

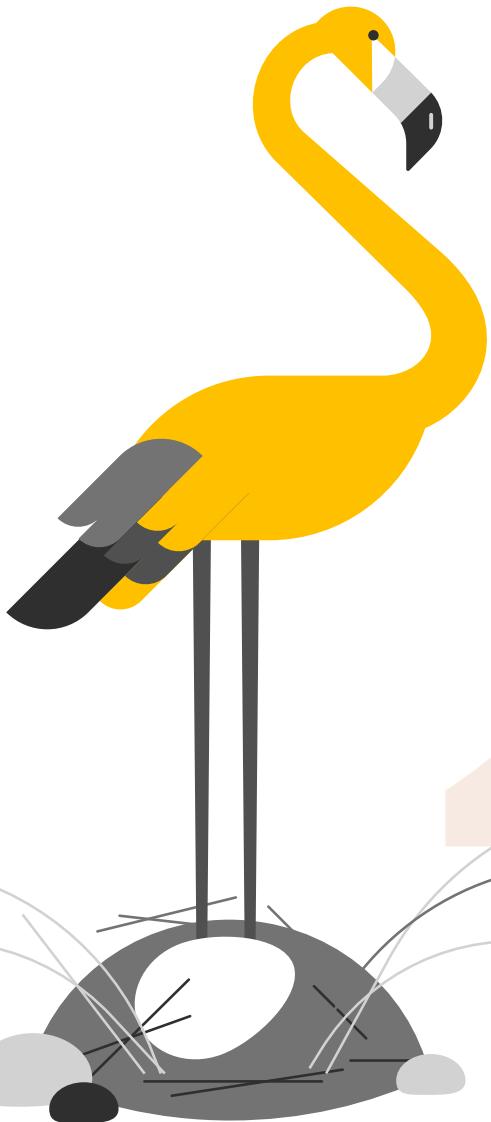
Unit 7 Job Hunting

Lesson 4

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Text 1

*Is Employee Loyalty
Silly?*

The Arguments Against Blind Loyalty

(Paragraph 3-5)

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)

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。

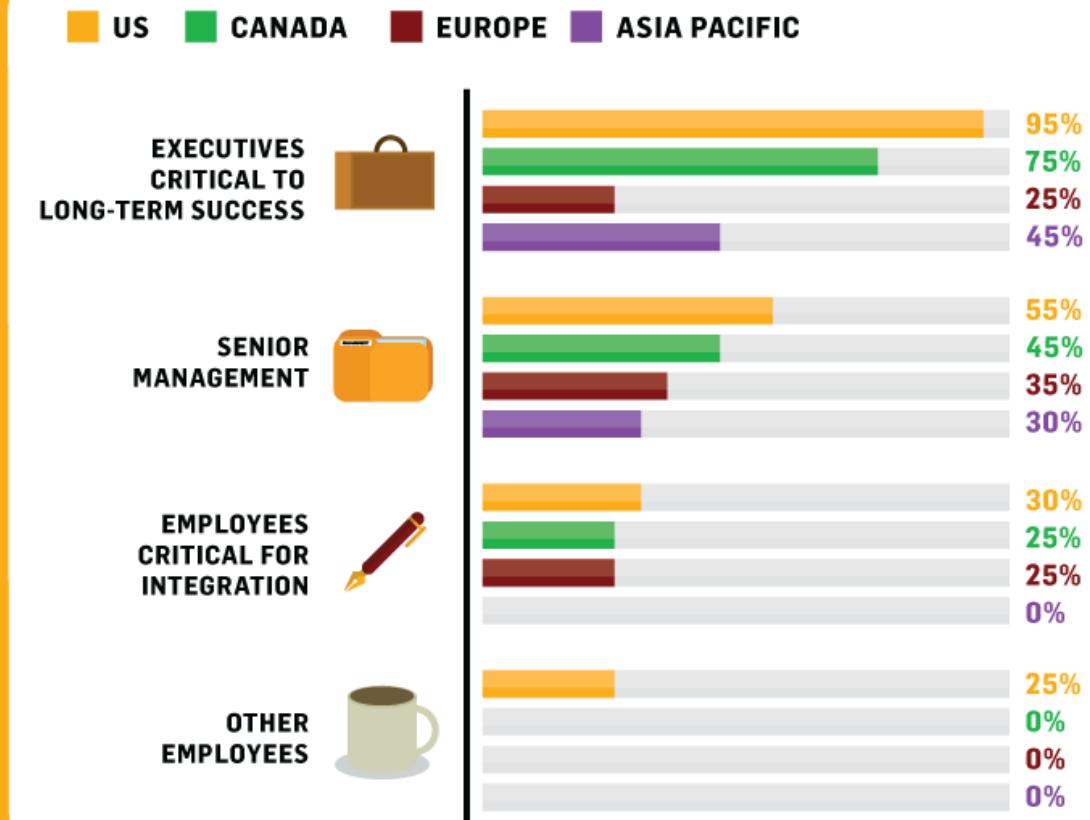
Retention bonus 全球留任奖金情况



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



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).

- 雇主通常很清楚什么能带来忠诚度。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

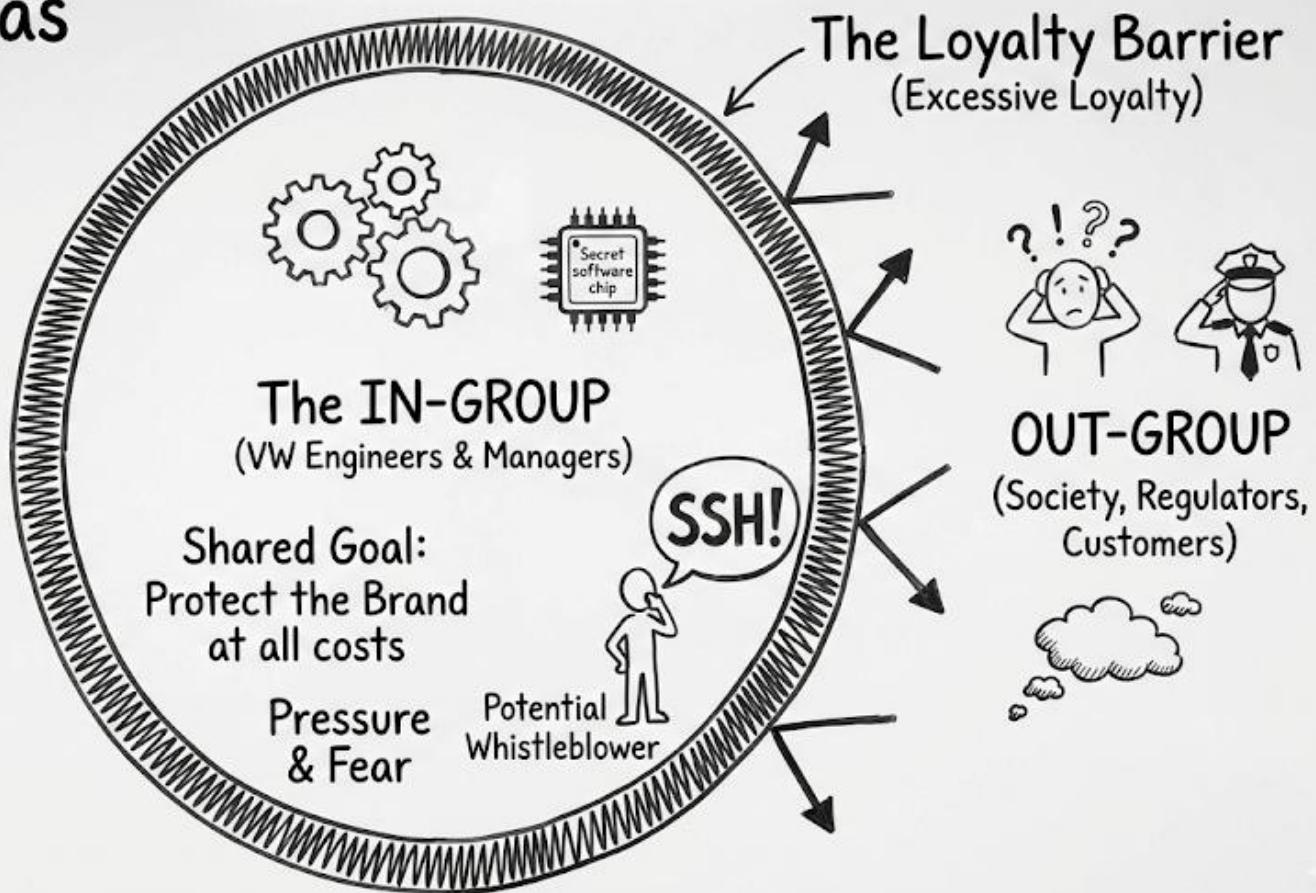
- 涵盖了违法 (Illegal) 和不道德 (Unethical) 的行为
- He was accused of financial **wrongdoing**. 他被指控存在财务不当行为。

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)



Exploring the text



1

Decide whether the following statements about the text are true (T) or false (F).

- (F) 1 Loyalty among employees is typically more reciprocal than loyalty among friends.
- (T) 2 Bosses were likely to ask a loyal employee to work overtime for no pay.
- (T) 3 Employers tend to be clear about what generates loyalty.
- (F) 4 Joining a competitor company is generally viewed as treachery.
- (F) 5 Employees motivated by loyalty are more likely to report wrongdoing within their organization.

2

Read the text again and answer the following questions.

1. What does the sentence "Many a fickle makes a muckle." mean in the context?

In the context of the passage, it suggests that the small shifts in loyalty and job changes by individuals can cumulatively have a substantial effect on the job market and wage growth.

2

Read the text again and answer the following questions.

2. What change in pronoun usage might occur during a job interview?

A candidate might start by referring to a prospective employer as "you" and then occasionally switch to "we," indicating an imagined allegiance to the new company.

2

Read the text again and answer the following questions.

3. How is employee loyalty described as being different from other types of loyalty?

Employee loyalty is more transactional and less reciprocal compared to loyalty among friends or family.

2

Read the text again and answer the following questions.

4. According to the Federal Reserve Bank of Atlanta, how much more were job switchers being paid in April, 2023 compared with job stickers?

Job switchers were being paid 7.6% more, whereas job stickers were being paid only 5.6% more.

Read the text again and answer the following questions.

5. What do retention bonuses signify about an employer's view on loyalty?

Retention bonuses are an admission that the best employees might need a little nudge to stay, indicating that loyalty might need to be incentivized.



Language Skills

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

1. Not only do our future new energy workers have to be trained, they have to be trained in the right sequence. (Paragraph 1, Text 1)

prospective

2. While we all have this need for the feeling of fondness and love, the way we show it differs. (Paragraph 2, Text 1)

attachment

3. Nevertheless, its topic and placement in an otherwise work existing only in the imagination make the chapter as remarkable as it is strange. (Paragraph 4, Text 1)

fictional

1

Read the sentences and find synonyms in the texts for the underlined words or expressions.

4. Divers can also get trapped in the plastic, and it can get caught up in boating equipment. (Paragraph 3, Text 2)

Get bogged down

5. Winning such a permit would help the fintech giant bridge a gap, adding one of the last missing pieces to its financial marked effect or impact. (Paragraph 6, Text 2)

footprint

2

Complete the following sentences with the words.

1. After much deliberation, the student finally submitted their admission application to their dream graduate program.
2. The coach's committed approach to player development led the team to a championship victory.
3. The human resources team developed a strategic recruitment plan to target potential candidates with the right skills and experience.
4. The imposing castle on the hilltop stood as a symbol of power and wealth in the medieval era.
5. Occasional breaks are necessary to recharge and boost productivity during long work sessions.

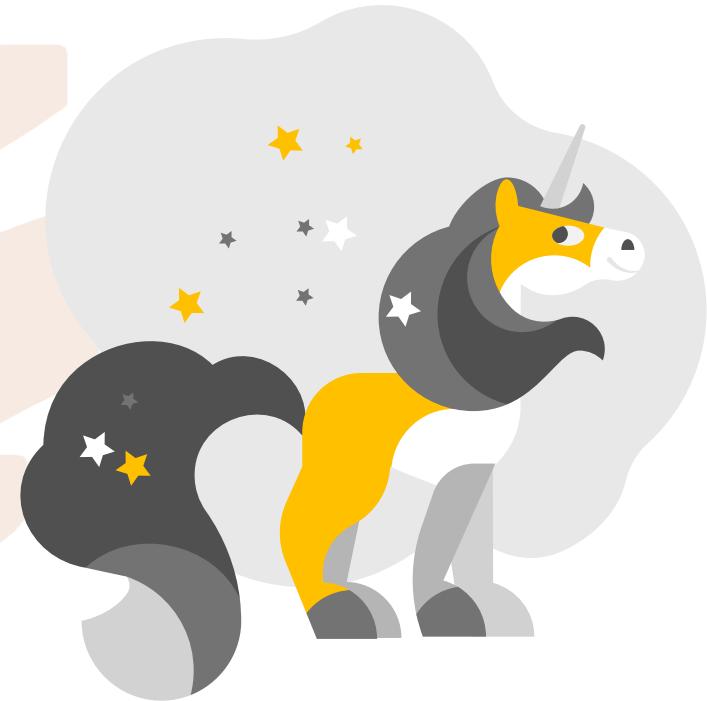
3

Translate the following paragraph into English using the words in the brackets.

在这个充斥着各种干扰的世界里，坚守自己的目标和价值观是一种美德。虽然偶尔的怀疑会给我们的道路蒙上阴影，但相信自己是至关重要的。有时，仅仅是对自己真正潜能的一瞥，就能激发我们的才能，提醒我们要坚持自己的目标。我们可以克服障碍，超越平庸，追求卓越。(occasional, glimpse, virtue, prevail, committed)

In a world where distractions **prevail**, it is a **virtue** to be **committed** to one's goals and values. While **occasional** doubts may cast shadows on our path, it is essential to believe in ourselves. Sometimes, a mere **glimpse** of our true potential can inspire our talents, reminding us of the purpose we are **committed** to. We can overcome obstacles, rise above mediocrity, and strive for excellence.

Schedule



自学单元：Unit 4,5,8

第15周	2025年12月23日 星期二	Unit 4 自学	戴雨轩	王旭东	龚喜	李欣竹
	2025年12月26日 星期五	Unit 5 自学	刘锡岳	马从风	崔邺予	王婧
第16周	2025年12月30日 星期二	Unit 8 自学	金雨航	刘锦廷	刘思源	傅绎丹

每篇课文的讲解：

1. 课文结构及段落大意
2. 重点词汇、短语
3. 核心商务概念

两名同学讲解一个 Text，鼓励上传学习资料（共享课文分析的文档到群里），会有一定加分哦！

END