

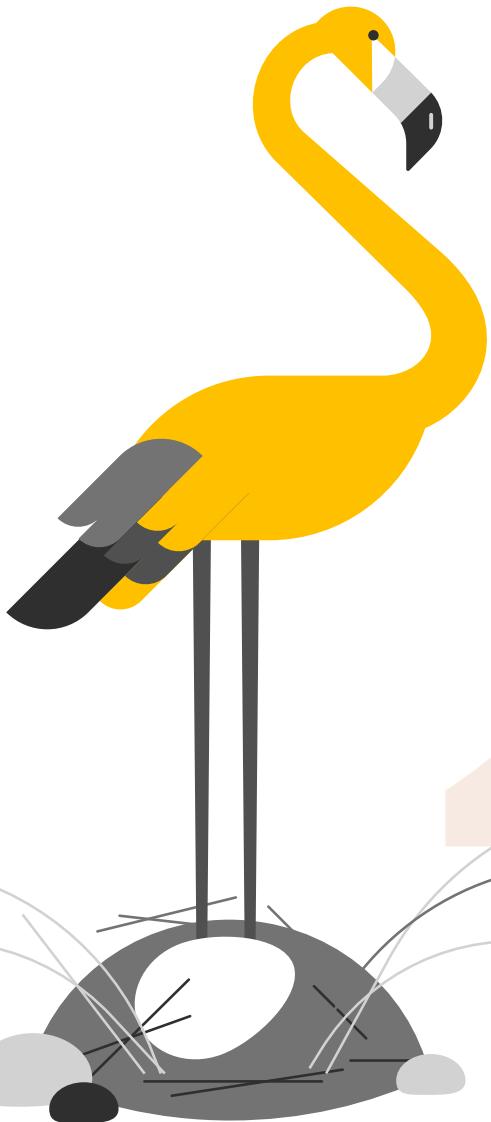
Unit 7 Job Hunting

Lesson 3

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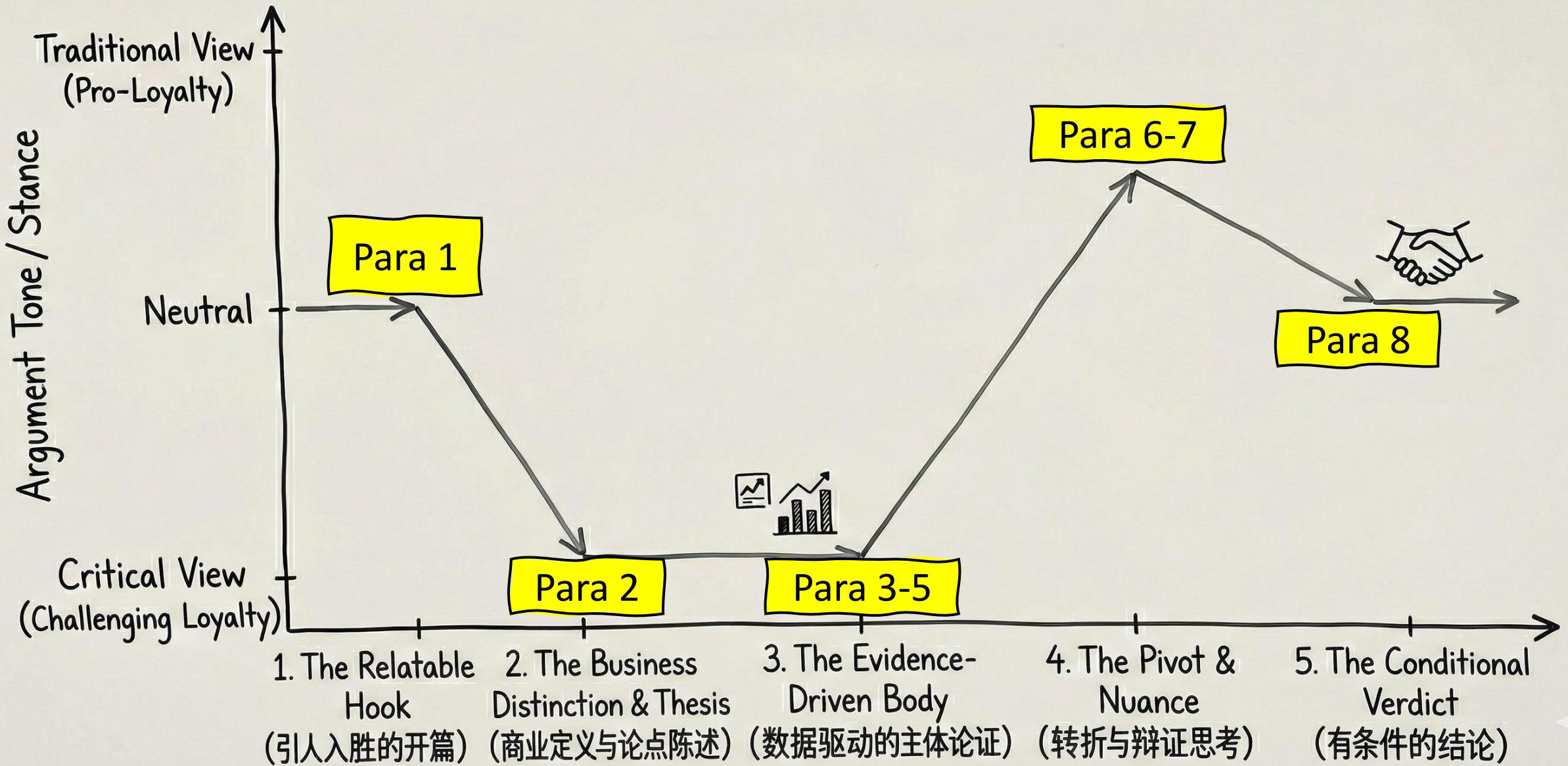
Text 1

*Is Employee Loyalty
Silly?*

单词速通

跳槽	Job-hopping	不忠诚的	unfaithful
相互的	reciprocal	背叛	treachery
不动	stay put	还价/反要约	counter-offer
忠诚度	allegiance	丢下	dump
揭发	whistleblowing	增长	bump
精简机构	streamline	努力缔造	forge

Logical Flow of Argumentative Essay

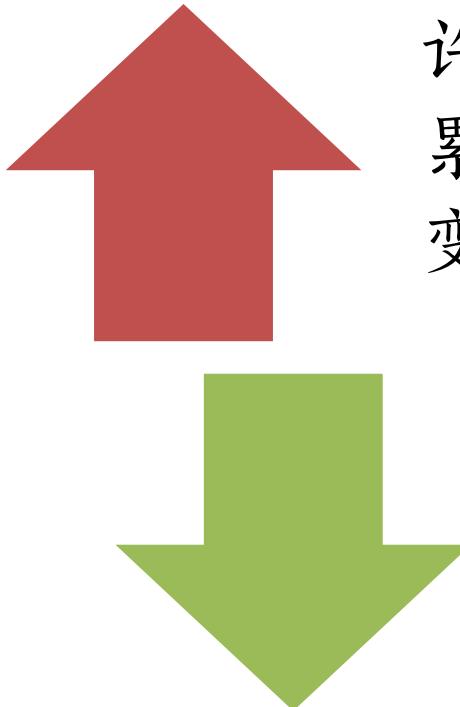


Many a fickle makes a muckle.

- Original Proverb: “**Many a mickle makes a muckle.**”

(苏格兰方言)

- Mickle: 少量，小东西
- Muckle: 大量，大东西

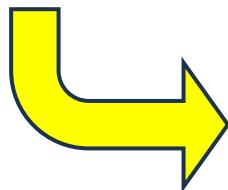


许多微小的东西
累积起来，就会
变成巨大的数量。

中文语境：积少
成多；集腋成裘；
聚沙成塔。

Many a fickle makes a muckle.

- **Fickle:** (adj. -> n.) 善变的人，形容人忠诚度低
- *Example: The weather here is notoriously fickle.*
- 原文解读：无数次的跳槽，汇聚成巨大的经济收益。



跳槽不见得是件坏事？

The Hook: The Psychology of “We” *(Paragraph 1)*

Text 1 (Paragraph 1)

主谓一致 subject-verb agreement

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-traveling** glimpse of someone imagining himself or herself as the employee of a new company, of a fresh identity being **forged** and of loyalties being transferred.

- **Allegiance (n.) 忠诚**
 - *switch allegiance* 倒戈/改换门庭;
pledge allegiance 宣誓效忠
 - E.g. Employees often feel a stronger **allegiance** to their direct manager than to the CEO.
- **Prospective (adj.) 预期的/潜在的**
 - *prospective client* (潜在客户)
prospective earnings (预期收益)
 - E.g. You should research your **prospective** clients before the meeting.
- **Time-traveling (adj.) 穿越时空的**
- **Glimpse (n.) 一瞥**
 - Catch a glimpse of 领见
- **Forge (v.) 锻造(字面义)、努力缔造**
 - *forge a relationship* (建立关系);
forge a partnership (建立合作关系);
forge a signature (伪造签名 - 贬义)

below-the-line marketing (BTL/线下营销/针对性营销)

- **Definition:** Marketing strategies that direct advertising towards a specific group of consumers (e.g., direct mail, email campaigns, trade shows, coupons). It is distinct from "**Above-the-line**" (ATL) which targets a mass audience (TV, radio, billboards).
- 中文解释: 相比于针对大众媒体的“线上营销” (Above-the-line) , BTL更侧重于非大众媒体的、针对特定群体的营销活动, 如直邮、促销活动、展会等。

原文场景中：体现
求职者的专业度

Text 1 (Paragraph 1)

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-traveling glimpse** of someone imagining himself or herself as the employee of a new company, of a fresh identity being **forged** and of loyalties being transferred.

- 求职面试是一种能让人看到立场/忠诚度在实时转换的场合。
- 应聘者在面试一开始通常会把潜在雇主称作“你”（“你希望这个职位的人具备什么？”）。
- 但有时人称代词会发生变化（“我们应该更多考虑一下我们在网络营销方面的策略。抱歉，我是说，‘你们’应该……”）。
- 那个“我们”是一个微小、仿佛穿越时间的瞬间一瞥：某人正在想象自己成为新公司的员工，新的身份正在被锻造，忠诚也在转移。

The Distinction: Social vs. Employee loyalty *(Paragraph 2)*

Text 1 (Paragraph 2)

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

- **Virtue (n.) 美德**
 - *Patience is a virtue.* 耐心是一种美德
- **Transactional (adj.) 交易性的**
 - 与基于情感的 relational 相对
 - *E.g. Business relationships are often transactional, focusing on the exchange of goods for money.* 商业关系通常是交易性的，侧重于货物与金钱的交换。
- **Performance review 绩效评估**
- **Reciprocal (adj.) 互惠的/相互的**
 - *less reciprocal* “单相思” —— 员工爱公司，公司却不爱员工
 - *reciprocal arrangement* 互惠安排
reciprocal feeling 相互的感觉

Social vs. Employee Loyalty

SOCIAL LOYALTY

(Friends/Family)

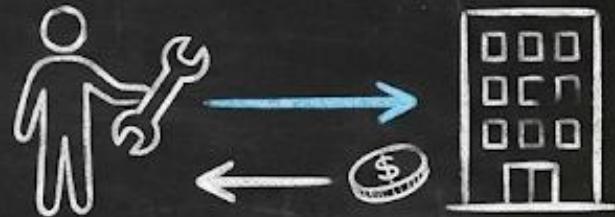


Virtue, Reciprocal, Emotional Bond
Based on trust & feelings
No performance reviews
Two-way street.



EMPLOYEE LOYALTY

(Business)



Transactional, Complex, Asymmetric
Based on exchange (work for pay)
“Company feels precisely nothing”
Can be fired for costs
One-way attachment?



Text 1 (Paragraph 2)

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

在大多数情境下，忠诚被视为一种美德：在朋友之间、家庭之中，以及在球迷群体里。

然而，员工忠诚则更为复杂，它更具交易性。朋友不会互相做绩效评估，也不会因为成本原因把对方“解雇”。

它的互惠性更弱。

员工可以对公司产生依附感，而公司却可能毫无感觉。（这也是为什么人们往往对团队成员和直属上司比对组织本身更忠诚。）而过度的忠诚可能带来高昂的代价。

The Arguments Against Blind Loyalty

(Paragraph 3-5)

Text 1 (Paragraph 3)

结构: Claim + Evidence + Extended impact + punchline

Wage bumps and careers are built on people changing jobs. According to the Federal Reserve Bank of Atlanta, in April 2023, **job switchers** were being paid 7.6% more than a year earlier; **job stickers** were being paid only 5.6% more. A little **job-hopping** of other people can help those who choose to stay where they are. A paper by Nathan Deutscher, a Treasury official in Australia, found that higher **rates** of job-hopping in local Australian labor 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**.

- **Wage bump** 涨薪 (口语化)
 - Salary increase
 - Raise: get a raise 得到加薪
- **Job switcher** 跳槽者
- **Job sticker** 留守者(作者造词)
- **Job-hoping (n.)** 跳槽
- **Rate (n.)** 比例
 - 比例: birth rate 出生率
 - 价格(n.) exchange rate 汇率
 - 评价(v.) rate one's performance
- **Bargaining power** 议价能力

Text 1 (Paragraph 3)

Wage bumps and careers are built on people changing jobs. According to the Federal Reserve Bank of Atlanta, in April 2023, **job switchers** were being paid 7.6% more than a year earlier; **job stickers** were being paid only 5.6% more. A little **job-hopping** of other people can help those who choose to stay where they are. A paper by Nathan Deutscher, a Treasury official in Australia, found that higher **rates** of job-hopping in local Australian labor 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**.

观点1：忠诚不会带来加薪。

加薪和职业发展往往建立在人们跳槽之上。根据亚特兰大联邦储备银行的数据，2023年4月，跳槽者的薪资比一年前高出7.6%；而留在原岗位的人仅高出5.6%。

别人的适度跳槽，也能让选择留在原处的人受益。澳大利亚财政部官员内森·多伊彻的一篇论文发现，在澳大利亚当地劳动力市场中，跳槽率越高，无论是换工作的人还是不换工作的人，工资增长都越快。

忠诚固然可贵，议价能力亦然。

Text 1 (Paragraph 4)

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.

- **Fictional (adj.)** 虚构的, 小说的
 - Non-fiction 非虚构作品
- **Work overtime for no pay**
无偿加班
 - Unpaid/paid overtime 有偿/无偿
 - 带薪假期 PTO (paid time off)
 - 调休 comp time (compensatory)
 - 1.5倍工资 Time and a half
 - 2倍工资 Double time
- **Dump work on** 把工作推给..
 - dump responsibilities on sb
 - dump a boyfriend/girlfriend
 - 甩掉男/女朋友

Text 1 (Paragraph 4)

观点2：忠诚还会带来加班。

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.

过度忠诚还可能通过其他方式损害员工的利益。

今年早些时候，杜克大学（Duke University）的马修·斯坦利（Matthew Stanley）及其合著者发表了一项研究，旨在测试老板对忠诚员工的看法。

研究人员询问管理者，如果有无偿加班的需求，他们有多大的意愿要求一位名为“约翰”的虚构员工去承担。结果显示，如果约翰被描述为“忠诚”，老板们则更乐意将更多的工作强加给他。

Text 1 (Paragraph 5)

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 worthless 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).

- **Clear-eyed (adj.)** 敏锐/务实的
 - 反义: starry-eyed 不切实际的
 - E.g. Generation Zs are said to be **clear-eyed**, economic pragmatists. Z 世代被认为是目光清醒的经济实用主义者。
- **Retention bonus** 留任奖金
- **Nudge (n.)** 轻推
- **Counter-offer (n.)** 反向报价
- **Top dollar (n.)** 最高价/高薪
 - Pay/charge top dollar 出/要高价
 - E.g. If you want the best talent, you have to be prepared to pay **top dollar**. 若想延揽顶尖人才, 必须做好支付高昂薪酬的准备。

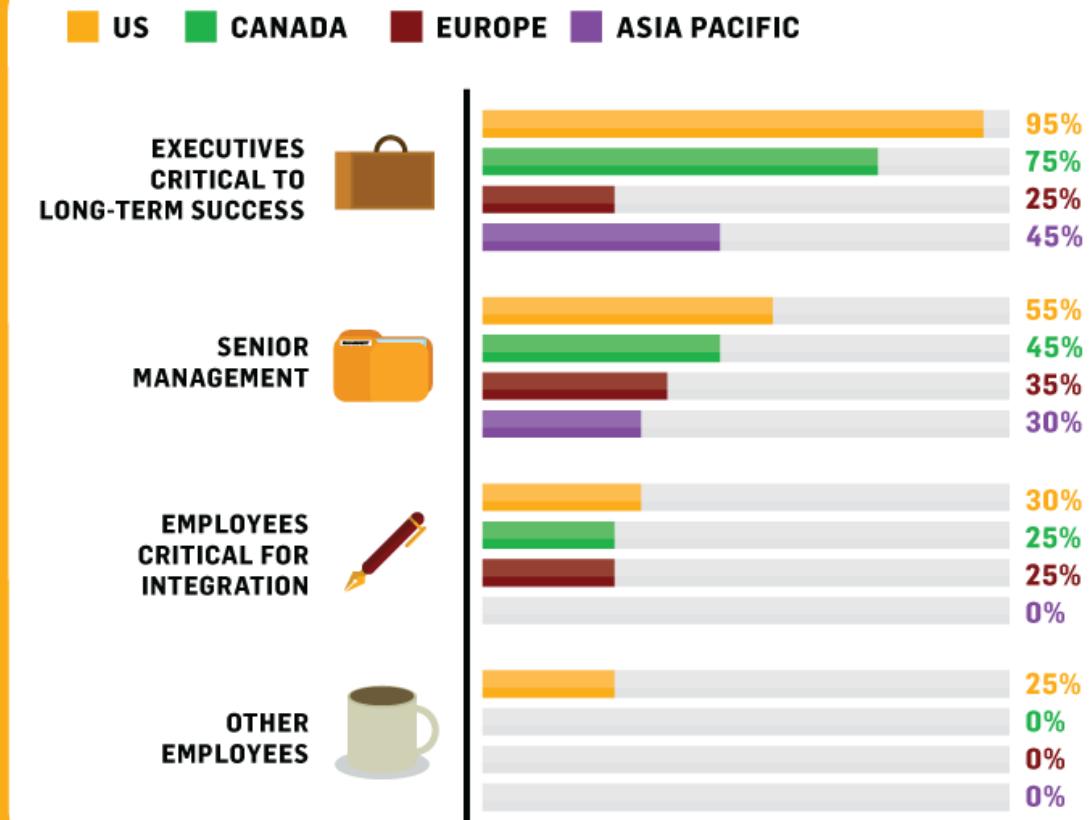
Retention bonus 全球留任奖金情况



RETENTION INCENTIVES VARY BY REGION

Retention incentives vary from country to country. According to the Mercer Survey of M&A Retention and Transaction Programs, US and Canadian organizations provide larger incentives than firms in Europe and Asia Pacific, when viewed as a percentage of base pay.

RETENTION INCENTIVE AS PERCENTAGE OF BASE SALARY, BY REGION



SOURCE: Mercer Survey of M&A Retention and Transaction Programs, 2012

Text 1 (Paragraph 5)

观点3：老板清楚给钱才能留住人。

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 worthless 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).

- 雇主通常很清楚是什么能带来忠诚度。留住奖金等于承认：最优秀的员工可能需要一点推动才会留下。
- 而真正的忠诚往往只换来毫无价值的回报：服务25年才多一周假期？
- Netflix鼓励员工与招聘人员沟通，这样他们就能了解自己便可以在市场上~~的价值~~作出回应（当你愿意支付最高价时，这种做法更有意义；而在非营利部门，如果你做不到这一点，就不那么适用了）。

Counter-Argument & Nuance

(Paragraph 6-7)

Text 1 (Paragraph 6)

反向观点1：公司对忠诚仍有执念。

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 described as **unfaithful**. Some of that attitude still **prevails**. But joining a competitor company is not **treachery**. Indeed, **boomerang hires**—people who leave an employer and then come back—can offer a valuable blend of known quantity and new skills.

- **Nonetheless (adv.)** 然而(转折)
- **Wedded to** 执着于；固守
 - Wed (v.) 与...结婚
 - Wedding (n.) 婚礼
 - Many managers are **wedded to** traditional working hours and dislike remote work. 许多管理者固守传统工作时间，不喜欢远程办公。
- **Unfaithful (adj.)** 不忠的
- **Prevail (v.)** 盛行、获胜
 - *Truth will prevail.* (真理必胜)
- **Treachery (n.)** 背叛
 - 近义：Betrayal/ disloyalty/

Boomerang hires 回旋镖员工

Boomerang 回旋镖



Text 1 (Paragraph 6)

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 described as **unfaithful**. Some of that attitude still **prevails**. But joining a competitor company is not **treachery**. 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，企业仍可能对忠诚度这一观念执念颇深。

20世纪50年代，那一群离开肖克利半导体实验室（Shockley Semiconductor Lab）去创办仙童半导体（Fairchild Semiconductor）的员工，曾被著名地斥为“不忠”。

这种态度至今仍有部分残留。然而，加入竞争对手的公司并非背叛行为。事实上，“回旋镖式员工”——即那些离开雇主后又重新回归的人——能够将知根知底的可靠性与新习得的技能巧妙融合，从而带来极高的价值。

Text 1 (Paragraph 7)

Society can suffer if there is an **excess** of employee loyalty. A paper on **whistleblowing**, 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 organization and less likely to do so if they were more motivated by loyalty.

平行结构的宾语从句, do so -> report wrongdoing

• **Excess (n.)** 过量、过度

- carry something to excess
把事情做得过火
- an income in excess of \$500, 000
超过五十万美元的收入

• **Whistleblowing (n.)** 揭发检举

- *Whistleblower* (吹哨人/揭发者)
- The company established an anonymous hotline to encourage **whistleblowing** on fraud. 该公司设立了匿名举报热线，鼓励对欺诈行为进行举报。

• **Wrongdoing (n.)** 坏事；不法行为

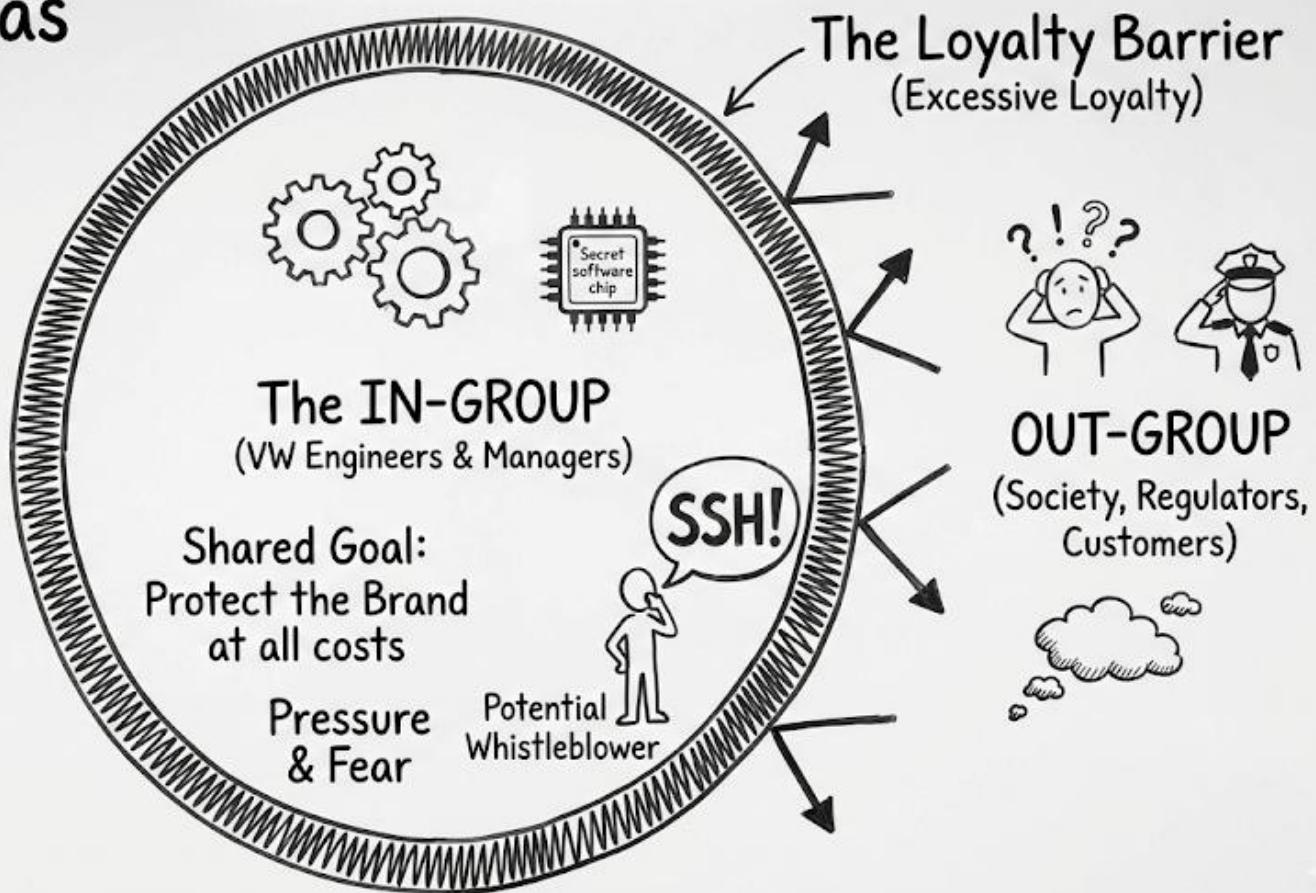
- 涵盖了违法 (Illegal) 和不道德 (Unethical) 的行为
- He was accused of financial **wrongdoing**. 他被指控存在财务不当行为。

Whistleblowing and In-group Bias (群体内偏见)

大众汽车排放门，
2015

当忠诚度极高时，
员工会把“保护公
司（我们）”看得
比“遵守法律/道
德（对他们负责）”
更重要。

In-Group Bias & The Loyalty Barrier



Text 1 (Paragraph 7)

反向观点2：忠诚度过高还会有坏处。

Society can suffer if there is an **excess** of employee loyalty. A paper on **whistleblowing**, 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 organization and less likely to do so if they were more motivated by loyalty.

如果员工忠诚度过高，可能对社会造成负面影响。芝加哥大学(University of Chicago)的詹姆斯·邓根(James Dungan)及其合著者于2019年发表的一篇关于揭发检举的论文发现，如果员工更关注组织外人员是否受到公正对待，他们就更有可能报告不当行为；反之，如果他们主要受忠诚度的驱使，则报告的可能性较小。

Conclusion: The “Self-Interested” Verdict *(Paragraph 8)*

Text 1 (Paragraph 8)

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

- **Committed (adj.)** 尽心尽力的, 忠诚的
- **At a moment's notice** 立刻/马上
 - Give notice 提出辞职通知
- **Warrant (v.)** 使.....正当、值得
 - 同义词: justify, deserve.
- **Chunk (n.)** 大块
 - a substantial chunk of money/time (一大笔钱/一大块时间)

Text 1 (Paragraph 8)

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

- **Finite /'faɪnəɪt/ (adj.)**有限的

- 近义: limited, 反义: infinite
- Every computer has a finite amount of memory. 任何电脑的内存都是有限的。

- **Stay put** 留在原地 -> job stickers

- **Self-interested (adj.)**出于自身利益考虑的

- **selfish** 自私的, 损人利己
- **self-interested** (自利的, 理性追求利益最大化) -> 商业中的专业精神

- **Moral** 道德的 **Immoral** 不道德的

- **Ethical / unethical**

- **Be contingent on** 取决于

- Contingent Worker (临时工/外包工)
- Contingency Plan (应急预案/B计划)

ARTICLE STRUCTURE: IS EMPLOYEE LOYALTY SILLY?

THE CORE QUESTION:

Is loyalty a moral virtue or a business transaction?

THE TRADITIONAL MYTH (Old View)

Loyalty as Moral Obligation (Like family/friends)

✗ UNREALISTIC
IN BUSINESS

THE ANALYTICAL REALITY (Thesis)

Loyalty is Transactional & Asymmetric

EVIDENCE: Financial Cost (Lower wages for stayers vs. switchers)

EVIDENCE: Exploitation Risk (More unpaid overtime for loyal staff)

EVIDENCE: Corporate Paradox (Cash for flight risks vs. Cheap rewards for loyalists)

BROADER IMPACT: Social Harm (Hinders whistleblowing & hides wrongdoing)

PIVOT: Redefining Value (Accepting "Boomerang Hires" for skills)

THE RATIONAL CONCLUSION (Synthesis)

Loyalty is a **conditional, SELF-INTERESTED DECISION** based on **fair treatment**.

It must be **earned**, not owed.

(Be professional, know your worth)



END