

0422 | (Part 2) How to make hybrid work a success

Clear protocols also make hybrid meetings go better . Harry ' s , a **shaving** firm that has published its guidelines for hybrid working , expects each **attendee** to *have their own screen* and promises not to keep discussing the matter at hand once remote colleagues have left the meeting (though commenting on who is wearing the same clothes as they did yesterday is **presumably** fine).

明确的规范也让混合式会议更顺畅高效。剃须用品公司 Harry ' s 已经发布了自己的混合式工作指南，要求每位与会者都出现在屏幕上，同时承诺一旦远程与会的同事下线，便不再继续讨论手头的工作（不过或许还是可以对谁穿的衣服和昨天一样评头论足一番）。

Some of this will *be deeply alarming to* managers who worry about **slippery** slopes . First you give people space to focus at home , and soon enough you cannot contact anyone because they have changed their settings on Slack and are **binge** - watching " Bridgerton " .

其中一些变化可能会让那些担心“滑坡效应”的管理者忧心忡忡。一开始，你给员工空间，让他们在家能专心工作，但很快却发现一个人都联系不上了，因为他们更改了在 Slack 平台上的设置，正在刷《布里奇顿》(Bridgerton) 这部剧呢。

There are three answers to such worries . First , expectations are firmly in the gift of managers . Asana ' s no - meetings day does not extend to meetings with customers , for example .

对于这样的担忧，有三个解决办法。首先，关于员工该做什么，管理者有绝对的解释权。例如，Asana 的“不开会日”并不包括与客户的会议。

Second , **burnout** is as much of a risk as **slacking** . New research from Microsoft finds evidence for what it calls a " triple - peak day " . As well as the usual large **crests** in activity in the early morning and after lunch , around 30% of employees at the tech giant also experience a smaller , third **bump** in work in the late evening . That may be a sign of people getting work done when it suits them - or of the workday extending **relentlessly** into every waking hour . Setting expectations , over things like how quickly notifications need to get a response , can help determine which one it is .

其次，发生过度劳累的可能性并不比偷懒怠惰低。微软的一项新研究证实了它所说的“一日三高峰”。除了通常在清晨和午餐后出现的两次较大的工作高峰时间外，这家科技巨头大约30%的员工还会在深夜经历第三个较小的工作高峰。这可能是因为员工选择在自己喜欢的的时间完成工作，也可能是因为工作时间过度延长，只要醒着就在工作。对事情制定要求，比如发出通知后需要多快得到反馈，可以帮助弄清是哪种原因。

Last , good performance is not defined by employees ' locations at specific times of the day but by what they achieve — what Mr Bloom calls " managing outputs , not inputs " . If bosses can **articulate** what *counts as* productive activity , and evaluate it regularly , it matters less whether employees are at headquarters or **stinking** out the spare bedroom . Managers may have concerns about hybrid working , but it is pretty clear what will make it successful .

最后，评价员工的工作表现并不是看他们一天中某个时间在哪里工作，而是看他们工作的完成情况——也就是布鲁姆所说的“管理产出，而非投入”。如果老板能清楚地说明什么算富成效的工作，并定期做评估，那么员工的工作地点——是在总部办公室，还是在被他们自己弄得臭烘烘的备用卧室——就不那么重要了。尽管管理者可能对混合式工作有着这样或那样的担忧，但怎么做能让它卓有成效却是显而易见、清楚不过的。

(注：翻译来源：官网)

Notes

- **shaving** /'ʃeɪvɪŋ/

n. 刨片, 削片

习惯用语:

shaving cream 刮胡膏, 剃须膏

shaving brush 修面刷

Use hair spray after shaving, all right?

修完脸之后喷发胶吗?

He took a shaving mirror from his bag.

他从手提包里拿出一面剃须镜。

- **attendee** /æten'di:/

n. 出席者; 在场者

习惯用语:

attendee list 参加者名单; 出席人清单; 与会者列表;

This conference gave attendees a lot to meditate on.

这次会议使与会者有了许多可思考的问题。

Attendees can have up to four people inside each vehicle.

每辆车内至多容纳四个听众。

- **presumably** /pri'zju:-məbli,pri:-/

adv. 据推测, 大概, 可能

习惯用语:

obviously presumably 真正的

Presumably the bad weather has delayed the flight.

大概恶劣的天气使飞机误点了。

These pigs had acquired lungworm infestations presumably containing masked influenza virus under natural conditions.

这些猪在自然条件下已受到含有隐蔽流感病毒的肺丝虫寄生。

- **slippery** /'slɪp(ə)rɪ/

adj. 滑的; 狡猾的; 不稳定的

习惯用语:

slippery slope 灾难性的急剧下滑

slippery road 滑路

slippery elm 榆树

We found it very slippery under foot.

我们感到地上很滑。

The horse flounced on the slippery iced path.

马在滑溜溜的结了冰的小道上挣扎。

- **binge** /bɪn(d)ʒ/

n. 狂欢, 狂闹; 放纵

vt. 放纵

vi. 狂饮作乐; 大吃大喝

习惯用语:

binge drinking 酗酒; 豪饮

They went on a binge last night.

他们昨夜出去狂饮作乐。

He went on a drunken binge when he heard the bad news.

他听到坏消息就借酒浇愁。

- **burnout** /'bɜ:naut/

n. 烧坏; 燃料烧尽

习惯用语:

job burnout 职业倦怠; 职业枯竭

burnout syndrome 疲劳综合征

burnout rate 燃尽率

Many students have burnout after taking exams.

考试过后许多学生筋疲力尽。

Burnout is common among teachers.

过度劳累在教师中很常见。

- **slack** /slæk/

adj. 松弛的; 清淡的, 不活跃的; 懈怠的, 马虎的

vt. & vi. 懈怠; 偷懒; 减速; 放松

n. (绳索等)松弛部分; 宽松裤

近义辨析:

loose: 常用, 通俗。指人的精神或东西的松弛。

slack: 强调缺乏牢固性或稳固性, 不坚定。

习惯用语:

slack off 偷懒; 懈怠

slack season 淡季

slack wax 疏松石蜡; 粗蜡

slack water 静水; 缓慢流动的水; 憩流

The string around the parcel was slack.

打包裹的绳很松。

Retail business slacks down when employment drops.

就业率低时零售业就不景气。

- **crest** /krest/

n. 鸟冠; 羽冠; (昔日头盔山的)羽饰; (尤指上的)顶, (波浪的)峰; 信封, 信笺上的饰章

习惯用语:

wave crest 波峰

The band is riding the crest of its last tour.

乐队凭着上次巡回演出的成功一炮走红。

Be modest when you are on the crest of the wave.

在最得意的时候要谦虚。

- **bump** /bʌmp/

n. 肿块, 隆起物; 撞击

vi. 碰撞, 撞击; 颠簸而行

vt. 碰, 撞; 颠簸

adv. 突然地, 猛烈地

近义辨析:

bump: 主要指具体东西的有力碰撞, 也可指碰到困难或障碍。

clash: 指有力的或带有金属碰击声的打、敲或相互冲击。

collide: 多指带破坏性的猛烈相撞, 也可指严重的直接冲突。

conflict: 这个词以前可表具体东西的撞击, 现在常指冲突或对立。

习惯用语:

bump into 无意中遇到、碰到

with a bump 意外地, 突然

bump against 撞; 碰

bump up 突然增加; 提升

bump off 干掉]

bump mapping 凹凸贴图; 凹凸处理; 凹凸映射

The cart bumped along the rough road.

马车在不平的道路上颠簸前进。

The driver bumped the kerb while reversing.

司机倒车时撞到了路边石。

- **relentlessly** /ri'lentlisli/

adv. 无情地; 残酷地; 不懈地; 不屈不挠地; 持续不断地

习惯用语：

fight relentlessly 残酷地斗争

demand relentlessly 不懈地要求

The African sun beat relentlessly down on his aching head.

非洲的太阳无情地照射在他那发痛的头上。

Journalists caught a whiff of scandal and pursued the actress relentlessly.

记者抓到了丑闻的一点线索，于是对这个女演员穷追不舍。

- **articulate** /ɑ:ˈtɪkjʊlət/

adj. 表达能力强的；口齿清楚的，发音清晰的

vt. & vi. 清楚地表达

习惯用语：

Mary is the most articulate of the sisters.

玛丽是姐妹中最会说话的。

The backbone is an articulate structure.

脊椎骨是一种关节相连的结构。

- **stinking** /ˈstɪŋkɪŋ/

adj. 臭的,烂醉的,讨厌的

习惯用语：

stinking rich 非常有钱; 富得发臭; 臭钱

stinking rose 臭玫瑰

I want to get stinking drunk and forget.

我想大醉一场以忘记一切。

He doesn't need to work for a living—he's stinking rich.

他不用为了生活而工作——他有的是钱。