

讲义

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The collaboration **conundrum**

合作难题

If teams matter so much, why do firms still focus on individuals?

如果团队如此重要，为什么公司仍然关注个人呢？

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People in organisations have always worked **in concert** **with** others. But the emphasis on teams is growing, for a variety of reasons. Technology has made the sharing of ideas and information easier, while hybrid working has made it more **vital**. (There's a reason it's not called Microsoft Silos.) The software industry has spread the **gospel** of teams—**agile**, **scrums**, **okrs** and all the rest of it—into all kinds of places.

组织中的人们总是与他人协同工作。但由于各种原因，对团队的重视正在增加。科技使想法和信息的共享变得更容易，而混合工作则使其变得更加重要。（不叫微软孤岛是有原因的）。软件行业已经将团队的福音——agile、scrums、okrs 以及所有其他的——传播到各种地方。

【词汇】

1. **conundrum** /kə'nʌndrəm/ n. GRE a confusing problem or question that is very difficult to solve 令人迷惑的难题；复杂难解的问题
2. **vital** /'vaɪtl/ adj. 四级 六级 高考 考研 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。
3. **gospel** /'gɑ:spəl/ n. GRE GMAT 专八 a set of ideas that somebody believes in and tries to persuade others to accept 信念，信仰
4. **agile** /'ædʒl/ In software development, agile practices include requirements discovery and solutions improvement

through the collaborative effort of self-organizing and cross-functional teams with their customer(s)/end user(s).

在软件开发中，agile 实践包括通过自组织和跨职能团队与客户/最终用户的协作努力来发现需求和改进解决方案

5. **scrum** /skrʌm/ Scrum is an agile team collaboration framework commonly used in software development and other industries.

Scrum 是一种敏捷团队协作框架，常用于软件开发和其他行业。

6. **okrs** : OKRs stand for Objectives and Key Results, a collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.

OKRs 是"目标和关键成果" (Objectives and Key Results) 的缩写，是一种协作式目标设定方法，用于团队和个人设定具有挑战性、雄心勃勃且成果可衡量的目标。OKRs 是围绕可衡量的目标跟踪进展、创建一致性和鼓励参与的方法。

【词组】

1. **in concert with** : working together with somebody/something 与...合作 (或同心协力)

例: The two companies are working in concert with each other to develop a new product.

这两家公司正在协作开发一款新产品。

Teams, it turns out, are better at solving complex problems, according to a recent paper by Abdullah Almaatouq of the MIT Sloan School of Management. Research also suggests that people have a greater **attachment** to their work group than to their organisation; you're less likely to go for lunch with a logo.

麻省理工学院斯隆管理学院的阿卜杜拉·阿尔玛图克最近发表的一篇文章指出，事实表明，团队更擅长解决复杂问题。研究还表明，与组织相比，人们对工作团队的依恋程度更高；你不太可能带着公司商标去吃午餐。

【词汇】

1. **attachment** /ə'tætʃmənt/ n. 六级 a feeling of love for somebody/something 依恋；爱慕

例: They have a feeling of attachment to the land where their ancestors have lived.

他们对祖祖辈辈生活过的土地的深深依恋。

Knowledge is also accumulating as to what makes teams **tick**, the subject of this week's episode of Boss Class, our new management podcast. Project Aristotle, a famous bit of research by Google into the characteristics of its best-performing teams, identified "psychological safety"—comfort to speak one's mind—as the most important ingredient, alongside things like dependability, role clarity and meaningful work. Different teams **excel** at different things. Analysis by Lingfei Wu of the University of Chicago and his co-authors found a **correlation** between team size and types of scientific research: larger teams develop existing ideas and smaller ones disrupt the field with new ones.

关于是什么让团队发挥作用的知识也在不断积累，这也是本周我们的新管理播客“老板课堂”的主题。亚里斯多德计划是谷歌对其表现最佳的团队的特征进行的一项著名研究，该计划将“心理安全”——畅所欲言——确定为最重要的因素，此外还有可靠性、角色清晰度和有意义的工作。不同的团队擅长不同的事情。芝加哥大学的吴凌飞和他的合著者的分析发现了团队规模和科学研究类型之间的相关性：规模较大的团队开发现有的想法，规模较小的团队用新的想法颠覆这个领域。

【词汇】

1. **tick** /tɪk/ v. 四级 高考 考研 if you talk about what makes someone tick, you are talking about the beliefs, wishes, and feelings that make them behave in the way that they do. 做出…举动;有…的行为

例：The author provides some interesting insight into what makes entrepreneurs tick.

作者对什么使得企业家发挥作用提供了一些有趣的洞见。

2. **bit** /bɪt/ n. 四级 高考 a piece or instance of information or data 一个，一项，一件

3. **excel** /ɪk'sel/ v. 六级 GRE 考研 雅思 to be very good at doing something 擅长；善于；突出

例：As a child he excelled at music and art.

他小时候擅长音乐和美术。

4. **correlation** /ˌkɔːrə'leɪʃn/ n. 六级 a connection between two things in which one thing changes as the other does 相互关系；相关；关联

【长难句】

Project Aristotle, a famous bit of research by Google into the characteristics of its best-performing teams, identified "psychological safety"—comfort to speak one's mind—as the most important ingredient, alongside things like dependability, role clarity and meaningful work.

句子主干部分为 Project Aristotle identified “psychological safety” as the most important ingredient, 意为：亚里
斯多德计划将“心理安全”确定为最重要的因素

a famous bit of research by Google 为同位语，附加说明 Project Aristotle, 意为：谷歌的一项著名研究

into the characteristics of its best-performing teams 为后置定语，修饰限定 research, 意为：对其表现最佳的团队
的特征进行的（研究）

comfort to speak one’s mind 为同位语，附加说明 psychological safety, 意为：畅所欲言

alongside things like dependability, role clarity and meaningful work 为伴随状语，意为：此外还有可靠性、角色清
晰度和有意义的工作

But a greater emphasis on, and understanding of, teams does not generally translate into matching management practices. Recruitment processes focus on the achievements of the individual rather than the **collectives** they have been in. Performance management is still largely a one-player sport. Reviews are usually based on individual targets, as are bonuses. **Metrics** are often confined to **concrete** outputs rather than softer team-based measures, such as how trusted people are. It doesn’t help that many bosses have little idea what their teams really do. Soroco, a software firm, and academics at Harvard Business School and the Wharton School of the University of Pennsylvania asked managers to describe the processes that they thought took up most of their teams’ time. On average they did not know or could not recall 60% of what their team members did, making them more like high-functioning **goldfish** than bosses.

但是，对团队的更多重视和了解通常并不会转化为相匹配的管理实践。招聘过程注重的是个人的成就，而不是他们所在的集体。绩效管理在很大程度上仍然是一项个人的运动。评估通常基于个人目标，奖金也是如此。衡量标准通常局限于具体的产出，而不是基于团队的软性衡量标准，比如人们的信任程度。许多老板对团队的实际工作知之甚少，这也是不利因素。软件公司 Soroco 以及哈佛商学院和宾夕法尼亚大学沃顿商学院的学者们要求管理人员描述他们认为占用团队大部分时间的流程。平均而言，他们不知道或想不起来其团队成员所做工作的 60%，这使他们更像是高功能的金鱼，而不是老板。

【词汇】

1. **collective** /kə'lektɪv/ n. 四级 GMAT 考研 a group of people who own a business or a farm and run it together; the business that they run 企业集团；合作农场；集体企业
2. **metric** /'metrɪk/ n. 四级 GMAT 考研 a set of numbers or statistics used for measuring something, especially

results that show how well a business, school, computer program, etc. is doing 度量工具，衡量指标

3. **concrete** /'kɒ:nkri:t/ adj. 四级 GMAT 高考 考研 based on facts, not on ideas or guesses 确实的，具体的

例：This is an urban tragedy that needs concrete action, not just concern.

这是一场城市悲剧，需要采取具体行动，而不仅仅是关注。

4. **goldfish** /'gəʊldfɪʃ/ n. 专八 a small orange or red fish. Goldfish are kept as pets in bowls or ponds. 金鱼

【长难句】

Soroco, a software firm, and academics at Harvard Business School and the Wharton School of the University of Pennsylvania asked managers to describe the processes that they thought took up most of their teams' time.

句子主干部分为 Soroco and academics asked managers to describe the processes, 意为：Soroco 和学者们要求管理人员描述流程

a software firm 为同位语，补充说明 Socoro, 意为：软件公司

at Harvard Business School and the Wharton School of the University of Pennsylvania 为后置定语，修饰限定 academics, 意为：哈佛商学院和宾夕法尼亚大学沃顿商学院的（学者们）

that they thought took up most of their teams' time 是定语从句，修饰限定 process, 意为：他们认为占用团队大部分时间的（流程）

There are good reasons for much of this. People move jobs and get promoted one by one, not as **battalions**. Rewarding people on the basis of team performance can lead to unfairness: **free-riders** might get too much recognition or hard workers might be penalised for someone else not pulling their weight. It's difficult to quantify team contributions. When teams are made up of people from different departments—or form for limited periods—managers find it harder to know what their direct reports are up to.

这其中有很多充分的理由。人们会一个一个地，而不是成群结队地调动工作和升职。根据团队表现来奖励员工可能会导致不公平：搭便车的人可能会得到太多的认可，而努力工作的人可能会因为其他人没有尽到自己的职责而受到惩罚。很难量化团队的贡献。当团队由来自不同部门的人员组成时，或者在有限的时间内组成时，管理者很难了解直接下属的工作情况。

【词汇】

1. **battalion** /bə'tæliən/ n. GMAT 专八 a large group of people, especially an organized group with a particular

purpose (有组织的) 队伍

2. **free-rider** : an individual or entity that benefits from a resource, service, or situation without directly contributing to the associated costs or efforts 搭便车者

But these problems are not **insurmountable**. When hiring people, it is possible to assess traits that make for good group members: scoring well on a test that asks participants to determine what people are feeling from a **snapshot** of their eyes is correlated with being a good team player, for example. Peer reviews can give a good sense of how people are seen within teams.

但这些问题并非无法克服。在招聘人员时，可以对优秀团队成员的特质进行评估：例如，在一项要求参与者判断人们通过眼睛快照的感受的测试中，得分高与成为一名优秀的团队成员有关。同行评议可以很好地了解人们在团队中的看法。

【词汇】

1. **insurmountable** /ˌɪnsərˈmaʊntəbl/ adj. 专八 that cannot be dealt with successfully 无法克服的；难以解决的；不可逾越的

例：They were now faced with seemingly insurmountable technical problems.

他们现在面临着看似无法解决的技术难题。

2. **snapshot** /ˈsnæpʃɑ:t/ n. 专八 a photograph, especially one taken quickly (尤指抢拍的) 照片

The worry that team-based bonuses may encourage free-riding also seems to be **overblown**. A recent study by Anders Frederiksen of Aarhus University and his co-authors looked at the impact of introducing group-based incentives at a manufacturing firm, and found it **sparked a big leap in** performance. That jump was not just because the scheme incentivised existing workers to be more efficient, but also because it attracted more productive new hires.

团队奖金可能鼓励搭便车的担忧似乎也被夸大了。奥胡斯大学的安德斯·弗雷德里克森 (Anders Frederiksen) 和他的合著者最近进行了一项研究，探讨了在一家制造企业引入基于群体的激励机制的影响，结果发现它引发了绩效的巨大飞跃。这种飞跃不仅是因为该计划激励了现有员工提高效率，还因为它吸引了更有成效的新员工。

【词汇】

1. **overblown** /ˌəʊvərˈbləʊn/ adj. that is made to seem larger, more impressive or more important than it really is 过分的；夸张的；虚饰过度的

例：Warnings of disaster may be overblown.

灾害预警有被夸大的可能。

【词组】

1. **spark a big leap in** : to initiate or trigger a significant advancement, improvement, or change in a particular field, process, or situation 引发重大进步；巨大飞跃

例：The discovery of antibiotics, such as penicillin by Alexander Fleming in 1928 sparked a big leap in medicine.

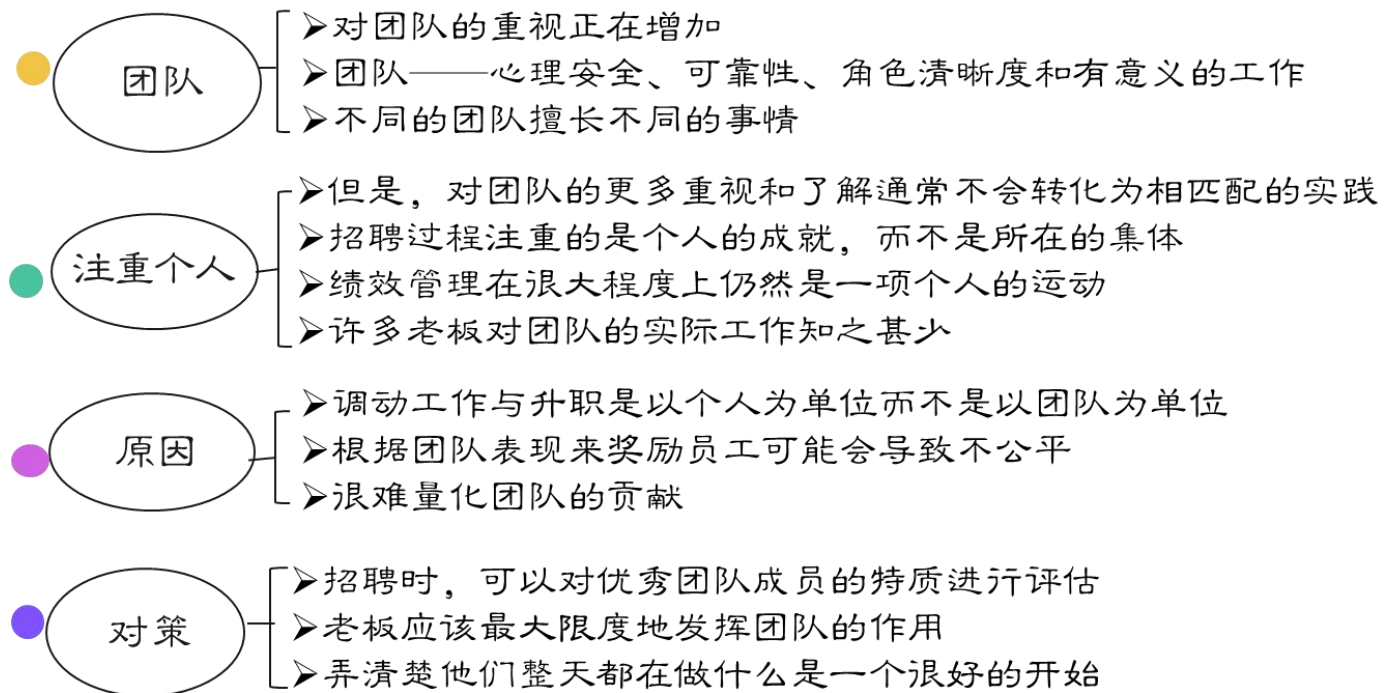
1928年，亚历山大·弗莱明发现了青霉素等抗生素，引发了医学的巨大飞跃。

Employees are individuals; managers should never forget that. But if teams are where a lot of the magic happens, bosses should have better ways to get the most out of them. Working out what they do all day might be a good place to start.

员工是独立的个体；管理者永远不应该忘记这一点。但是，如果团队是创造奇迹的地方，老板应该有更好的方法来最大限度地发挥他们的作用。弄清楚他们整天都在做什么可能是一个很好的开始。

总结

1) 文章架构



2) 同义替换

✓ 衡量标准

metric

Metrics are often confined to concrete outputs

衡量标准通常局限于具体的产出

measure

rather than softer team-based measures

而不是基于团队的软性衡量标准

其他： yardstick/criteria/standard

例：Exam results are not the only yardstick of a school's performance.

考试结果不是衡量学校水平的唯一标准。

✓ 飞跃

leap

and found it sparked a big leap in performance.

结果发现它引发了绩效的巨大飞跃

jump

That jump was not just because the scheme incentivised existing workers to be more efficient

这种飞跃不仅是因为该计划激励了现有员工提高效率

其他： leaps and bounds

例： Swedish industry has of late years grown with leaps and bounds.

瑞典的工业近年来飞跃增长。

3) 一词多义

✓ concrete

- ✓ 文章原句： Metrics are often confined to concrete outputs rather than softer team-based measures 衡量标准通常局限于具体的产出，而不是基于团队的软性衡量标准

✓ 释义：

① **based on facts, not on ideas or guesses** 确实的，具体的

This is an urban tragedy that needs concrete action, not just concern.

这是一场城市悲剧，需要采取具体行动，而不仅仅是关注。

② **made of concrete** 混凝土制的

They had lain on sleeping bags on the concrete floor.

他们就躺在铺在混凝土地面上的睡袋上。

③ **a concrete object is one that you can see and feel** 有形的；实在的

Li-su costumes are the concrete cultural carriers of their own nationality.

傣族服饰是其民族有形的文化载体。

✓ **tick**

✓ 文章原句：Knowledge is also accumulating as to what makes teams tick 关于是什么让团队发挥作用的知识也在不断积累

✓ 释义：

① **if you talk about what makes someone tick, you are talking about the beliefs, wishes, and feelings that make them behave in the way that they do.** 做出…举动;有…的行为

The author provides some interesting insight into what makes entrepreneurs tick.

作者对什么使得企业家发挥作用提供了一些有趣的洞见。

② **to make short, light, regular repeated sounds to mark time passing** 发出滴答声；滴答地走时

In the silence we could hear the clock ticking.

寂静中，我们能听到钟表滴答作响。

③ **to put a mark (✓) next to an item on a list, an answer, etc.** 标记号；打上钩；打对号

I've ticked the names of the people who have paid.

我在已付款者的姓名旁画了钩。

4) 仿写训练

✓ 描述挖掘潜能的开始

✓ 文章原句：

But if teams are where a lot of the magic happens, bosses should have better ways to get the most out of them. Working out what they do all day might be a good place to start.

✓ 句型：

But if ... are where a lot of the magic happens 但是，如果...是创造奇迹的地方

... should have better ways to get the most out of them. ...应该有更好的方法来最大限度地发挥他们的作用

... might be a good place to start ...可能是一个很好的开始

✓ 仿写示例：

But if collaborative workspaces are where a lot of the magic happens, fostering innovation and teamwork, organizations should have better ways to get the most out of them. Implementing advanced collaborative tools and technologies might be a good place to start.

✓ 仿写作业——描述挖掘在线论坛潜能的开始

但是，如果在线论坛是在产生创意和培育社区方面创造奇迹的地方，我们应该有更好的方法来最大限度地发挥他们的作用。

开发更直观、更友好的用户界面可能是一个很好的开始。

5) 主题词总结

| 今日主题——团队协作 | |
|----------------------|------|
| 1. collaboration | 合作 |
| 2. in concert with | 合作 |
| 3. work group | 工作团队 |
| 4. team size | 团队规模 |
| 5. collective | 集体 |
| 6. team member | 团队成员 |
| 7. team performance | 团队表现 |
| 8. team contribution | 团队贡献 |