

讲义

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The **minus mindset**

减法思维

The best bosses don't just load more and more work on. They **subtract** things

优秀的老板不仅仅只会增加工作量，他们还会减少工作量

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Companies are used to celebrating addition. Profits, customers and share prices should go up rather than fall. Innovation is the adding of new products. Larger numbers are a measure of career success: managers climb the corporate **ladder** by taking on more reports, running **heftier** budgets and **trousering** bigger salaries. Genuine superstars don't just add. They multiply. The best software programmers are **tagged** as "10x developers", for **supposedly** being ten times more productive than their **peers**.

企业热衷于“多多益善”。利润、客户和股价应该上升而不是下降。所谓创新，就是不断推出新产品。更大的数字是衡量成功的标准：经理们通过做更多的汇报、管理更高的预算和拿更高的薪水来力争升职。企业中真正的佼佼者不仅仅只会“加法”，他们会做“乘法”。最优秀的软件程序员被称为“10倍效率的开发者”，因为据说他们的生产力是同行的10倍。

【词汇】

1. **minus** /'maɪnəs/ n. 四级/雅思/考研 The symbol (-), used in mathematics 减号；负号
2. **mindset** /'maɪndset/ n. a set of attitudes or fixed ideas that somebody has and that are often difficult to change 观念模式；思维倾向
例：a conservative mindset
保守的思维模式
3. **subtract** /səb'trækt/ v. 四级/雅思/考研 to take a number or an amount away from another number or amount

减；减去

例：6 subtracted from 9 is 3

9 减 6 等于 3。

4. **ladder** /'lædə/ n. a series of stages by which you can make progress in your life or career (生活上进步或事业上晋升的) 阶梯，途径

例：the career ladder

事业上的阶梯

5. **hefty** /'hefti/ adj. GRE/专八 (of an amount of money 钱的数额) large; larger than usual or expected 很大的；超出一一般的；可观的

例：They sold it easily and made a hefty profit.

他们毫不费力地卖掉了它，得到了一笔可观的利润。

6. **trouser** /'traʊzə/ v. to take or earn an amount of money 收受；赚得

例：They can expect to trouser close to £35m from TV revenue alone.

他们可以预期仅从电视收入中就将获得近 3500 万英镑的收入。

7. **tag** /tæg/ v. to give somebody/something a name that describes what they are or do 把...称作

例：The country no longer wanted to be tagged as a Third World nation.

这个国家不愿意再被称为第三世界国家。

<同义替换> dub

8. **supposedly** /sə'pəʊzɪdli/ adv. 雅思 according to what is generally thought or believed but not known for certain 据信；据传；据说

例：The novel is supposedly based on a true story.

据说这部小说取材于一个真实的故事。

9. **peer** /piə/ n. 六级/雅思/GRE/考研/专八 a person who is the same age or who has the same social status as you 身份（或地位）相同的人；同龄人；同辈

例：She enjoys the respect of her peers.

她受到同辈的尊敬。

<同义替换> counterpart

Firms are not always **opposed** to **subtraction**. There are good kinds of cuts: carbon emissions, most obviously.

企业并不总是反对“削减”。有一些值得肯定的“削减”案例：最显而易见的

Reducing costs is a necessary part of management, though not a welcome one. But the value of doing less is **underestimated**. The best bosses are those who take things away as well as **add them on**.

就是减少碳排放。尽管人们不喜欢削减成本，但这是企业管理中一个重要部分。然而，人们低估了“削减”的价值。最优秀的老板是会“加减自如”的。

【词汇】

1. **opposed** /ə'pəʊzd/ adj. (of a person 人) disagreeing strongly with something and trying to stop it 强烈反对

例：She remained bitterly opposed to the idea of moving abroad.

她仍然强烈反对移居国外。

2. **subtraction** /səb'trækʃn/ n. 专八 the process of taking a number or amount away from another number or amount 减；减去

例：The children are tested on basic addition and subtraction.

对孩子进行基本加法和减法测试。

3. **underestimate** /ˌʌndər'estimeɪt/ v. 六级/雅思/考研/专八 to not realize how good, strong, determined, difficult, etc. somebody/something really is 对...认识不足（或重视不够）；低估；轻视

例：Never underestimate your opponent.

决不可低估你的对手。

【短语】

1. **add on** : to include or attach something extra 附加；加上

例：A service charge of 15 per cent was added on to the bill.

账单上增加了 15% 的服务费。

That means clearing time for employees to get work done. Meetings are almost always called by bosses. Some are useful; many of them have all the **pizzazz** and impact of a speed-awareness course. Shopify, an e-commerce firm, began the year by deleting 12,000 **recurring** meetings from corporate calendars, and asking everyone to think carefully before **reinstating** them. The company reports a rise in productivity as a result of the **cull**.

在职场上，这意味着要腾出时间让员工完成工作。会议一般都是由老板组织召开的。其中有些会议是有价值的；许多会议都活力满满，开会效率高。今年年初，电子商务公司 Shopify 取消了 1.2 万场常态化会议，并要求所有人在恢复会议之前仔细考虑。据该公司，得益于对不必要会议的取消，公司的效率提高了。

【词汇】

1. **pizzazz** /pɪ'zæz/ n. a lively and exciting quality or style 激情；活泼；风度

例：We need someone with youth, glamour and pizzazz.

我们需要一位年富力强、魅力十足、风度翩翩的人。

2. **recur** /rɪ'kɜ:r/ v. to happen again or a number of times 再发生；反复出现

例：This theme recurs several times throughout the book.

这一主题在整部书里出现了好几次。

3. **reinstate** /,ri:ɪn'steɪt/ v. GRE/专八 to make something such as a law, system, or rule exist again 恢复〔法律、制度或规则〕

例：California reinstated the death penalty in 1977.

加利福尼亚于 1977 年恢复了死刑。

4. **cull** /kʌl/ n. the act of killing some wild animals from a group, especially in order to prevent the group from getting too large (为防止动物种群量过多而通常对最弱者的) 选择性宰杀

例：the annual seal cull

每年对海豹的选择性宰杀

By the same token, good bosses will send messages when necessary, not every time a bright idea pops into their head. They will reduce the tempo of work, by leaving employees time to concentrate. They will be clear if something is urgent or not. A recent study by Laura Giurge of London Business School and Vanessa Bohns of Cornell University found that receivers of an email routinely overestimate how quickly its sender expects a reply.

出于同样的原因，优秀的老板会在必要时发出指令，而不是一有想法就通知员工。他们会给员工足够时间去专注于工作，来放缓工作节奏。还会清楚地告知员工事务的轻重缓急。伦敦商学院的 Laura Giurge 和康奈尔大学的 Vanessa Bohns 最近的一项研究发现，电子邮件的收件方通常会以为发件方希望对方尽快回复邮件，实际上是高估了发件方的期望值。

【词汇】

1. **pop** /pɑ:p/ v. to suddenly appear, especially when not expected 突然出现；冷不防冒出

例：An idea suddenly popped into his head.

他突然想到了一个主意。

2. **tempo** /'tempəʊ/ n. 雅思/GRE/考研/专八 the speed of any movement or activity (运动或活动的) 速度，节奏

例：the increasing tempo of life in Western society

西方社会日益加速的生活节奏

3. **overestimate** /,əʊvər'estɪmeɪt/ v. 六级 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。

【短语】

1. **by the same token** : for the same reasons 由于同样的原因；同样地

例：The penalty for failure will be high. But, by the same token, the rewards for success will be great.

失败就要付出沉重的代价，同样，成功就会获得很大的回报。

Subtraction is not just about removing **day-to-day** distractions. It's also about taking decisions to **kill off** projects and products that are going nowhere, and to focus efforts on the most important **bits** of the business. Peter Drucker, the **doyen** of management **theorists**, was an **advocate** of "planned abandonment", so that resources that are tied up in **marginal** activities are freed for more profitable use. Executives should, he advised, routinely ask the same question of every aspect of the business: "If we did not do this already, would we go into it now knowing what we now know?"

企业中的“减法”不仅仅是消除日常干扰。它还包括做出决策，终止那些没有前途的项目和产品，及时止损，并将精力集中在业务的最重要部分。管理理论大师彼得·德鲁克倡导“计划性放弃”，也就是把被束缚在边缘项目中的资源释放出来，用于更有利可图的项目。他建议高管们要常常对业务的各个方面提出同样的问题：“假设我们还没有开始这个项目，在我们知道了之后会发生的一切后，我们还会选择它吗？”

【词汇】

1. **day-to-day** /,deɪ tə 'deɪ/ adj. planning for only one day at a time 按日计划的；逐日的；每天的

例：I have organized the cleaning on a day-to-day basis, until our usual cleaner returns.

我已逐日安排好清洁工作，直到我们的清洁工回来为止。

2. **bit** /bɪt/ n. a part of something larger (事物的) 一部分，一段

例：The best bit of the holiday was seeing the Grand Canyon.

假期中最精彩的片段是参观大峡谷。

3. **doyen** /'dɔɪən/ n. the most respected or most experienced member of a group or profession (某团体或职业中的)

老前辈，资格最老者，元老

例：Richard Dawkins, the doyen of evolutionary biologists

理查德·道金斯——进化生物学家的大师

4. **theorist** /'θɪrɪst/ n. a person who develops ideas and principles about a particular subject in order to explain why things happen or exist 理论家；理论工作者

例：a political theorist 政治理论家

5. **advocate** /'ædvəkət/ n. 六级/雅思/托福/考研/专八 a person who supports or speaks in favour of somebody or of a public plan or action 拥护者；支持者；提倡者

例：an advocate for hospital workers

医院工作人员的支持者

<同义替换> supporter

6. **marginal** /'mɑ:rdʒɪnl/ adj. not part of a main or important group or situation 非主体的；边缘的

例：marginal groups in society

社会中的非主流群体

【短语】

1. **kill off** : to stop or get rid of something 使某事物停止；除掉；排除

例：He has effectively killed off any political opposition.

他实际上已消灭了一切对立的政见。

In “The Case for Good Jobs”, a new book, Zeynep Ton of MIT Sloan School of Management argues that doing less can often make commercial sense. Costco, a well-regarded American retailer that believes in the “intelligent loss of sales”, has a deliberately limited product range. That means it can focus its buying power more effectively, forecast demand more accurately and use its employees’ time more productively.

Less may not sound like a great outcome for customers, but at some point choice is deeply **wearying**. When you

在新书《优质工作案例》(The Case for Good Jobs) 中，麻省理工学院斯隆管理学院的泽耶普·托恩(Zeynep Ton)认为，在商业领域，减少工作量通常是有益的。名气响当当的美国零售商 Costco 相信“明智的销售损失”，专门限制了其产品范围。这意味着他们可以更有效地利用采购能力，更准确地预消费者需求，并更高效地利用员工的时间。

对消费者来说，“更少”可能听起来并不怎么好，但在某种程度上，选择过多会让人失去兴致。当你花费更多时间浏览流媒

have spent more time trying to decide what to watch on a streaming service than it takes to go to the cinema and watch “Oppenheimer” twice, **scarcity** seems pretty attractive.

体服务，犹豫要看什么，而不是选择去电影院观看两次《奥本海默》（*Oppenheimer*）时，更少的选择似乎更具吸引力。

【词汇】

1. **deliberately** /dɪˈlɪbəreɪtli/ adv. 六级/专八 done in a way that was planned, not by chance 故意；蓄意；存心

例：an ad campaign that deliberately targets children

专门针对儿童的广告活动

2. **weary** /'wɪəri/ v. 四级/雅思/考研 to lose your interest in or enthusiasm for something (对...) 失去兴趣，失去热情

例：She soon wearied of his stories.

她很快就厌烦了他的故事。

3. **scarcity** /'skærəsi/ n. 六级/专八 if there is a scarcity of something, there is not enough of it and it is difficult to obtain it 缺乏；不足；稀少

例：a time of scarcity

物资短缺时期

<同义替换> rarity

【长难句】

Costco, a well-regarded American retailer that believes in the “intelligent loss of sales”, has a deliberately limited product range.

句子的主干部分为：Costco has a deliberately limited product range.意思是：Costco 专门限制了其产品范围

a well-regarded American retailer that believes in the “intelligent loss of sales”为同位语，其中 that believes in the “intelligent loss of sales”为定语从句，修饰 retailer，整句话的意思是：一家备受尊敬的美国零售商（Costco），它相信“明智的销售损失”

Doing and offering less goes against the grain in many ways. One is how humans are wired. Professor Ton cites a study, published in Nature in 2021 by Gabrielle Adams of the University of Virginia and her co-authors, in which people were asked to think of ways to improve something

“做更少”和“给更少”在很多方面都是有违常理的。一方面是与人类的思考方式相悖。托恩教授引用了弗吉尼亚大学的 Gabrielle Adams 和她的合著者于 2021 年在《自然》杂志上发表的一项研

(like the design of a miniature-golf hole) or solve a problem (such as making the **pattern** on a **grid** **symmetrical**). The researchers found that, without an **explicit prompt** to think about subtraction, participants systematically **defaulted** to adding features rather than taking them away.

究，研究中要求人们思考如何改进某事物（比如迷你高尔夫球洞的设计）或解决问题（比如使网格上的图案对称）。研究人员发现，如果没有明确提示要考虑减法，参与者往往会默认添加事物，而不是减少。

【词汇】

- wired** /'waɪəd/ adj. connected to a device or computer network by wires（与计算机系统）联网的，连线的
例：Wired internet connections are still useful.
有线互联网连接仍然有用。
- pattern** /'pætərn/ n. 四级/六级 a regular arrangement of lines, shapes, colours, etc. for example as a design on material, carpets, etc. 图案；花样；式样
例：a pattern of diamonds and squares
菱形和正方形构成的图案
- grid** /grɪd/ n. 雅思/专八 a pattern of straight lines, usually crossing each other to form squares 网格；方格
例：New York's grid of streets
纽约棋盘式的街道布局
- symmetrical** /sɪ'metrɪkl/ adj. 六级/GRE (of a body, a design, an object, etc. 身体、图案、物体等) having two halves, parts or sides that are the same in size and shape 对称的
例：a symmetrical pattern
对称的图案
- explicit** /ɪk'splɪsɪt/ adj. 六级/雅思/托福/GRE/考研 (of a statement or piece of writing 陈述或文章) clear and easy to understand, so that you have no doubt what is meant 清楚明白的；易于理解的
例：He gave me very explicit directions on how to get there.
他清楚地向我说明了去那儿的路线。
- prompt** /pra:mpt/ n. 四级/雅思/托福/GRE/考研 a word or words said to an actor in a play, to help them remember what to say [给演员的] 提词，提白
例：Will you prompt for us at the performance?
演出时你给我们提示台词好吗？
- default** /di'fɔ:lt/ v. 六级/雅思/托福/GRE/专八 to happen when you do not make any other choice or change 默

认；预设；预置

例：The program defaults to the standard style each time you open it.

每次打开时，程序都会默认为标准样式。

【短语】

1. **be/go against the grain** : to be or do something different from what is normal or natural 违反常理；不正常；不合常情；与...格格不入

例：It really goes against the grain to have to work on a Sunday.

星期天还得上班的确不合常情。

【长难句】

Professor Ton cites a study, published in Nature in 2021 by Gabrielle Adams of the University of Virginia and her co-authors, in which people were asked to think of ways to improve something (like the design of a miniature-golf hole) or solve a problem (such as making the pattern on a grid symmetrical).

句子的主干部分是：Professor Ton cites a study, 意思是：托恩教授引用了一项研究。

published in Nature in 2021 by Gabrielle Adams of the University of Virginia and her co-authors 为后置定语，修饰 study, 意思是：弗吉尼亚大学的 Gabrielle Adams 和她的合著者于 2021 年在《自然》杂志上发表的

in which people were asked to think of ways to improve something (like the design of a miniature-golf hole) or solve a problem (such as making the pattern on a grid symmetrical). 为非限制性定语从句，修饰 study, 意思是：研究中要求人们思考如何改进某事物（比如迷你高尔夫球洞的设计）或解决问题（比如使网格上的图案对称）。

(like the design of a miniature-golf hole) 和 (such as making the pattern on a grid symmetrical) 均为介词短语，作用是举例子说明，意思分别是：（比如迷你高尔夫球洞的设计）和（比如使网格上的图案对称）

There are plenty of other **hurdles** to **embracing** the minus mindset. The "**sunk-cost fallacy**" means that managers find it hard to abandon projects that have already **soaked up** money. Firms are often scared to give up **optionality**: what if this **tiddly** new venture turns into the next big thing? Sending emails and filling the calendar is a way to feel busy even if not much of value is getting done.

Recruitment processes and performance reviews

接受“减法思维方式”面临许多障碍。“沉没成本谬误”（sunk-cost fallacy）意味着管理者很难放弃已经投入大量资源的项目。公司通常害怕放弃可选性：万一这个不起眼的新项目能成功呢？发送电子邮件和把日程表安排得满满当当是一种让人感到忙碌的方式，但没什么价值。

招聘流程和绩效评估强调了增加事物的重要性；而求职者一般不会吹嘘自己没有

reinforce the importance of **additive** activity; it is unusual for a job candidate to **brag** about the things they didn't achieve. But getting rid of work ought to be a **vital** part of the managers' **toolkit**. Add value. Do less.

达成的事情。但是，减少不必要的工作应该是管理者管理企业的策略中至关重要的一部分。要想获得更高的价值，就得精简工作。

【词汇】

1. **hurdle** /'hɜ:rdl/ n. GRE/专八 a problem or difficulty that must be solved or dealt with before you can achieve something 难关；障碍

例：The next hurdle will be getting her parents' agreement.

下一个难关是征得她父母的同意。

<同义替换> obstacle

2. **embrace** /ɪm'breɪs/ v. to accept an idea, a proposal, a set of beliefs, etc., especially when it is done with enthusiasm 欣然接受，乐意采纳（思想、建议等）；信奉（宗教、信仰等）

例：It is unlikely that such countries will embrace capitalist ideas.

这样的国家不太可能接受资本主义思想。

3. **optionality** /ˌɒpʃə'nælɪti/ n. the quality of being available to be chosen but not obligatory 可选择性；选择权

例：And the other thing I love about it, it gives optionality to the audience.

还有一点我很喜欢，那就是这给了观众选择权。

4. **tiddly** /'tɪdli/ adj. very small 微小的

例：a tiddly little insect

一只很小的昆虫

5. **reinforce** /ˌri:ɪn'fɔ:rs/ v. 四级/雅思/托福/GRE/考研 to make a feeling, an idea, etc. stronger 加强；充实；使更强烈

例：The experience reinforced my sense of loss.

这次经历让我感到更加失落。

<同义替换> bolster

6. **additive** /'ædətɪv/ adj. a substance that is added to food to improve its taste, appearance etc [食品的] 添加剂，添加物

例：Our products are free from artificial additives.

我们的产品不含人工添加剂。

7. **brag** /bræg/ v. 托福/专八 to talk too proudly about something you own or something you have done 吹嘘；自吹

自播

例：I'm not bragging but I think I did very well in the interview.

不是我吹嘘，我认为我在面试中确实表现出色。

<同义替换> boast

8. **vital** /'vaɪtl/ adj. necessary or essential in order for something to succeed or exist 必不可少的；对...极重要的

例：Reading is of vital importance in language learning.

阅读在语言学习中至关重要。

<同义替换> critical

9. **toolkit** /'tu:lkit/ n. the things that you need in order to achieve something 配备用品；装备

例：I realized I'd left my tool kit at home.

我发现我把工具箱落在家里了。

【短语】

1. **soak up** : If something soaks up something such as money or other resources, it uses a great deal of money or other resources. 用去，耗费(大量金钱、资源等)

例：Defence soaks up forty per cent of the budget...

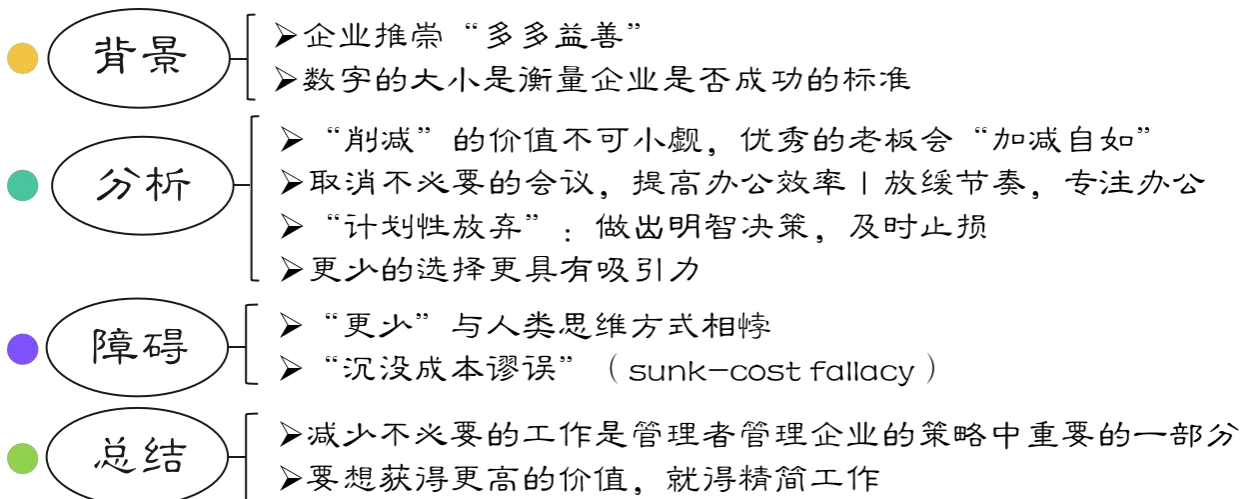
国防耗去 40%的预算。

【其它】

1. **sunk-cost fallacy** : the phenomenon whereby a person is reluctant to abandon a strategy or course of action because they have invested heavily in it, even when it is clear that abandonment would be more beneficial. 沉没成本悖论是一种决策心理学现象,指的是为了“补偿”已经投入的成本,而无视实际情况、继续投入更多资源的决策。

总结

1) 文章架构



2) 同义替换

✓ 减少；削减

cut

There are good kinds of cuts: carbon emissions, most obviously.

有一些值得肯定的“削减”案例：最显而易见的就是减少碳排放。

subtraction

Firms are not always opposed to subtraction.

企业并不总是反对“削减”。

其他：diminution/reduction

例: a diminution in population growth

人口增长幅度的缩小

✓ 重要的

vital

But getting rid of work ought to be a vital part of the managers' toolkit.

但是，减少不必要的工作应该是管理者管理企业的策略中至关重要的一部分。

important

...and to focus efforts on the most important bits of the business.

...并将精力集中在业务的最重要部分。

其他：critical/crucial

例：The kidneys play a critical role in overall health.

肾脏在整体健康中起着至关重要的作用。

3) 一词多义

✓ **embrace**

✓ 文章原句：There are plenty of other hurdles to embracing the minus mindset.

接受“减法思维方式”面临许多障碍。

✓ 释义：

① **to accept an idea, a proposal, a set of beliefs, etc., especially when it is done with enthusiasm** 欣然接受，乐意采纳（思想、建议等）；信奉（宗教、信仰等）

It is unlikely that such countries will ~ capitalist ideas.

这样的国家不太可能接受资本主义思想。

② **to include something** 包括；包含

The talks ~ a wide range of issues.

这些谈话涉及的问题非常广泛。

③ **to put your arms around somebody as a sign of love or friendship** 抱；拥抱

They ~ and promised to keep in touch.

他们互相拥抱，许诺将保持联系。

✓ **default**

✓ 文章原句：...participants systematically defaulted to adding features rather than

taking them away. ...参与者往往会默认添加事物，而不是减少。

✓ 释义：

① **to happen when you do not make any other choice or change** 默认；预设；预置

The program ~ to the standard style each time you open it.

每次打开时，程序都会默认为标准样式。

② **to fail to do something that you legally have to do, especially by not paying a debt** 违约，不履行义务（尤指不偿还债务）

to ~ on a loan/debt

拖欠借款 / 债务

4) 仿写训练

✓ 描述潮流

✓ 文章原句：

Companies are used to celebrating addition. Profits, customers and share prices should go up rather than fall. Innovation is the adding of new products. Larger numbers are a measure of career success: managers climb the corporate ladder by taking on more reports, running heftier budgets and trousering bigger salaries.

✓ 句型及表达：

...are used to celebrating... ...习惯于推崇/赞美...

...should...rather than... ...应该...而不是...

...are a measure of... ...是...衡量的标准

✓ 仿写示例：

People are used to celebrating wealth. discretionary income should be huge rather than scarce. Happiness is the large quantity of money. Larger numbers are a measure of success: money grubbers accumulate wealth by hook or by crook.

✓ 仿写作业——描述潮流

时尚界习惯于推崇苗条身体。体重应该下降而不是上升。美丽就是减肥。更轻的体重就是审美标准：年轻女孩们正努力通过节食和锻炼来保持苗条。

5) 主题词总结

今日主题——职场	
1. recruitment processes	招聘流程
2. performance reviews	绩效评估
3. corporate ladder	企业晋升
4. corporate calendar	企业日程
5. job candidate	求职者