

## Bartleby

巴托比

## Is employee loyalty silly?

员工忠诚是愚蠢的行为吗？

Many a **fickle** makes a **muckle**

职场跳槽是一件稀疏平常的事情

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Job interviews are an opportunity to see **allegiances** shift in real time. A candidate will usually refer to a **prospective** employer as “you” at the start of an interview (“What do you want to see from someone in this position?”). But occasionally the **pronoun** changes (“We should be thinking more about our approach to below-the-line marketing. Sorry, I mean ‘you’ should be”). That “we” is a tiny, time-travelling **glimpse** of someone imagining themselves as the employee of a new company, of a fresh identity being **forged** and of loyalties being transferred.

职位面试能够实时观察到一个人忠诚度的转变。应聘者通常会在面试开始时称未来的雇主为“您”（比如：“您想从这个职位的人身上看到什么品质？”）。但是，这个代词偶尔会发生变化（比如：“我们”应该更多地考虑到“我们”的线下营销策略）。抱歉，我的意思是“您”应该）。称呼对方为“我们”时，其实是应聘者处于一个转瞬即逝、跨越时空短暂情景，他们把自己想象成一家新公司的员工，并给自己一个虚构的新身份，此时，他们的忠诚度就在发生变化。

## 【词汇】

1. **fickle** /'fɪkl/ adj. 雅思/托福/GRE/专八 (of a person 人) often changing their mind in an unreasonable way so that you cannot rely on them 反复无常的

例：The group has been notoriously fickle in the past.

这伙人过去一直是出了名的善变。

2. **muckle** /'mʌkl/ n. a large number of something 很多；多量

例：However, many a mickle makes a muckle, and in total they add up to something significant.

但是，积少成多，这些习惯积累起来就成了巨大的风险。

\*出自 “many a mickle makes a muckle” : many small amounts accumulate to make a large amount. 积少成多

3. **allegiance** /ə'li:dʒəns/ n. 雅思/托福/GRE/专八 a person's continued support for a political party, religion, leader, etc. (对政党、宗教、统治者的) 忠诚, 效忠, 拥戴

例: You owe allegiance (=have a duty to give allegiance) to your king.

你必须效忠国王。

<同义替换> loyalty

4. **prospective** /prə'spektɪv/ adj. 雅思/托福/GRE/考研/专八 expected to do something or to become something 有望的; 可能的; 预期的; 潜在的

例: a prospective buyer

可能的买主

<同义替换> potential

5. **pronoun** /'prəʊnəʊn/ n. a word that is used instead of a noun or noun phrase, for example he, it, hers, me, them, etc. 代词 (代替名词或名词词组的单词)

例: relative pronouns

关系代词

6. **glimpse** /glɪmpz/ n. a short experience of something that helps you to understand it 短暂的感受 (或体验、领会)

例: The programme gives us a rare glimpse of a great artist at work.

这个节目使我们难得地认识到伟大艺术家工作时的情况。

7. **forge** /fɔ:rdʒ/ v. 六级/雅思/托福/GRE/考研/专八 to make an illegal copy of something in order to cheat people 伪造; 假冒

例: He's getting good at forging his mother's signature.

他把母亲的签名伪造得越来越像了。

Loyalty is seen as a **virtue** in most situations: among friends, family and football fans. Employee loyalty, however, is more complex. It is more **transactional**. Friends don't give each other performance reviews or fire each other for cost reasons. It is less **reciprocal**. A worker can feel **attachment** to a company and a

在大多数情况下，忠诚被视为一种好品质：比如在朋友、家人和足球迷之间。然而，员工的忠诚度则更为复杂。它更多是人与人之间的利益关系。朋友之间不会互相评价对方的表现，也不会因为“成本”而与对方绝交。友情的互惠性较低。员工可以对公司忠诚，

company can feel precisely nothing. (Which is why people often feel more loyal to team members and individual bosses than to their organisations.) And too much of it can **impose** high costs.

而公司却对此不在乎。（这就是为什么人们往往对团队成员和直属领导比对他们的公司更忠诚的原因。）而且对公司投入太多会耗费大量精力。

### 【词汇】

1. **virtue** /'vɜ:rtʃu:/ n. a particular good quality or habit 美德；优秀品质；良好习惯

例：Patience is not one of her virtues, I'm afraid.

恐怕她没有耐心。

2. **transactional** /træn'zækʃənl/ adj. relating to communication between people 与人与人之间的交流有关

例：Their relationship is more transactional than emotional.

他们之间的关系比情感上的更重要。

3. **reciprocal** /rɪ'sɪprəkl/ adj. 六级/雅思托福/GRE/考研/专八 involving two people or groups who agree to help each other or behave in the same way to each other 互惠的；相应的

例：Such treaties provide reciprocal rights and obligations.

此类协议规定了相互之间的权利与义务。

4. **attachment** /ə'tætʃmənt/ n. 六级/托福/专八 belief in and support for an idea or a set of values 信念；信仰；忠诚；拥护

例：old people's attachment to traditional customs

老人对传统习俗的坚持

5. **impose** /ɪm'pəʊz/ v. 四级/六级/雅思/GRE/考研 to have a bad effect on something or someone and to cause problems for them 对...造成不利影响；给...造成困难

例：Military spending imposes a huge strain on the economy.

军费开支给经济带来了沉重的负担。

Wage **bumps** and careers are built on people changing jobs. According to the Federal Reserve Bank of Atlanta, which tracks wage growth in America, in April job switchers were being paid 7.6% more than a year earlier; job stickers were being paid only 5.6% more. A paper by Nathan Deutscher, a Treasury

工资上涨和职业生涯的发展是建立在人们调换工作的基础上的。根据亚特兰大联邦储备银行对美国工资增长的追踪数据，4月份勤换工作的人的工资比一年前增长了7.6%。而“坚守”现有岗位的人的工资只上涨了5.6%。澳大利亚财政部官员内森·多伊彻的

official in Australia, found that higher rates of **job-hopping** in local Australian labour markets were associated with faster wage growth both for workers who switched jobs and for those who did not. Loyalty is nice; so is **bargaining** power.

Too much loyalty can harm workers in other ways. A piece of research published earlier this year by Matthew Stanley of Duke University and his co-authors tested how bosses felt about loyal workers.

The researchers asked managers how willing they were to ask a **fictional** employee named John to work overtime for no pay. If John was described as loyal, then bosses were happier to **dump** more work on him. The reverse also applied: workers who did more work for no reward were more likely to be described by managers as loyal. Dogs are known for their loyalty, remember, but not for their brains.

一篇论文发现，澳大利亚当地劳动力市场的跳槽率较高，这一情况与勤换工作和不勤换工作的人工工资增长较快有关。忠诚是一个好的品质。谈判能力也同样重要。

过度的忠诚会在其他方面有损员工的发展。杜克大学的马修·斯坦利及其合著者今年早些时候发表的一项研究评估了老板对忠诚员工的看法。研究员问管理者，他们是否愿意让一个名叫约翰的员工（此人为虚构人物）无偿加班。如果约翰是一名忠诚的员工，那么老板们便更乐意把更多的工作交给他。反之亦然：工作做的更多，却不求报酬的员工更有可能被管理者评价为忠诚的员工。记住，狗以忠诚而闻名，而不是因为它们脑袋聪明。

### 【词汇】

1. **bump** /bʌmp/ n. 六级/雅思/考研/专八 a small raised area on a surface 隆起之处 (此处指工资的上涨)

例：Google and Facebook both weathered notable bumps following their stock-market debuts.

谷歌和 Facebook 上市后都经历过大风大浪。

2. **job-hopping** /'dʒɔbhɒpɪŋ/ n. the practice of changing your job very often 常常跳槽

例：That's right. I am not the only one who has done this. Job hopping is quite common in the IT industry.

没错。这样做的不止我一个人。跳槽在 IT 界很常见。

3. **bargaining** /'bɑ:rgəniŋ/ n. discussion of prices, conditions, etc. with the aim of reaching an agreement that is acceptable 讨价还价；商谈；商讨

例：After much hard bargaining we reached an agreement.

经过一番艰难的讨价还价，我们达成了协议。

4. **fictional** /'fɪkʃənl/ adj. not real or true; existing only in stories; connected with fiction 虚构的；小说（中）的

例：fictional characters

虚构的人物

5. **dump** /dʌmp/ v. 四级/雅思/考研 to get rid of somebody/something or leave them for somebody else to deal with  
丢下；抛弃；推卸

例：He's got no right to keep dumping his problems on me.

他没有权利总是把他的问题推到我身上。

### 【长难句】

A piece of research published earlier this year by Matthew Stanley of Duke University and his co-authors tested how bosses felt about loyal workers.

句子的主干部分为：A piece of research tested how bosses felt about loyal workers，意思是：一项研究评估了老板对忠诚员工的看法

其中 how bosses felt about loyal workers 为**宾语从句**，意思是：如何看待对忠诚员工

published earlier this year by Matthew Stanley of Duke University and his co-authors 为**后置定语**，修饰 research，意思是：杜克大学的马修·斯坦利及其合著者今年早些时候发表的

Employers tend to be **clear-eyed** about what generates loyalty. **Retention** bonuses are an admission that the best employees might need a little **nudge** to stay. Actual loyalty tends to get **nugatory** rewards: a week's extra holiday for 25 years of service? Netflix encourages its employees to speak to recruiters so that they know their worth in the open market and so that it can respond with **counter-offers** (an approach that makes more sense when you are prepared to pay top dollar and less so if you are in the **non-profit** sector).

雇主往往很清楚什么能产生忠诚度。留任奖金是一种对员工工作成绩的认可，卓越的员工可能需要一点激励才能留下来。而真正的忠诚换来的回报往往是毫无价值的：25年掏心掏肺地工作，换来的却是一周的额外假期。网飞鼓励员工与其他公司的人事接洽，了解市场薪酬，（并将信息反馈给公司，）以便公司更好地掌握员工的市场价值，这样公司就可以给员工开薪酬（如果公司愿意支付行业内最高薪酬，以上方法就更有意义，但如果你所处的部门是不赚钱的，这种方法就没那么有价值了）。

### 【词汇】

1. **clear-eyed** /'kliə'aid/ adj. having a shrewd understanding and no illusions 头脑清晰的

例：According to the career counselors and experts who study them, Generation Zs are clear-eyed, economic pragmatists.

据研究他们的职业顾问和专家说，Z世代是目光清醒的经济实用主义者。

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

例：The company needs to improve its training and retention of staff.

公司需要改进对员工的培训和留用工作。

3. **nudge** /nʌdʒ/ v. to push somebody/something gently or gradually in a particular direction (朝某方向) 轻推，渐渐推动

例：He nudged the conversation towards the subject of money.

他将谈话逐步引到钱这个话题上。

4. **nugatory** /'nu:gətɔ:ri/ adj. GRE having no purpose or value 无目的的；无价值的

例：a nugatory and pointless observation.

毫无价值和意义的言论。

5. **counter-offer** /'kaʊntər,ɔ:fə/ n. a counteroffer is the response given to an offer, meaning the original offer was rejected and replaced with another one 还价，还盘

例：Your collaborator is looking out for their interests too, so they'll try and counteroffer.

你的合作伙伴也在寻求他们的利益，所以他们会进行尝试，向你还价。

6. **non-profit** /,nɑ:n'prɔ:fit/ adj. without the aim of making a profit 不以营利为目的的；非营利的

例：an independent non-profit organization

独立的非营利机构

Companies can nonetheless **be wedded to** the idea of loyalty. The group of employees who left Shockley Semiconductor Lab in the 1950s to found Fairchild Semiconductor was famously **dubbed** the “**traitorous eight**”. Some of that attitude still **prevails**. But unless you are a member of the **mafia** or a **cleric**, joining a competitor is neither **treachery** nor **heresy**. Indeed, **boomerang** hires—people who leave an employer and then come back—can offer a valuable **blend** of known quantity and new skills.

尽管如此，公司仍然可以坚持忠诚的理念。上世纪 50 年代离开肖克利半导体实验室创立“仙童半导体”（Fairchild Semiconductor）的一群员工被称为“八叛逆”。其中一些作风在现在仍然盛行。但除非你是黑手党成员或神职人员，否则与加入前公司的对家既不是背叛也不算异端。事实上，“摇摆不定”的雇员——离开雇主然后回来的人——可以为公司提供宝贵的旧经验和新技能。

## 【词汇】



1. **dub** /dʌb/ v. to give somebody/something a particular name, often in a humorous or critical way 把...戏称为; 给...起绰号

例: The media dubbed anorexia 'the slimming disease'.

媒体将厌食症戏称为“苗条病”。

2. **traitorous** /'treɪtərəs/ adj. giving away secrets about your friends, your country, etc. 背叛的; 叛国的; 卖国的

例: She tried to fight her own traitorous desires

她试图与自己的叛徒欲望作斗争

3. **prevail** /prɪ'veɪl/ v. 四级/雅思/托福/GRE/考研 to exist or be very common at a particular time or in a particular place 普遍存在; 盛行; 流行

例: Those beliefs still prevail among certain social groups.

那些信念在某些社会群体中仍很盛行。

4. **mafia** /'mɑ:fiə/ n. 专八 a group of people within an organization or a community who use their power to get advantages for themselves 小集团; 小帮派; 团伙; 社会黑帮

例: a member of the local mafia

当地黑社会中的一名成员

5. **cleric** /'klerɪk/ n. a member of the Christian clergy 圣职人员; 神职人员

例: His grandfather was a Muslim cleric.

他祖父是一位穆斯林教士。

6. **treachery** /'treɪtʃəri/ n. GRE/专八 behaviour that involves hurting somebody who trusts you, for example by telling their secrets to other people; an example of this 背叛; 变节; 背信弃义

例: an act of treachery

背叛行为

7. **heresy** /'herəsi/ n. GRE/专八 a belief or an opinion that disagrees strongly with what most people believe 离经叛道的信念 (或观点)

例: The idea is heresy to most employees of the firm.

这种想法有悖于公司大多数员工的意见。

8. **boomerang** /'bu:məræŋ/ n. a curved flat piece of wood that you throw and that can fly in a circle and come back to you. Boomerangs were first used by Australian Aborigines as weapons when they were hunting. 回力镖, 飞去来器 (澳大利亚土著人最先用于狩猎)

例: Once again, the Bludger swerved like a boomerang and shot at Harry's head.

然而, 游走球像回转飞镖一样, 再次掉转身来, 直取哈利的脑袋。

9. **blend** /blend/ n. 四级/雅思/托福/考研 a pleasant or useful combination of different things (不同事物的) 和谐结合, 融合

例: a blend of youth and experience

年轻而且有经验

### 【短语】

1. **be wedded to** : to believe strongly in a particular idea or way of doing things 执着于[坚持] [某种思想或做法]

例: Tech firms are wedded to cutesy names for their employees.

科技公司喜欢给员工取矫揉造作的名字。

### 【背景】

1. **traitorous eight** : 1955 年, “晶体管之父”威廉·肖克利, 离开贝尔实验室创建肖克利半导体实验室。他吸引了很多富有才华的年轻科学家加盟。但是很快, 肖克利的管理方法和怪异行为引起员工的不满。其中八人决定一同辞职, 他们是罗伯特·诺依斯 (Robert Noyce)、戈登·摩尔 (Gordon Moore)、朱利亚斯·布兰克 (Julius Blank)、尤金·克莱尔 (Eugene Kleiner)、金·赫尔尼 (Jean Hoerni)、杰·拉斯特 (Jay Last)、谢尔顿·罗伯茨 (Sheldon Roberts) 和维克多·格里尼克 (Victor Grinich)。后来他们被肖克利称为“八叛逆” (The Traitorous Eight)。

Society can suffer if there is a **surfeit** of employee loyalty. A paper on **whistle-blowing**, published in 2019 by James Dungan of the University of Chicago and his co-authors, found that employees were more likely to report **wrongdoing** if their concern was fair treatment of people outside the organisation and less likely to do so if they were more motivated by loyalty. Other research suggests that competitive situations can encourage loyal members of one group to cheat in order to best another.

如果员工忠诚度过高, 会不利于社会的发展。芝加哥大学的詹姆斯·邓根及其合著者在 2019 年发表的一篇关于内部举报的论文发现, 如果员工公平地对待公司外部的人, 他们更有可能会检举不当行为, 而如果他们受到的忠诚激励越多, 他们就越不太可能这样做。其他研究表明, 竞争环境会促使一个群体中的忠诚成员为了胜过另一个群体而弄虚作假。

### 【词汇】

1. **surfeit** /'sɜ:rfɪt/ n. GRE an amount that is too large 过量

例: Indigestion can be brought on by a surfeit of rich food.

过量的丰富食物会引起消化不良。

2. **whistle-blow** /'wɪsl bləʊ/ v. (used especially in newspapers 尤用于报章) to inform people in authority or the public that the company is doing something wrong or illegal (公司等) 检举揭发舞弊内情



3. **wrongdoing** /'rɒŋdu:ɪŋ/ n. illegal or dishonest behaviour 不法行为；坏事；作恶；欺骗行径

例：The company denies any wrongdoing.

该公司否认有任何不法行为。

### 【长难句】

A paper on whistle-blowing, published in 2019 by James Dungan of the University of Chicago and his co-authors, found that employees were more likely to report wrongdoing if their concern was fair treatment of people outside the organisation and less likely to do so if they were more motivated by loyalty.

句子的主干部分为：A paper on whistle-blowing found that employees were more likely to report wrongdoing if their concern was fair treatment of people outside the organisation and less likely to do so if they were more motivated by loyalty.意思是：一篇关于内部举报的论文发现，如果员工公平地对待公司外部的人，他们更有可能会检举不当行为，而如果他们受到的忠诚激励越多，他们就越不太可能这样做。

其中 that employees were more likely to report wrongdoing if their concern was fair treatment of people outside the organisation and less likely to do so if they were more motivated by loyalty.为**宾语从句**，意思是：如果员工公平地对待公司外部的人，他们更有可能会检举不当行为，而如果他们受到的忠诚激励越多，他们就越不太可能这样做。if their concern was fair treatment of people outside the organisation 和 if they were more motivated by loyalty.都为**条件状语从句**

published in 2019 by James Dungan of the University of Chicago and his co-authors 为**后置定语**，对 paper 进行解释说明，意思是：芝加哥大学的詹姆斯·邓根及其合著者在 2019 年发表的

Employee loyalty can be great. Companies want workers who feel **committed** to them, who are prepared to go the extra mile and not join a rival at a moment's notice. Workers want to believe in and belong at a firm, confident that it **warrants chunks** of their **finite** time on Earth. It is better all around, for job satisfaction and for performance, if employees **stay put** because they feel invested in their organisation than because they haven't got a better offer. But loyalty in the workplace is a self-interested decision, not a moral one. It should be **contingent** on being treated well, not a habit that becomes harder to break. Stay where

员工的忠诚度可以很好。公司想要的是对他们忠诚的员工，他们愿意付出额外的努力，而不是在短时间内就跳槽到对家。员工们想要信赖并在一家公司里获得归属感，就应该相信这家公司能为他们在地球上有限的人生中提供长期保障。对于工作满意度和绩效来说，如果员工留任是因为他们觉得自己对公司投入了精力，而不是因为他们没有得到更好的工作机会，那就更好了。但职场中的忠诚是一个关乎自身利益的决定，

you are because you like it, not because to leave would be immoral.

无关道德。它应该取决于是否被善待，而不是一种变得更难改掉的旧习。留任是因为你热爱这个岗位，而不是因为离职是有悖道德的。

### 【词汇】

1. **committed** /kə'mɪtɪd/ adj. 专八 willing to work hard and give your time and energy to something; believing strongly in something 尽心尽力的；坚信的；坚定的

例：a committed member of the team

忠于职守的队员

2. **warrant** /'wɔːrənt/ v. 六级/GRE/考研/专八 used to tell someone that you are sure about something 我(向你)保证

例：I'll warrant we won't see him again.

我敢保证，我们不会再见到他了。

3. **chunk** /tʃʌŋk/ n. 雅思/GRE/专八 a fairly large amount of something 相当大的量

例：I've already written a fair chunk of the article.

我已写出文章相当大的部分。

4. **finite** /'faɪnaɪt/ adj. 六级/雅思/考研/专八 having a definite limit or fixed size 有限的；有限制的

例：a finite number of possibilities

为数有限的可能

5. **contingent** /kən'tɪndʒənt/ adj. 托福/GRE/专八 depending on something that may or may not happen 依情况而定的

例：All payments are contingent upon satisfactory completion dates.

所有的付款须视是否如期完成。

### 【短语】

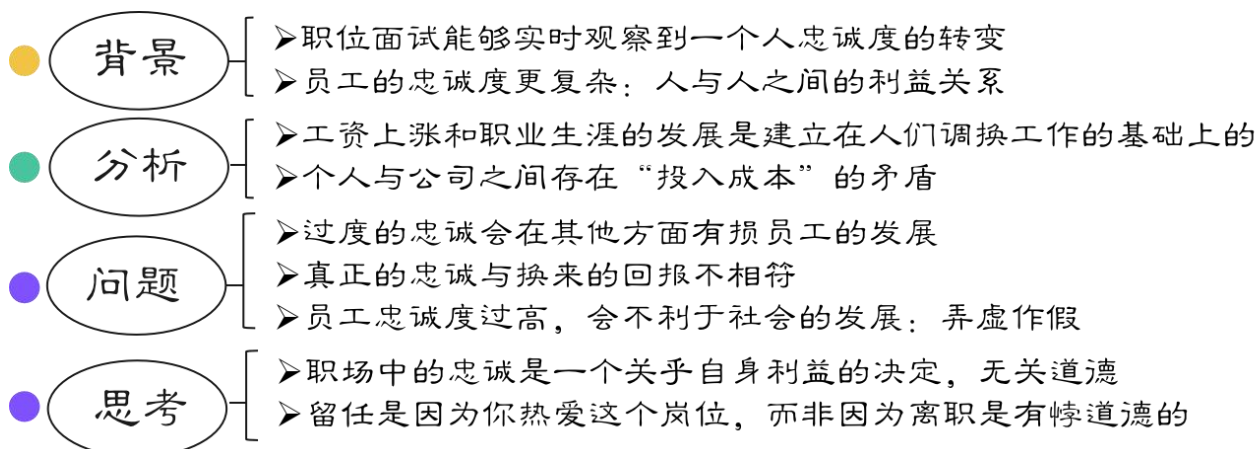
1. **stay put** : to remain in one place and not move 待在原处，不动

例：Stay put until I get back.

待在原地直到我回来。

## 总结

## 1) 文章架构



## 2) 同义替换

## ✓ 忠诚

**loyalty**

Is employee loyalty silly?

员工忠诚是愚蠢的行为吗？

**allegiance**

Job interviews are an opportunity to see allegiances shift in real time.

职位面试能够实时观察到一个人忠诚度的转变。

**其他：fidelity**

例：fidelity to your principles

对原则的忠诚不移

## ✓ 大量

**chunk**

Workers want to believe in and belong at a firm, confident that it warrants chunks of their finite time on Earth.

员工们想要信赖并在一家公司里获得归属感，就应该相信这家公司能为他们在地球上有限的人生中提供长期保障。

**surfeit**

Society can suffer if there is a surfeit of employee loyalty.

如果员工忠诚度过高，会不利于社会的发展。

**其他：abundance**

例：We were amazed by the sheer abundance of food.

食物的丰盛令我们惊叹。

**3) 一词多义**✓ **forge**

✓ 文章原句：...a fresh identity being forged... ...一个虚构的新身份...

✓ 释义：

① **to make an illegal copy of something in order to cheat people** 伪造；假冒

He's getting good at ~ his mother's signature.

他把母亲的签名伪造得越来越像了。

② **to put a lot of effort into making something successful or strong so that it will last** 艰苦干成；努力加强

She ~ a new career in the music business.

她在乐坛上另创一番新事业。

③ **to move forward in a steady but powerful way** 稳步前进

He ~ through the crowds to the front of the stage.

他挤过人群稳步走到台前。

④ **to shape metal by heating it in a fire and hitting it with a hammer; to make an object in this way** 锻造；制作

swords ~ from steel

用钢锻造的刀剑

✓ **impose**

✓ 文章原句：And too much of it can impose high costs. 而且对公司投入太多会耗

费大量精力。

✓ 释义：

① **to have a bad effect on something or someone and to cause problems for them** 对...造成不利影响；给...造成困难

Military spending ~ a huge strain on the economy.

军费开支给经济带来了沉重的负担。

② **to force someone to have the same ideas, beliefs etc as you** 将〔想法、信仰等〕强加于〔某人〕

parents who ~ their own moral values on their children

把自己的道德观强加给孩子的父母

③ **to expect or ask someone to do something for you when this is not convenient for them** 打扰，麻烦

We could ask to stay the night, but I don't want to ~ on them.

我们可以要求留下来过夜，但我不想给他们添麻烦。

#### 4) 仿写训练

✓ 描述事物的关联性

✓ 文章原句：

Wage bumps and careers are built on people changing jobs. According to the Federal Reserve Bank of Atlanta...job stickers were being paid only 5.6% more. A paper by Nathan Deutscher, a Treasury official in Australia, found that higher rates of job-hopping in local Australian labour markets were associated with faster wage growth both for workers who switched jobs and for those who did not. Loyalty is nice; so is bargaining power.

✓ 句型及表达：

...is built on... ..建立在...之上的

...is...; so is... ..是...的；...也是如此

...be associated with... ..与...有关系

✓ 仿写示例：

According to an investigation on the interpersonal relationship of college students, an interpersonal relationship is associated with the process of people's extensive material and spiritual exchanges. That is to say, material exchange is essential; so is spiritual exchange. It is generally agreed that a harmonious interpersonal relationship is built on communication and mutual respect.

### ✓ 仿写作业——描述与创业有关联的事物

一个蓬勃发展的企业是建立在两个事实之上的，这是无可争辩的。企业家们的励志演讲中说，企业的成功与一个人的抱负和客观的现实条件有关。也就是说，对成功有极大的热情是必不可少的；充足的资金支持也是如此。

## 5) 主题词总结

今日主题——职场	
1. retention	员工留任
2. job switcher	勤换工作的人
3. employee loyalty	员工忠诚度
4. workplace	职场
5. job-hopping	跳槽