

Bartleby

巴托比

Fortune tells

看运气

The role of luck in careers, companies and compensation

运气在事业、职场和薪酬中的作用

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Luck plays a big and often **unacknowledged** part in career success, starting in the **womb**. Warren Buffett has talked of winning the “**ovarian** lottery” by being born in America when he was, and being **wired** in a way that **pays off** in a market economy. Good looks are associated with higher pay and a greater chance of being called to interview in hiring processes. Your experience of discrimination will reflect your **circumstances** of birth.

运气从一个生命诞生的那一刻起就开始发挥作用了，更在事业成功中有着巨大作用，然而它往往被忽视。沃伦·巴菲特（Warren Buffett）曾谈到他的成功是因为中了“卵巢彩票”，即他出生在美国，并在市场经济体制中大获成功。在招聘过程中，高颜值与更高的薪水和更大的面试机会有关系。你曾有过的歧视经历也与你的出身息息相关。

【词汇】

1. **compensation** /,kɑ:mpen'seɪʃn/ n. a thing or things that make a bad situation better 使坏的情况变好的事物；（对不利局面的）补偿

例：I wish I were young again, but getting older has its compensations.

我要是能再次年轻就好了，但上了年纪也有上了年纪的好处。

2. **unacknowledged** /,ʌnək'nɔ:ɪdʒd/ adj. that people do not admit as existing or true; that people are not aware of 未被承认存在（或真实）的；未被意识到的

例：unacknowledged feelings

下意识的感情

3. **womb** /wu:m/ n. the organ in women and female animals in which babies or young animals develop before they are born 子宫

例：A scan determines the position of the baby in the womb.

扫描检查可以确定胎儿在子宫中的位置。

4. **ovarian** /əʊ'veəriən/ adj. connected with the ovaries 卵巢：与卵巢相连

例：ovarian cancer

卵巢癌

5. **wire** /'waɪər/ v. to connect somebody/something to a piece of equipment 将...连接到（某设备）

例：In the test, volunteers were wired up to brain monitors.

在测试中，志愿参与者被连接到脑监测器上。

6. **circumstance** /'sɜ:rkəmstæns/ n. situations and events that affect and influence your life and that are not in your control 命运；客观环境

例：We were simply thrown together by circumstance on the long journey.

在漫长的旅途中，我们只是被周围的环境所吸引。

<同义替换> situation

【短语】

1. **pay off** : (of a plan or an action, especially one that involves risk 尤指冒险的计划或行动) to be successful and bring good results 成功；奏效；达到目的

例：Teamwork paid off.

团队合作成功了。

The early **way-stations** in a career are often marked by chance: a particularly encouraging boss, say, or an assignment that **leads** you **off** in an unexpected but defining direction. Luck can affect the pathways of the most rational-minded professions. A paper published in 2022 by Qi Ge of Vassar College and Stephen Wu of Hamilton College found that economists with harder-to-pronounce names, including within **ethnic** groups, were less likely to be placed into academic jobs

在一个人的职业生涯早期，遇到人生的转折点往往是偶然的：比如说，结识到一位特别能鼓舞人心的老板，或者一项将你引向一个意想不到但明确方向的工作。运气可以影响通往最理性的职业道路。2022年，瓦萨学院（Vassar College）的 Qi Ge 和汉密尔顿学院（Hamilton College）的 Stephen Wu 发表了一篇论文，说名字较难读的经济学家（包括在族裔群体中）被安排学术项目或获得终

or get **tenure-track** positions.

身教职岗位上的机会相对较少。

【词汇】

1. **way-station** /'wei steɪʃn/ n. a place where people stop to eat or rest during a long journey (长途旅行中的) 小站, 小饭馆

例: After China and Japan, the job in the UK was a way station to retirement.

在中国和日本之后, 在英国的工作是退休的必经之路。

2. **ethnic** /'eθnɪk/ adj. connected with or belonging to a nation or people that shares a cultural tradition 民族的; 种族的

例: ethnic Albanians living in Germany

生活在德国的阿尔巴尼亚族人

3. **tenure** /'tenjə/ n. the right to stay permanently in your job, especially as a teacher at a university (尤指大学教师的) 终身职位, 长期聘用

例: It's still extremely difficult to get tenure.

要取得终身职位仍然极其困难。

4. **tenure-track**: adj. The tenure track is a professor's pathway to promotion and academic job security 终身职位的

例: Universities are replacing tenure-track professors with non-tenured staff.

大学也将终身职位的教授转变为非终身职员。

【短语】

1. **lead off**: to start something 开始 (某事)

例: Who would like to lead off the debate?

谁愿带头发言开始辩论?

【长难句】

A paper published in 2022 by Qi Ge of Vassar College and Stephen Wu of Hamilton College found that economists with harder-to-pronounce names, including within ethnic groups, were less likely to be placed into academic jobs or get tenure-track positions.

句子的主干部分为: A paper found that economists with harder-to-pronounce names were less likely to be placed into academic jobs or get tenure-track positions. 其中, economists with harder-to-pronounce names were less likely to be placed into academic jobs or get tenure-track positions. 为**宾语从句**, 整句话的意思是: 一篇论文说名字较难读的经济学家 (包括在族裔群体中) 被安排学术项目或获得终身教职岗位上的机会相对较少。

published in 2022 by Qi Ge of Vassar College and Stephen Wu of Hamilton College 为**定语**, 意思是: 瓦萨学院 (Vassar

College) 的 Qi Ge 和汉密尔顿学院 (Hamilton College) 的 Stephen Wu 发表的

including within ethnic groups 为状语, 表示举例说明, 意思是: 包括在族裔群体中

Names can work against economists in other ways. Another study, by Liran Einav of Stanford University and Leeat Yariv, now of Princeton University, found that faculty with earlier surname initials were more likely to receive tenure at top departments, an effect they put down to the fact that authors of economics papers tend to be listed alphabetically.

名字在其他方面也可能对经济学家造成不利。斯坦福大学 (Stanford University) 的丽兰·艾纳夫 (Liran Einav) 和普林斯顿大学 (Princeton University) 的里特·亚里夫 (Leeat Yariv) 进行的另一项研究发现, 姓氏首字母排序靠前的教师更有可能获得顶级院系的终身教职岗位, 他们将这一影响归因于经济学论文的作者往往按字母顺序排列。

【词汇】

1. **faculty** /'fæklti/ n. all the teachers in a faculty of a college or university (高等院校中院、系的) 全体教师

例: a faculty meeting

全体教师会议

<同义替换> personnel

2. **alphabetically** /,ælfə'betɪkli/ adv. in the order of the letters of the alphabet 按字母(表)顺序的

例: The books should be ordered alphabetically by subject.

书籍应按主题字母顺序排列。

【短语】

1. **put down to** : to consider that something is caused by something 把...归因于

例: What do you put her success down to?

你认为她是靠什么成功的?

【长难句】

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的终身教职岗位

by Liran Einav of Stanford University and Leeat Yariv, now of Princeton University 为介词短语做状语，意思是：斯坦福大学（Stanford University）的丽兰·艾纳夫（Liran Einav）和普林斯顿大学（Princeton University）的里特·亚里夫（Leeat Yariv）

an effect they put down to the fact that authors of economics papers tend to be listed alphabetically. 为同位语中嵌套定语从句，修饰前文所发现的内容，其中 authors of economics papers tend to be listed alphabetically 为同位语从句，整句话的意思是：他们将这一影响归因于经济学论文的作者往往按字母顺序排列。

Performing well can be **due** to luck, not talent. In financial markets, **asset** managers who shine in one period often lose their **lustre** in the next. The rise of passive investing reflects the fact that few **stockpickers** are able **persistently** to **outperform** the overall market. The history of the oil industry is **shot through** with stories of unexpected discoveries. A recent paper by Alexei Milkov and William Navidi of the Colorado School of Mines found that 90% of industry **practitioners** believe that luck affects the outcome of exploration projects. The authors' analysis of 50 years of **drilling** on the Norwegian Continental Shelf concluded that the differences in success rates between individual firms were **random**.

绩效出色可能是因为运气，而不是才华。在金融市场上，在某一时期大放异彩的资产管理公司往往会在下一时期失去光彩。被动投资的兴起反映了一个事实，即很少有选股人能够连续跑赢大盘。石油工业的历史进程中充满了意外发现。科罗拉多矿业学院（Colorado School of Mines）的阿列克谢·米尔科夫（Alexei Milkov）和威廉·纳维迪（William Navidi）最近发表的一篇论文发现，90%的行业从业者认为运气会影响勘探项目的结果。作者对挪威大陆架上50年的钻探进行了分析，得出的结论是，各个公司之间的成功率差异是随机的。

【词汇】

1. **due** /du:/ adj. 四级/雅思/托福/考研 caused by somebody/something; because of somebody/something 由于；因为

例：The team's success was largely due to her efforts.

这个队的成功主要是她努力的结果。

2. **asset** /'æset/ n. a thing of value, especially property, that a person or company owns, which can be used or sold to pay debts 资产；财产

例：Her assets include shares in the company and a house in France.

她的财产包括公司的股份和在法国的一座房子。

3. **lustre** /'lʌstər/ n. GRE the quality of being special in a way that is exciting 荣光；光彩；荣耀

例：The presence of the prince added lustre to the occasion.

王子的出现给那场面增添了光彩。

4. **stockpicker** n.: a person who decides which stocks and shares a fund will invest in 拣股者

例：Stockpickers make a distinction between the price of a share and what it is truly worth.

选股高手分得清股票价格和它真正的价值。

5. **persistently** /pər'sɪstəntli/ adv. in a way that continues for a long period of time, or that is repeated frequently, especially in a way that is annoying and cannot be stopped 连绵的；持续的；反复出现的

例：persistently high interest rates

居高不下的利率

6. **outperform** /,aʊtpər'fɔ:rm/ v. to achieve better results than somebody/something 超过；胜过

例：The company has consistently outperformed its larger rivals.

该公司一贯跑赢大型竞争对手。

7. **practitioner** /præk'tɪʃənər/ n. a person who works in a profession, especially medicine or law (尤指医学或法律界的) 从业人员

例：dental practitioners

牙医

8. **drill** /drɪl/ v. to try to get oil or water by drilling in the ground or sea bed 钻探：试图在地面或海床钻探来获取油或水

例：They're drilling for oil off the Irish coast.

他们在爱尔兰沿海钻井采油。

9. **random** /'rændəm/ adj. 六级/雅思/考研/专八 done, chosen, etc. without somebody deciding in advance what is going to happen, or without any regular pattern 随机的，随意的（非事先决定或不规则）

例：The information is processed in a random order.

信息是按随机顺序处理的。

【短语】

1. **shoot through** : to leave, especially in order to avoid somebody/something 离去；躲避

例：I was only five when my Dad shot through.

我父亲出走时我才五岁。

There is a **long-running** debate about whether luck affects executives' pay. A recent paper by Martina Andreani and Lakshmanan Shivakumar of London Business School and Atif Ellahie of the University of Utah suggests that it does. The academics looked at the impact of a big corporate-tax cut in America in 2017, an event which resulted in large **one-off** tax gains and losses for firms that were based on past transactions and that could not be **attributed** to managers' skills. They found that larger **windfall** gains led to higher pay for ceos of less **scrutinised** firms; tax losses did not seem to affect their earnings. Lucky things.

关于运气是否会影响高管薪酬的争论由来已久。伦敦商学院的 Martina Andreani 和 Lakshmanan Shivakumar 以及犹他大学的 Atif Ellahie 最近发表的一篇文章表明这个说法确实有道理。学者们研究了 2017 年美国大幅削减公司税的影响，这一事件导致了公司的大量一次性税收收益和损失，而这些收益和损失是基于过去的交易情况，而不能归因于管理者的技能。他们发现，较高的意外收益使得受审查次数较少的公司首席执行官获得更高的薪酬。税收损失似乎并没有影响他们的收入。多幸运啊。

【词汇】

1. **long-running** /'lɔ:ŋ rʌŋɪŋ/ adj. that has been continuing for a long time 持续时间长的

例：a long-running dispute

长期的争端

2. **one-off** /,wʌn 'ɔ:f/ n. a thing that is made or that happens only once and not regularly 绝无仅有的事物；仅出现一次的事物

例：It was just a one-off; it won't happen again.

这事绝无仅有，不会再发生了。

3. **attribute** /ə'trɪbjʊ:t/ v. 四级/雅思/托福/GRE/考研 to say or believe that something is the result of a particular thing 把...归因于；认为...是由于

例：She attributes her success to hard work and a little luck.

她认为她的成功来自勤劳和一点运气。

4. **windfall** /'wɪndfɔ:l/ n. 专八 an amount of money that somebody/something wins or receives unexpectedly 意外之财；意外获得的东西

例：windfall profits

意外的利润

5. **scrutinise** /'skru:tənaɪz/ v. to look at or examine somebody/something carefully 仔细查看；认真检查；细致审查

例：She leaned forward to scrutinize their faces.

她探身向前，端详他们的面容。

Just as some people blindly believe that **merit** determines success, so it is possible to get too **hung up** on the role of chance. ceos may well be rewarded for luck but **slogging** to the top of companies involves talent and hard work. Although some have argued that **entrepreneurs** are simply people fortunate enough to have a large **appetite** for risk, skill does matter. A paper from 2006 by Paul Gompers of Harvard University and his co-authors showed that founders of one successful company have a higher chance of succeeding in their next venture than entrepreneurs who previously failed. Better technology and greater **expertise** reduce the role of chance; the average success rates in oil exploration, for example, have gone up over time.

正如有些人盲目地相信人品好能决定成功一样，人们也有可能过于执着于运气的作用。首席执行官们很可能会因为运气而得到回报，但要爬上公司的最高层，还是需要天赋和努力。尽管有些人认为，企业家只不过是幸运儿，能很好地应对风险，但不可否认，技能的确很重要。哈佛大学（Harvard University）的保罗·冈帕斯（Paul Gompers）和他的合著者在2006年发表的一篇论文显示，一家成功公司的创始人比之前失败的企业家在下一次创业中有更高的成功几率。更好的技术和更多的专业知识减少了运气的成分；例如，石油勘探的平均成功率随着时间的推移而上升。

【词汇】

1. **merit** /'merɪt/ n. 四级/六级/雅思/托福/考研 the quality of being good and of deserving praise or reward 优点；美德；价值
例：a work of outstanding artistic merit
具有杰出艺术价值的作品
2. **slog** /slɑ:g/ v. to work hard and steadily at something, especially something that takes a long time and is boring or difficult 埋头苦干；坚持不懈地做
例：He's been slogging away at that piece of music for weeks.
他苦练那段乐曲已有好几个星期了。
3. **entrepreneur** /,ɑ:ntrəprə'nɜ:r/ n. a person who makes money by starting or running businesses, especially when this involves taking financial risks 创业者，企业家（尤指涉及财务风险的）
例：A creative entrepreneur, he was continually dreaming up new projects.
他是个创新型企业家，总是在不断地推出新设想。

4. **appetite** /'æpɪtaɪt/ n. physical desire for food 食欲；胃口

例：He suffered from headaches and loss of appetite.

他头痛，而且食欲不振。

5. **expertise** /,ɛkspɜːr'tiːz/ n. 雅思/托福/GRE/考研/专八 expert knowledge or skill in a particular subject, activity or job 专门知识；专门技能；专长

例：professional/scientific/technical, etc. expertise

专业、科学、技术等知识

【短语】

1. **be hung-up about/on something** : to be thinking or worrying too much about someone or something 对某事物想得过多[过度担心]

例：It was a time when people weren't so hung-up about health...

那时人们不太关注健康。

But if luck does play a more important role in outcomes than is often acknowledged, what does that mean? For individuals, it suggests you should increase the chances that chance will work **in your favour**. Partners at Y Combinator, a startup **accelerator**, encourage founders to apply to their programmes by talking about increasing the “surface area of luck”: putting yourself in situations where you may be rejected is a way of giving luck more opportunity to **strike**.

And if the difference between skill and luck becomes **discernible** over time, then reward people on **consistency** of performance, not one-off highs. Mr Buffett might have had a slice of luck **at the outset**, but a lifetime of investing success suggests he has **maximised** it.

但是，如果运气确实在结果中发挥了比人们通常认为的更重要的作用，这又意味着什么呢？对于个人来说，建议你应该增加会对你有利的机会。创业孵化器 Y Combinator 的合伙人通过谈论扩大“运气区域”来鼓励创始人申请他们的课程：让自己处于可能被拒绝的境地，是给运气更多可能性的一种方式。

如果随着时间的推移，能力和运气之间的差异变得明显，那么就根据表现的持续程度来奖励人们，而不是一次性的高度嘉奖。一开始，巴菲特可能有一点运气，但他一生的投资成功表明，他充分地运用了自己的运气。

【词汇】

1. **accelerator** /ək'seləreɪtər/ n. a machine for making elementary particles move at high speeds (基本粒子) 加速器

2. **strike** /straɪk/ v. to discover gold, oil, etc. by digging or drilling 开采出；钻探到

例：They had struck oil!

他们开采出了石油！

3. **discernible** /dɪ'sɜːrnəbl/ adj. 专八 that can be recognized or understood 可识别的：可以被识别或理解的

例：There is often no discernible difference between rival brands.

相互竞争的品牌之间往往看不出明显的区别。

4. **consistency** /kən'sɪstənsi/ n. 专八 the quality of always behaving in the same way or of having the same opinions, standard, etc.; the quality of being consistent 一致性；连贯性

例：She has played with great consistency all season.

她整个赛季表现相当稳定。

5. **maximise** /'mæksɪmaɪz/ v. to make the best use of something 充分利用；最大限度地利用

例：to maximize opportunities/resources

充分利用机会 / 资源

【短语】

1. **at/from the outset (of something)** : at/from the beginning of something 从开始

例：I made it clear right from the outset that I disapproved.

从一开始我就明确地说我不赞成。

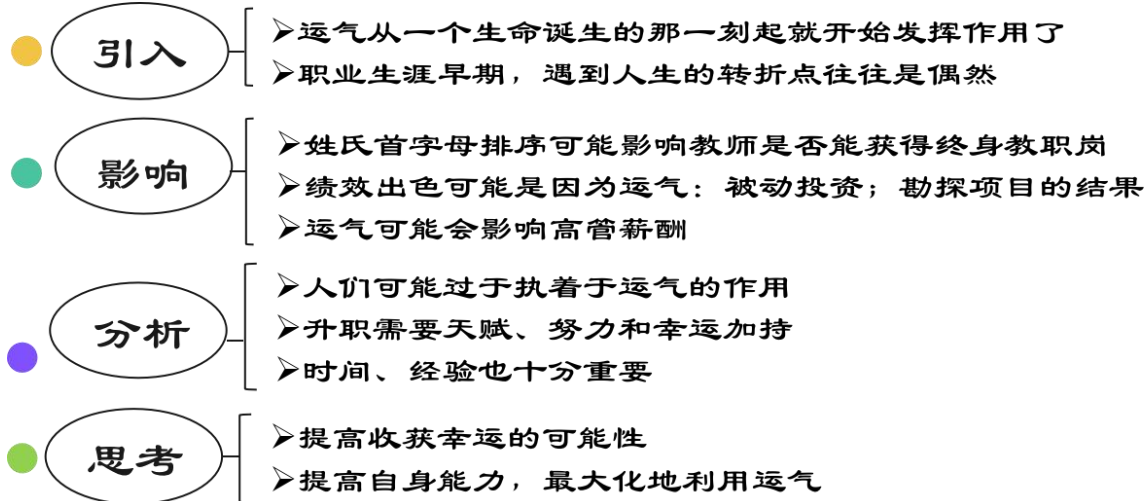
2. **in somebody's favour** : if something is in somebody's favour, it gives them an advantage or helps them 有利于某人；有助于某人

例：The exchange rate is in our favour at the moment.

目前汇率对我们有利。

总结

1) 文章架构



2) 同义替换

✓ 运气

luck

Performing well can be due to luck...

绩效出色可能是因为运气...

fortune

Fortune tells

看运气

其他：serendipity

例： Meeting her like that, and there of all places, was true serendipity!

真是那样的偶然！

✓ 归因于

be due to

Performing well can be due to luck...

绩效出色可能是因为运气...

be attributed to

...and that could not be attributed to managers' skills.

...而不能归因于管理者的技能。

put down to

...they put down to the fact that authors of economics papers tend to be listed alphabetically.

...他们将这一影响归因于经济学论文的作者往往按字母顺序排列。

其他: ascribe to

例: He ascribed his failure to bad luck.

他认为自己的失败是运气不好。

3) 一词多义

✓ faculty

- ✓ 文章原句: ...found that faculty with earlier surname initials were more likely to receive tenure at top departments... ...姓氏首字母排序靠前的教师更有可能获得顶级院系的终身教职岗位...

✓ 释义:

① **all the teachers in a faculty of a college or university** (高等院校中院、系的) 全体教师

a ~ meeting

全体教师会议

② **any of the physical or mental abilities that a person is born with** 官能; 天赋

the ~ of sight

视觉

③ **a particular ability for doing something** 才能; 能力

the ~ of understanding complex issues

理解复杂问题的能力

✓ favor

- ✓ 文章原句: ...increase the chances that chance will work in your favour. ...增加会

对你有利的机会。

✓ 释义：

① **a thing that you do to help somebody** 帮助；好事；恩惠

Can I ask a ~?

请帮个忙行吗？

② **approval or support for somebody/something** 赞同；支持

The programme has lost ~ with viewers recently.

近来这个节目已不受观众欢迎。

③ **treatment that is generous to one person or group in a way that seems unfair to others**

特别照顾；偏袒；偏爱

As an examiner, she showed no ~ to any candidate.

作为主考人她没有偏袒任何应试者。

4) 仿写训练

✓ 描述争论与研究

✓ 文章原句：

There is a long-running debate about whether luck affects executives' pay. A recent paper by Martina Andreani and Lakshmanan Shivakumar of London Business School and Atif Ellahie of the University of Utah suggests that it does. The academics looked at the impact of a big corporate-tax cut in America in 2017, an event which resulted in large one-off tax gains and losses for firms that were based on past transactions and that could not be attributed to managers' skills. They found that larger windfall gains led to higher pay for ceos of less scrutinised firms; tax losses did not seem to affect their earnings.

✓ 句型及表达：

There is a long-running debate about whether...affects... 一直以来，对于...是否影响...的问题
争论不休

The academics looked at the...of... 科研人员们观察...

✓ 仿写示例：

There is a long-running debate about whether coffee affects weight loss. A recent research by Harvard T.H. Chan School of Public Health suggests that it does. The academics looked at the outcome from a 24-week investigation in which 126 overweight adults drank daily either four cups of regular coffee or four cups of a coffee-like placebo beverage. And it is believed that coffee could help accelerate fat-burning, especially when paired with exercise.

✓ 仿写作业——描述争论与研究

一直以来，人们对熬夜是否会影响人的生活这一问题争论不休。《青年杂志》(Journal of Youth)最近的一项研究表明，熬夜的确对人的生活有影响，尤其是对青少年而言。学者们对 300 多名青少年的睡眠时间进行了调查，结果发现，与不熬夜的青少年相比，熬夜的青少年(尤其是男性)有更多的危险行为和药物滥用。

5) 主题词总结

今日主题——运气	
1. lottery	彩票
2. luck	运气
3. fortune	运气
4. chance	机会
5. windfall	意外之财