

讲义

Bartleby

巴特比

Friends at work

工作中的朋友

Why it is a bad idea for managers to attempt to engineer office friendships

为什么管理者试图营造办公室友谊是个坏主意？

选自：The Economist September 23rd 2023 edition Business

Scholars of happiness have found that close relationships are one of the critical ingredients of a **contented** life. What is true in general is also true of the workplace, according to research by **Gallup**. The **pollster** finds that having a “best friend at work” is closely associated with all manner of good things, from greater employee engagement to higher **retention** and better safety records.

研究幸福感的学者发现，亲密的人际关系是生活美满的关键因素之一。根据盖洛普的研究，一般情况下是如此，工作场所也是如此。该民意调查机构发现，拥有“工作中的挚友”与各种好事密切相关，包括更高的员工敬业度、留任率和更好的安全记录。

【词汇】

1. **engineer** /ˌendʒɪˈnɪr/ v. 四级 高考 考研 to arrange for something to happen or take place, especially when this is done secretly in order to give yourself an advantage 安排，筹划

例：She engineered a further meeting with him.

她精心安排又和他见了一面。

2. **contented** /kənˈtentɪd/ adj. 专八 is good (尤指因生活好而) 满意的，惬意的，满足的

例：Always be as contented, peaceable, and grateful as you now are.

希望你永远像现在这样，保持知足、平和、感恩的心。

3. **pollster** /ˈpɒlstər/ n. GRE 专八 someone who conducts surveys of public opinion 民意调查人，民意测验机构

4. **retention** /rɪ'tenʃn/ n. GRE GMAT 考研 专八 the action of keeping something rather than losing it or stopping it
保持；维持；保留

【特殊名称】

1. **Gallup** : Gallup has been conducting surveys for the Livelihood Research Program since 2005, and it has been carried out in more than 130 countries and regions, with a global population coverage of 95%. The livelihood index compiled includes four aspects: overall life satisfaction, overall life improvement satisfaction, living condition satisfaction, and public policy satisfaction. 盖洛普

盖洛普从 2005 年开始进行民生研究项目调查，已在 130 多个国家和地区展开，全球人口覆盖率达到 95%。所编制的民生指数包括总体生活满意度、总体生活改善满意度、生活状况满意度、公共政策满意度等四个方面。

At some level, that is **unremarkable**. Spending time with people you like makes most things more appealing, including work. If a job is sufficiently **humdrum**, **camaraderie** among colleagues can be the main **draw**. The support of friends can also encourage people to try new things. A study from 2015 by Erica Field of Duke University, and her co-authors, looked at the impact of business training given to Indian women. Women who attended the course with a friend were more likely to end up **taking out** loans than those who came alone.

在某种程度上，这并不值得一提。与喜欢的人在一起，大多数事情都会变得更有趣，包括工作。如果一份工作足够单调乏味，同事之间的友情就会成为主要的吸引力。朋友的支持也能鼓励人们尝试新事物。杜克大学的 Erica Field 及其合著者在 2015 年进行了一项研究，调查了为印度女性提供的商业培训的影响。与朋友一起参加培训的女性比单独参加培训的女性更有可能最终获得贷款。

【词汇】

1. **unremarkable** /ˌʌnrɪ'mɑ:rkəbl/ adj. ordinary; not special in any way 一般的；平常的；平凡的；平庸的

例：Much of this was so ordinary that it might have seemed unremarkable.

这些事情中很多都很平常，所以可能看起来不起眼。

2. **humdrum** /'hʌmdrʌm/ adj. GRE GMAT 专八 雅思 boring and always the same 乏味的；单调的

例：How I wish it was over and I could get back to my humdrum routine.

我希望它结束了，我可以回到我的单调乏味的日常工作。

3. **camaraderie** /ˌkɑ:mə'rɑ:dəri/ n. a feeling of friendship and trust among people who work or spend a lot of time together 同事情谊；友情

4. **draw** /drɔː/ n. 四级 高考 a person, a thing or an event that attracts a lot of people 有吸引力的人（或事物）

例：The science museum is always a big draw with youngsters.

科学博物馆一直是十分吸引年轻人的地方。

【词组】

1. **take out** : to obtain an official document or service 获得，领到（正式文件或服务）

例：The neediest, says the former head of the social-security administration, cannot take out loans in the first place.

社会保障署前署长表示，最需要帮助的人一开始就无法获得贷款。

The reverse also applies. **Antagonistic** relationships with co-workers are always likely to make working life miserable. A study conducted by Valerie Good of Grand Valley State University found that loneliness has an **adverse** effect on the performance of salespeople. Among other things, they start spending more on **wining and dining** their customers. The only thing worse than a salesperson who sees you as a way to make money is one who wants your company.

反之亦然。与同事的敌对关系总是会让工作生活变得痛苦。美国大峡谷州立大学的 Valerie Good 进行的一项研究发现，孤独感会对销售人员的业绩产生不利影响。除其他外，他们会开始花更多的钱在客户身上吃喝款待他们。唯一比把你当成赚钱工具的销售人员更糟糕的是，他们想要你的陪伴。

【词汇】

1. **antagonistic** /æŋˌtæɡəˈnɪstɪk/ adj. showing or feeling opposition 对立情绪的；对抗的；敌对的；敌意的

例：The interview made her antagonistic towards journalists.

采访使她对新闻记者感到敌对。

<同义替换>hostile

2. **adverse** /ədˈvɜːrs/, /ˈædvɜːrs/ adj. GMAT 考研 专八 雅思 托福 negative and unpleasant; not likely to produce a good result 不利的；有害的；反面的

例：Lack of money will have an adverse effect on our research programme.

缺少资金将对我们的研究计划有不利影响。

【词组】

1. **wine and dine** : to go to restaurants, etc. and enjoy good food and drink; to entertain somebody by buying them good food and drink（去餐馆等）大吃大喝；用酒宴款待

例：The firm spent thousands wining and dining potential clients.

这家公司成千上万地花费在大摆酒宴款待潜在的客户上。

So friends matter. The problems come when managers see the words “higher employee engagement” and **leap to the conclusion** that they should try to engineer work friendships. In a report published last year Gallup gave the example of an unnamed organisation which has a weekly companywide meeting that **spotlights** one employee’s best friend at work. It’s not known if, in the Q&A, others **pop up** to **sob**: “But I thought we were best friends at work.”

所以，朋友很重要。当管理者看到“提高员工敬业度”这几个字时就贸然断定他们应该努力建立工作友谊，问题就来了。盖洛普在去年发表的一份报告中举例说，一家不知名的公司每周都会召开一次全公司会议，重点讨论某位员工在工作中最好的朋友。不知道在问答中，其他人是否也会冒出来唏嘘：“但我以为我们才是工作中最好的朋友”。

【词汇】

1. **spotlight** /'spɔ:tlaɪt/ v. 考研 专八 雅思 to give special attention to a problem, situation, etc. so that people notice it 特别关注，突出报道（以使公众注意）

例：The budget crisis also spotlighted a weakening American economy.

预算危机也突显了正在衰退的美国经济。

2. **sob** /sə:b/ v. 四级 高考 考研 to say something while you are crying 哭诉；泣诉；抽噎着说

例：‘I hate him,’ she sobbed.

“我恨他。”她抽噎着说。

【词组】

1. **leap to the conclusion** : to make a decision about somebody/something too quickly, before you know or have thought about all the facts 匆忙下结论；贸然断定

例：Don't leap to the conclusion that he's guilty without any evidence.

没有证据不要草率下结论他有罪。

1. **pop up** : If someone or something pops up, they appear in a place or situation unexpectedly. 突然出现；不意冒出

例：You solved one problem and another would immediately pop up.

你解决完一个问题，另一个问题又会马上冒出来。

【长难句】

In a report published last year Gallup gave the example of an unnamed organisation which has a weekly companywide meeting that spotlights one employee’s best friend at work.

句子主干部分为 Gallup gave the example of an unnamed organisation, 意为：盖洛普举例了一家不知名的公司

In a report published last year 为状语，意为：在去年发表的一份报告中

其中，published last year 为后置定语，修饰限定 report, 意为：去年发表的（报告）

which has a weekly companywide meeting 是定语从句，修饰限定 organisation, 意为：每周都会召开一次全公司会议（的公司）

that spotlights one employee's best friend at work 是定语从句，修饰限定 meeting, 意为：重点讨论某位员工在工作中最好的朋友（的会议）

Startups also offer services to encourage work friendships. One monitors the depth of connections between people in different teams. It identifies shared interests (gluten-free baking, say, or workplace surveillance) between employees who don't know each other and arranges meetings between them. You thought life was bad? At least you are not making crumpets with a stranger in finance.

初创公司也提供鼓励工作友谊的服务。其中一项服务是监测不同团队中的人之间的联系深度。它能识别互不相识的员工之间的共同兴趣爱好（比如无麸质烘焙或工作场所监控），并安排他们会面。你以为生活很糟糕吗？至少你不会和一个陌生的财务人员一起做小面包。

【词汇】

1. **gluten-free** : (of food or a diet) not containing gluten 无麸质的

gluten /'glu:tn/ n. a sticky substance that is a mixture of two proteins and is left when starch is removed from flour, especially wheat flour 面筋；麸质；谷蛋白

2. **crumpet** /'krʌmpɪt/ n. a small flat round cake with small holes in the top, eaten hot with butter (上层有孔，涂上黄油趁热吃的) 小圆烤饼

It is a mistake for managers to wade into the business of friend-making, and not just because it royally misses the point. The defining characteristic of friendship is that it is voluntary. Employees are adults; they don't need their managers to arrange play-dates. And the workplace throws people together, often under testing conditions: friendships will naturally follow.

管理者涉足员工交友是一个错误，这不仅是因为它完全没有抓住重点。友谊的最大特点就是自愿。员工都是成年人，他们不需要管理者安排玩伴。工作场所让人们聚在一起，往往是在充满考验的条件下：友谊自然会随之而来。

【词汇】

1. **royally** /'rɔɪəli/ adv. very well; in a very impressive way or to a great degree 非常好地；盛情地；极度

例：We were having a royally great time.

我们玩得很开心。

2. **play-date** /'pleɪ deɪt/ n. an arrangement that parents make for their children to play together at a particular time and place (家长为孩子安排的) 游戏约会，玩伴约会

【词组】

1. **wade into** : to enter a fight, a discussion or an argument in an aggressive or not very sensitive way 强行加入，介入，插手（打架、讨论、争论等）

例：You shouldn't have waded in with all those unpleasant accusations.

你本不该插一杠子，横加指责，让人难受。

The bigger problem is that workplace friendships are more **double-edged** than their advocates allow. They can quickly become **messy** when power dynamics change. The transition from friend to boss, or from friend to underling, is an **inherently** awkward one.

更大的问题在于，职场友谊的双刃性远远超出其倡导者的想象。当权力动态发生变化时，友谊很快就会变得一团糟。从朋友到上司，或从朋友到下属，这种转变本身就很不尴尬。

【词汇】

1. **double-edged** /,dʌbl 'edʒd/ adj. having two different parts or uses, often parts that contrast with each other 有双重效果的，有双重作用的（常指形成鲜明对比的两部分）

例：the double-edged quality of life in a small town—security and boredom

小城镇生活的双重性——安全但乏味

2. **messy** /'mesi/ adj. 高考 unpleasant, confused or difficult to deal with 混乱的；难以处理的；令人厌烦的

例：The whole situation got rather messy.

整个情况相当混乱。

3. **inherently** /ɪn'herəntli/, /ɪn'hɪrəntli/ adv. 考研 according to or because of the basic nature of somebody/something 内在地，固有地

例：All business activities are inherently risky.

所有的商业活动本质上都有风险。

And friendships have the potential to look a lot like **cronyism**. A clever study by Zoe Cullen of Harvard Business School and Ricardo Perez-Truglia of University of California, Berkeley, found that employees' social interactions with their managers could give their career prospects a boost relative to others.

而且，友谊有可能看起来很像任人唯亲。哈佛商学院的 Zoe Cullen 和加州大学伯克利分校的 Ricardo Perez-Truglia 进行了一项巧妙的研究，发现员工与管理者的社交互动会使他们的职业前景相对于其他人有所提升。

【词汇】

1. **cronyism** /'krɒnɪzəm/ n. GRE the situation in which people in power give jobs to their friends 任人唯亲；任用亲信

The researchers looked at promotions of smokers and non-smokers who worked for a large bank in South-East Asia, hypothesising that sharing smoking **breaks** with managers who also **indulged** might **give workers a leg up**.

And so it did. Smokers who moved from a non-smoking boss to a **puffer** were promoted more quickly than those who moved to another non-smoker. The authors found that social interactions did not just help smokers; socialising between male managers and male employees played a large role in **perpetuating** gender pay gaps. If firms are going to make friendship their business, they should worry about its **downsides**, too.

研究人员调查了在东南亚一家大型银行工作的吸烟者和不吸烟者的晋升情况，假设与同样沉溺于吸烟的管理者共享吸烟休息时间可能会让员工们得到更多助力。结果确实如此。从不抽烟的上司换到抽烟的上司的吸烟者，比换到不抽烟的上司的吸烟者升职更快。作者发现，社交互动不仅对吸烟者有帮助，男性管理者和男性员工之间的社交也在很大程度上导致了性别薪酬差距的长期存在。如果企业要把友谊作为自己的要事，那么也应该担心其弊端。

【词汇】

1. **break** /breɪk/ n. 四级 高考 a short period of time when you stop what you are doing and rest, eat, etc. 间歇；休息
例：During a lunch break, he and the buyer passed the time with some chitchat.
午饭休息时间，他与顾客谈天闲聊以消磨时间。
2. **indulge** /ɪn'dʌldʒ/ v. 六级 GMAT 考研 雅思 to allow yourself to have or do something that you like, especially

something that is considered bad for you 沉湎，沉迷，沉溺（于…）

例：She has never been one to indulge in gossip.

她从来不是一个沉迷八卦的人。

3. **puffer** /'pʌfər/ n. a person or thing that puffs, in particular, a person who smokes. 喷气的人；吸烟者

4. **perpetuate** /pə'rɛtʃueɪt/ v. GRE GMAT 考研 专八 to make something such as a bad situation, a belief, etc. continue for a long time 使永久化；使持久化；使持续

例：Schools tend to perpetuate the myth that boys are better at science than girls.

学校往往会长期存在男生理科比女生强这一错误观念。

5. **downside** /'daʊnsaɪd/ n. 考研 the disadvantages or less positive aspects of something 缺点；不利方面

【词组】

1. **give a leg up** : to provide one with support, encouragement, or an added advantage. 助一臂之力；助人一把

例：Your diploma will give you a leg up in the job market.

你的文凭会在就业市场上为你提供帮助。

【长难句】

The researchers looked at promotions of smokers and non-smokers who worked for a large bank in South-East Asia, hypothesising that sharing smoking breaks with managers who also indulged might give workers a leg up.

句子主干部分为 The researchers looked at promotions of smokers and non-smokers, 意为：研究人员调查了吸烟者和不吸烟者的晋升情况

who worked for a large bank in South-East Asia 为**定语从句**，修饰限定 smokers and non-smokers，意为：在东南亚一家大型银行工作的（吸烟者和不吸烟者）

hypothesising that sharing smoking breaks with managers who also indulged might give workers a leg up 为**伴随状语**，意为：假设与同样沉溺于吸烟的管理者共享吸烟休息时间可能会让员工们得到更多助力

其中，that sharing smoking breaks with managers who also indulged might give workers a leg up 是**宾语从句**，意为：与同样沉溺于吸烟的管理者共享吸烟休息时间可能会让员工们得到更多助力

其中，who also indulged 是**定语从句**，修饰限定 managers，意为：同样沉溺于吸烟的（管理者）

Companies should **facilitate** interactions between employees, particularly in a world of hybrid and remote working. Social gatherings and **buddy** systems are

公司应促进员工之间的互动，尤其是在如今混合工作和远程工作的世界里。社交聚会和伙伴制度是鼓励同事相互认

reasonable ways to encourage colleagues to meet each other and to foster a culture. But a high-quality work relationship does not require friendship. It requires respect for each other's competence, a level of trust and a desire to reach the same goal; it doesn't need birthday cards and a shared interest in **quiltmaking**. Firms should do what they can to encourage these kinds of relationships. If individuals want to take it further, it's entirely up to them.

识和培养文化的合理方式。但是，高质量的工作关系并不需要友谊。它需要的是对彼此能力的尊重、一定程度的信任和实现同一目标的愿望；它不需要生日贺卡和对做被子的共同兴趣。公司应该尽其所能鼓励这种关系。如果个人希望更进一步，完全取决于他们自己。

【词汇】

1. **facilitate** /fə'sɪlɪteɪt/ v. 六级 GRE GMAT 考研 雅思 to make an action or a process possible or easier 促进；促使；使便利

例：The smaller meetings will facilitate participation by all staff.

较小的会议将促进所有工作人员的参与。

2. **buddy** /'bʌdi/ n. 专八 a partner who does an activity with you so that you can help each other 搭档；伙伴

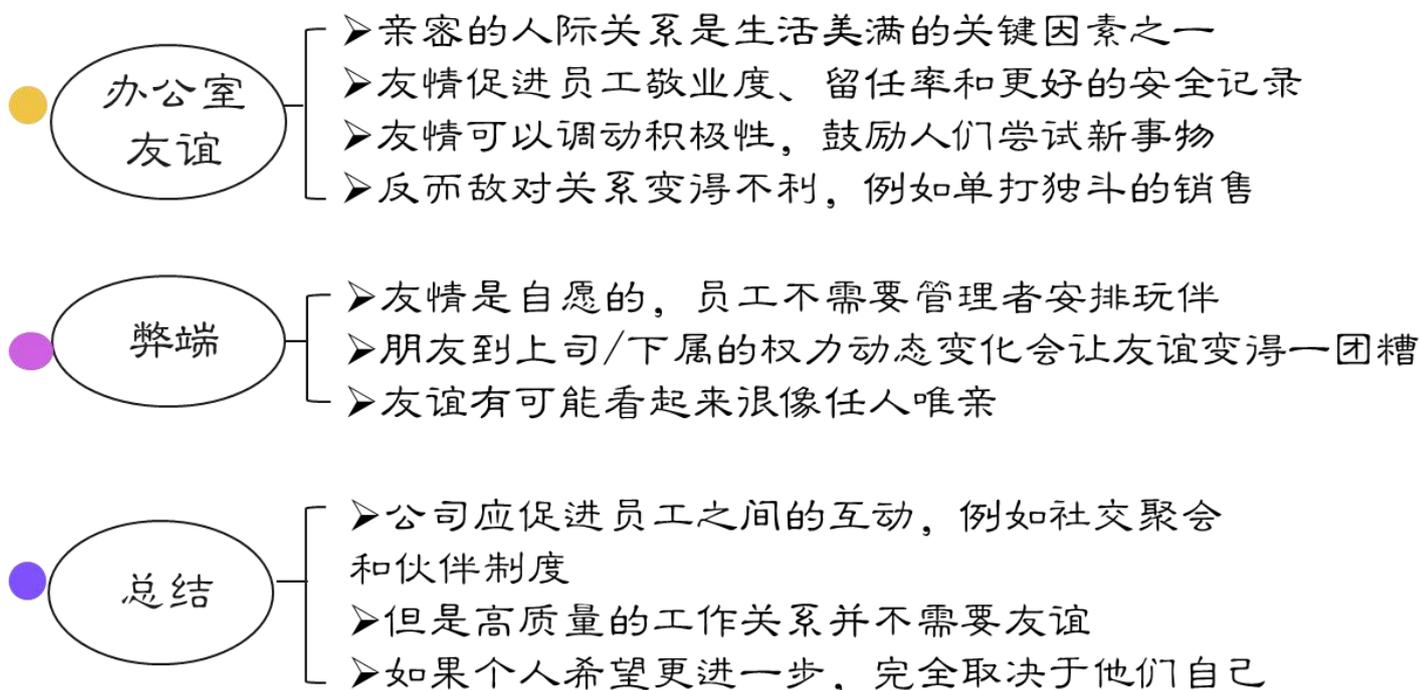
buddy system: a cooperative practice of pairing two or more people together for mutual assistance or safety 伙伴制度

度：一种安排，其中两个人被配对，例如在危险情况下互相保护。

3. **quiltmaking** : the creation of a bedspread, coverlet, or wall hanging by quilting, defined as tying or sewing three layers of material together 制作棉被

总结

1) 文章架构



2) 同义替换

✓ 友情；友谊

friendship

Why it is a bad idea for managers to attempt to engineer office friendships

为什么管理者试图营造办公室友谊是个坏主意？

camaraderie

If a job is sufficiently humdrum, camaraderie among colleagues can be the main draw.

如果一份工作足够单调乏味，同事之间的友情就会成为主要的吸引力。

其他： companionship/amity

例：I depended on his companionship and on his judgment

我信赖他的友情，也相信他的判断。

✓ 促进；鼓励

facilitate

Companies should facilitate interactions between employees

公司应促进员工之间的互动

encourage

Firms should do what they can to encourage these kinds of relationships.

公司应该尽其所能鼓励这种关系。

其他： promote/boost/foster

例： Bonus payments to staff serve to promote commitment to the company.

向员工发放奖金有助于促进他们对公司尽职尽责。

3) 一词多义✓ **draw**

- ✓ 文章原句： If a job is sufficiently humdrum, camaraderie among colleagues can be the main draw. 如果一份工作足够单调乏味，同事之间的友情就会成为主要的吸引力。

✓ 释义：

① **a person, a thing or an event that attracts a lot of people** 有吸引力的人（或事物）

The science museum is always a big draw with youngsters.

科学博物馆一直是十分吸引年轻人的地方。

② **the act of choosing something, for example the winner of a prize or the teams who play each other in a competition, usually by taking pieces of paper, etc. out of a container without being able to see what is written on them** 抽彩；抽奖；抽签

The draw for the raffle takes place on Saturday.

星期六进行抽彩。

③ **a game in which both teams or players finish with the same number of points** 平局；和局；不分胜负

They could only manage a goalless draw at Upton Park.

他们在阿普顿公园的比赛中只能勉强取得零比零的成绩。

④ **an act of breathing in the smoke from a cigarette** 吸烟

She took one last draw from the cigarette.

她从香烟中抽了最后一口。

✓ **break**

✓ 文章原句：sharing smoking breaks with managers who also indulged might give workers a leg up 与同样沉溺于吸烟的管理者共享吸烟休息时间可能会让员工们得到更多助力

✓ 释义：

① **a short period of time when you stop what you are doing and rest, eat, etc.** 间歇；休息

During a lunch break, he and the buyer passed the time with some chitchat.

午饭休息时间，他与顾客谈天闲聊以消磨时间。

② **the moment when a situation or a relationship that has existed for a time changes, ends or is interrupted** (持续一段时间的状况或关系的) 改变，终止，中断

He needed to make a complete break with the past.

他得与过去彻底告别。

③ **a space or an opening between two or more things** 间隔；缝隙

We could see the moon through a break in the clouds.

我们能从云缝里看到月亮。

④ **an opportunity to do something, usually to get something that you want or to achieve success** 机会；机遇

He's the director who gave her her first big break.

他是第一个给她大好机会的导演。

4) 仿写训练

✓ 描述问题所在

✓ 文章原句：

It is a mistake for managers to wade into the business of friend-making, and not just because it royally misses the point. The defining characteristic of friendship is that it is voluntary... The bigger problem is that workplace friendships are more double-edged than their advocates allow. They can quickly become messy when power dynamics change. The transition from friend to boss, or from friend to underling, is an inherently awkward one.

✓ 句型：

It is a mistake ..., and not just because ... 是一个错误，这不仅仅是因为...

The bigger problem is that... 更大的问题在于...

✓ 仿写示例：

It is a mistake to adopt corporal punishment in education, and not just because it can physically harm students. The bigger problem is that corporal punishment may make students fearful, undermine their dignity and even distort their personality.

✓ 仿写作业——描述重男轻女的问题所在

重男轻女是一个错误，这不仅仅是因为这种思想会对女生的个人成长和心理发展造成很大的影响。

更大的问题在于这种观念会导致男女不均等的机会与资源，从而阻碍社会的发展。

5) 主题词总结

今日主题——职场	
1. office relationship	办公室友谊
2. employee engagement	员工敬业度
3. retention	留任
4. boss	上司
5. underling	下属
6. cronyism	任人唯亲
7. promotion	晋升