was another example of press intrusion into the affairs of the royals.

这是新闻界侵扰王室成员私事的又一实例。

<同义替换> aggression

5. **padlock** /'pædlɔ:k/ n. a type of lock that is used to fasten two things together or to fasten one thing to another.

Padlocks are used with chains on gates, etc. 挂锁

例： He undid the padlock and eased back the lid.

他打开挂锁，轻轻推開箱盖。

6. **communal** /kə'mju:nəl/ adj. shared by, or for the use of, a number of people, especially people who live together (尤指居住在一起的人) 共享的，共有的，共用的

例： a communal kitchen/garden, etc.

共用的厨房、花园等

<同义替换> public

7. **bridle** /'braɪdl/ v. 六级/GRE/专八 to show that you are annoyed and/or offended at something, especially by moving your head up and backwards in a proud way (尤指傲慢地昂首对...) 表示恼怒，表示不快

例： The senator bridled at the reporter's question.

记者的问题惹怒了参议员。

8. **unsolicited** /ˌʌnsə'lɪsɪtɪd/ adj. not asked for and sometimes not wanted 未经要求的；自发的；自我推荐的

例： unsolicited advice

主动提出的忠告

9. **observation** /ˌɔ:bzər'veɪʃn/ n. a comment, especially based on something you have seen, heard or read (尤指据所见、所闻、所读而作的) 评论

例： He began by making a few general observations about the report.

开头他先对这个报告作了几点概括性的评论。

【短语】

1. **conjure up** : to make something appear as a picture in your mind 使...呈现于脑际；使想起

例： That smell always conjures up memories of holidays in France.

那种气味总是勾起对法国度假那段日子的回忆。

Personalised territory seems to be **correlated** with a sense of belonging. A study in the 1970s looked at the longevity of first-year college students who shared rooms. People who lasted the academic year had covered twice as much space

独立的领域似乎与归属感相关。20世纪70年代的一项研究调查了大学一年级合住学生的在校时长。完成学业的人在床上方的个人装饰空间是辍学者

above their beds with personal decorations than the dropouts had. In the office, too, workers claim territory with everything from photographs and files to crumbs and crumpled tissues.

的两倍大。在办公室里，员工们也用照片、文件、面包屑和皱巴巴的纸巾等各种东西来占领地盘。

【词汇】

1. **correlate** /'kɔ:rəleɪt/ v. 六级/雅思/托福/GRE/考研/专八 if two or more facts, figures, etc. correlate or if a fact, figure, etc. correlates with another, the facts are closely connected and affect or depend on each other 相互关联影响；相互依赖

例：The figures do not seem to correlate.

这些数字似乎毫不相干。

2. **dropout** /'drɔ:pɔ:t/ n. a person who leaves school or college before they have finished their studies 辍学者；退学者

例：college dropouts

大学肄业生

3. **claim** /kleɪm/ v. to state that you have done, gained or achieved something 声称对...的拥有权；提出对...的所有权

例：Nobody has claimed responsibility for the bombing.

没有人声称对爆炸事件负责。

4. **crumb** /krʌm/ n. 雅思/GRE/专八 a very small piece of food, especially of bread or cake, that has fallen off a larger piece 食物碎屑；（尤指）面包屑，糕饼屑

例：She stood up and brushed the crumbs from her sweater.

她站起身掸掉了毛衣上的面包屑。

5. **crumpled** /'krʌmpld/ adj. pressed or crushed into folds 皱巴巴：压或压成褶皱

例：crumpled clothes/papers

皱巴巴的衣服 / 纸张

A pre-pandemic study of behaviour among hot-deskers, conducted by Alison Hirst of Anglia Ruskin University in Britain, divided people into “settlers” and “vagrants”. Settlers, who often arrived

英国安格利亚鲁斯金大学（Anglia Ruskin University）的艾莉森·赫斯特（Alison Hirst）在疫情前对轮用办公桌的人进行了一项行为研究，将人们分为“定居者”和“流浪者”。

earlier or were more senior, tried to claim the same desk each day, in order to have a space and a set of neighbours they knew and liked. Vagrants, who tended to be later arrivals, had to waste time searching for a desk. Sitting in a spot normally taken by someone else was **fraught** with social discomfort.

“定居者”往往来得较早或职位较高，他们试图每天占用同一张桌子，以便有一个固定的空间和一群他们熟悉和喜欢的邻桌。“流浪汉”往往是来得比较晚的人，他们不得不浪费时间寻找一张桌子。坐在通常由别人占据的位置上让人感到满满的社交不适。

【词汇】

1. **vagrant** /'veɪgrənt/ n. **专八** a person who has no home or job, especially one who begs (= asks for money) from people 无业游民；流浪者；（尤指）乞丐

例：The accused was a vagrant who travelled around, sleeping in parks and bus shelters.

被告人是一个四处游走的睡在公园和候车亭的流浪汉。

<同义替换> wanderer

2. **fraught** /frɔ:t/ adj. **雅思/托福/GRE/专八** filled with something unpleasant 充满（不愉快事物）的

例：a situation fraught with danger/difficulty/problems

充满危险 / 困难重重 / 问题成堆的局面

【长难句】

Settlers, who often arrived earlier or were more senior, tried to claim the same desk each day, in order to have a space and a set of neighbours they knew and liked.

句子的主干部分为：Settlers tried to claim the same desk each day, 意思是：定居者试图每天占用同一张桌子

who often arrived earlier or were more senior 为**定语从句**，修饰 settlers，意思是：定居者往往来得较早或职位较高

in order to have a space and a set of neighbours they knew and liked.为**目的状语**，意思是：以便有一个固定的空间和一群他们熟悉和喜欢的邻桌

其中 they knew and liked 为**定语从句**，修饰 neighbours，意思是：他们熟悉和喜欢的

If territoriality is the **deep-seated** problem with hot-desking, then the more recent one **stems from** the pandemic. Employers need to think harder about why people should do the commute at all. There is no single answer. The office is the place to do the sort of

如果领域问题是办公桌轮用制的根深蒂固的问题，那么最近的问题则源于疫情。雇主们需要更认真地思考到底为什么人们应该通勤。这道题的答案不是唯一的。办公室是与同事进行协作工作的地方，这种协

collaborative work with colleagues that requires physical **proximity**. It is a way to spread company culture as well as covid. Less intuitively, a survey of American workers in 2022 by Gensler, a firm of architects, found that the most common reason to come in was to focus on work. But the common theme is that the office is no longer the **default**; it has to be appealing.

作工作需要物理上的接近。这既是传播公司文化的一种方式，也会传播疫情。不那么明显的是，建筑公司 Gensler 对 2022 年美国员工进行的一项调查发现，最常见的来线下工作的原因是为了专注于工作。但有一个共同的主题，即办公室不再是以往那样无趣的；它必须具备吸引力。

【词汇】

1. **deep-seated** /di:p 'si:tɪd/ adj. very fixed and strong; difficult to change or to destroy 根深蒂固的；强烈的；坚定的

例：a deep-seated fear of failure

对失败难以消除的恐惧感

<同义替换> deep-rooted

2. **collaborative** /kə'læbərəɪtɪv/ adj. involving, or done by, several people or groups of people working together 合作的；协作的；协力的

例：a collaborative effort/venture

共同的努力；合作企业

3. **proximity** /prə:k'sɪməti/ n. 雅思/托福/GRE/专八 the state of being near somebody/something in distance or time (时间或空间) 接近，邻近，靠近

例：The proximity of the college to London makes it very popular.

这所学院因靠近伦敦而备受欢迎。

<同义替换> vicinity

4. **intuitively** /ɪn'tu:ɪtɪvli/ adv. by using your feelings rather than by considering the facts 凭直觉得到的；直觉的

例：Intuitively, she knew that he was lying.

她凭直觉知道他在说谎。

5. **default** /'di:fɔ:lt/ n. what happens or appears if you do not make any other choice or change, especially in a computer program 默认；系统设定值；缺省值；预置值

例：The default is fifty lines. 默认值为五十行。

【短语】

1. **stem from** : (not used in the progressive tenses 不用于进行时) to be the result of something 是...的结果；起源于；

根源是

例：Most people's insecurities stem from something that happened in their childhood.

大多数人的不安全感源于某种童年经历。

【长难句】

Less intuitively, a survey of American workers in 2022 by Gensler, a firm of architects, found that the most common reason to come in was to focus on work.

句子的主干部分为：a survey of American workers in 2022 by Gensler found that the most common reason to come in was to focus on work. 其中 the most common reason to come in was to focus on work. 为**宾语从句**，整句话的意思是：（建筑公司）Gensler 对 2022 年美国员工进行的一项调查发现，最常见的来线下工作的原因是为了专注于工作。

Less intuitively 为**状语**，意思是：不那么明显的是

a firm of architects 为**插入语**，修饰 Gensler，意思是：一家建筑公司

That sits uncomfortably with a **cut-price** version of hot-desking, in which office **footprints** shrink and people grab a spot wherever they can. **Cohesion** suffers if teammates are **dispersed randomly** through a building; collaboration is harder if there aren't enough meeting rooms to **accommodate** demand.

这与节约成本版的办公桌轮用制格格不入，在这种情况下，办公室的空间会缩小，人们会在任何可能的地方抢占一个位置。如果同事在办公场所中随机分散办公，那么企业凝聚力就会受到影响；如果没有足够的会议室来满足员工的办公需求，开展协作就会变得难上加难。

【词汇】

1. **cut-price** /ˌkʌt 'praɪs/ adj. sold at a reduced price 减价出售的；削价的

例：cut-price goods/fares

减价商品 / 票

2. **footprint** /'fʊtprɪnt/ n. the amount of space that something fills (某物所占的) 空间量，面积

例：The warehouse system holds an extensive amount of product in a very small footprint because it was built five levels high.

仓库系统以五层高的高度建造，因此可以在很小的空间内容纳大量产品。

<同义替换> space

3. **cohesion** /kəʊ'hi:ʒn/ n. 托福/GRE if there is cohesion among a group of people, a set of ideas etc, all the parts or members of it are connected or related in a reasonable way to form a whole 团结，凝聚力

例：a sense of community and social cohesion

社区意识和社会凝聚力

4. **disperse** /di'spɜːrs/ v. 六级/雅思/考研/专八 to move apart and go away in different directions; to make somebody/something do this (使) 分散，散开；疏散；驱散

例：The crowd dispersed quickly.

人群很快便散开了。

5. **randomly** /'rændəmli/ adv. without somebody deciding in advance what is going to happen and without any regular pattern 随意；随机；胡乱

例：The winning numbers are randomly selected by computer.

中奖号码是由电脑随机选取的。

6. **accommodate** /ə'kɒ:mədeɪt/ v. to consider something such as somebody's opinion or a fact and be influenced by it when you are deciding what to do or explaining something 考虑到；顾及

例：Our proposal tries to accommodate the special needs of minority groups.

我们的提案尽量照顾到少数群体的特殊需要。

For **penny-pinchers**, the **unpalatable** conclusion is that hot-desking works best when people have lots of space. In Cisco's newly **refitted** offices in Manhattan, for instance, no one has an assigned desk (bosses included) but there are **oodles** of options and people are encouraged to move about repeatedly during the day. The office is everyone's territory.

对于吝啬鬼来说，一个难以接受的结论是，当办公区域空间很大时，办公桌轮用制的效果才是最好的。例如，在思科(网络解决方案供应商)位于曼哈顿的新装修的办公室里，没有人有指定的办公桌(包括老板)，但他们有很多选择，而且公司鼓励员工们多走动。办公室的空间是属于每个人的。

【词汇】

1. **penny-pincher** /'peni pɪntʃɪŋ/ n. the act of trying to avoid spending even very small amounts of money 吝啬的；抠吝的；小气的

例：A penny pincher refers to someone who is very careful about the money that they spend.

小气鬼指的是对花钱非常谨慎的人。

2. **unpalatable** /ʌn'pælətəbl/ adj. 专八 (of facts, ideas, etc. 事实、意见等) unpleasant and not easy to accept 令人不快的；难以接受的

例：Only then did I learn the unpalatable truth.

直到那时我才得知令人难以接受的真相。

3. **refit** /,ri:'fit/ v. to repair or fit new parts, equipment, etc. to something 整修；给...安装新配件；改装

例：He spent £70 000 refitting his yacht.

他花了 7 万英镑整修他的游艇。

4. **oodles** /'u:dlz/ n. a large amount of something 大量；很多

例：Bob makes oodles of money, you know.

鲍勃赚了很多钱，你知道的。

<同义替换> load

Back at Hudson River Trading in New York, employees all have their own desks, but also **licence** to move around as they wish. Space feels **abundant**: there are roughly as many meeting-room spots on its latest, post-pandemic floor as there are assigned seats. You can use hot-desking to save money or you can use it to create flexibility and a sense of belonging. It is hard to do both.

我们再看看纽约的哈德逊河贸易公司，那里的所有员工都有自己的办公桌，但也可以随意走动。空间很充足：在疫情后的最新楼层，会议室的数量与分配的座位的数量大致相同。你可以用办公桌轮用制来省钱，也可以用它来创造灵活性和归属感。但两者很难兼顾。

【词汇】

1. **licence** /'laɪns/ v. 四级/托福/考研 to give official permission for someone to do or produce something, or for an activity to take place 批准，许可

例：a restaurant which is licensed to sell alcohol

获准出售酒类的一家餐厅

<同义替换> permit

2. **abundant** /ə'bʌndənt/ adj. 四级/托福/考研 existing in large quantities; more than enough 大量的；丰盛的；充裕的

例：Fish are abundant in the lake.湖里鱼很多。

<同义替换> plentiful

总结

1) 文章架构

- **背景**
 - 对办公空间的需求减少；公司以此减少成本开支
 - 办公桌轮用制与两件事背道而驰，一个是人类心中固有的观念，另一个是疫情直接导致的后果
- **问题**
 - 领域问题：人们希望拥有独立空间
 - 独立的领域似乎与归属感相关
 - 疫情后，通勤的价值在哪里？
- **影响**
 - 随机分散办公，企业凝聚力就会受到影响
 - 没有足够的会议室来满足办公需求，开展协作更难
- **总结**
 - 办公桌轮用制可以省钱；也可以用它来创造灵活性和归属感
 - 以上两者很难兼顾

2) 同义替换

✓ 评论；反馈

feedback

It conjures up someone who sees information as something to be hoarded and feedback as an intrusion...

它让人联想到那些将信息视为可以囤积的东西、将别人的反馈视为侵犯行为的人...

observation

Just as it is hard not to bridle a little at the unsolicited observations of co-workers...

正如对同事不请自来的评论感到恼怒一样...

其他：comment

例：The director was not available for comment.

经理抽不出时间来发表评论。

✓ 空间；面积

footprint

...in which office footprints shrink and people grab a spot wherever they can.

...在这种情况下，办公室的空间会缩小，人们会在任何可能的地方抢占一个位置。

space

...so people like having a space to call their own.

...人们也喜欢有一个属于自己的独立空间。

其他：area

例：The estate covers an area of 106 acres.

这个庄园占地 106 英亩。

3) 一词多义✓ **claim**

✓ 文章原句：In the office, too, workers claim territory with everything from photographs and files to crumbs and crumpled tissues. 在办公室里，员工们也
用照片、文件、面包屑和皱巴巴的纸巾等各种东西来占领地盘。

✓ 释义：

① **to state that you have done, gained or achieved something** 声称对...的拥有权；提出对...
的所有权

Nobody has ~ responsibility for the bombing.

没有人声称对爆炸事件负责。

② **to ask for money from the government or a company because you have a right to it** 索要；
索取

You might be entitled to ~ compensation if you are injured at work.

如果受了工伤，你可能有权要求赔偿。

③ **(of a disaster, an accident, etc. 灾难、事故等) to cause somebody's death** 夺走，夺去（生
命）

The car crash ~ three lives.

那次撞车事故导致三人死亡。

✓ **bridle**

✓ 文章原句：Just as it is hard not to bridle a little at the unsolicited observations of

co-workers, so people like having a space to call their own. 正如对同事不请自来的评论感到恼怒一样，人们也喜欢有一个属于自己的独立空间。

✓ 释义：

① **to show that you are annoyed and/or offended at something, especially by moving your head up and backwards in a proud way** (尤指傲慢地昂首对...) 表示恼怒，表示不快

The senator ~ at the reporter' s question.

记者的问题惹怒了参议员。

② **to put a bridle on a horse** 给〔马〕套上笼头

He ~ his horse.

他给他的马套上笼头。

4) 仿写训练

✓ 描述问题

✓ 文章原句：

If territoriality is the deep-seated problem with hot-desking, then the more recent one stems from the pandemic. Employers need to think harder about why people should do the commute at all. There is no single answer. The office is the place to do the sort of collaborative work with colleagues that requires physical proximity.

✓ 句型及表达：

If...is the deep-seated problem with..., then the more recent one stems from the... 如果说...是...根深蒂固的问题，那么最近一次是由于...

...need to think harder about why...at all. ...需要努力思考到底为什么...

✓ 仿写示例：

If recession is a deep-seated problem with the global economy, then the more recent one stems from the pandemic. Economists need to think harder about why economic downturns recur in general. There is no single answer.

✓ 仿写作业——描述问题

如果健康问题是随着年龄增长而根深蒂固的问题，那么最近的问题源于沉重的工作量。成年人需要更仔细地思考为什么他们的健康状况更差了。答案不止一个。

5) 主题词总结

今日主题——职场	
1. workplace	职场
2. home-working	居家办公
3. territoriality	领域性
4. the communal fridge	公共冰箱
5. hot-desking	办公桌轮用