

0423 | (Part 1) How to make hybrid work a success

如何让混合式工作卓有成效

Clarity of expectations is the key

要求明确是关键



WHITE-COLLAR WORKERS tend to like **hybrid** working. Research by Nicholas Bloom of Stanford University suggests that, on average, employees reckon the **blend** of in-person and remote work is a **perk** equivalent to an 8% pay increase. The biggest attraction of days spent working from home is the absence of a commute. Other benefits include not having to get ready for the office: the proportion of people wearing a fresh set of clothes drops by 20 percentage points when they are not commuting.

白领往往喜欢混合办公模式。斯坦福大学的尼古拉斯·布鲁姆（Nicholas Bloom）的研究表明，平均而言，员工认为现场和远程办公相结合是一种相当于加薪8%的福利。居家办公最大的吸引力是无需通勤。其他好处还包括不必为去办公室做准备：不用通勤时，每天都换装的人的比例下降了20个百分点。

Executives have been keener to get people back into the office full-time, so that employees can bond with peers, absorb the corporate culture and appreciate the awesome power of laundry. But even **sceptics** have accepted that hybrid working will be part of the post-pandemic future: in his annual letter to **shareholders** early this month, Jamie Dimon, the boss of JPMorgan Chase, said he thought that about 40% of the bank's staff would be hybrid. The job now is to make sure that **hybridisation** works as well as it can for both employees and employers. That depends on one ingredient above all: **clarity**. *Things function best when everyone knows what is expected.*

领导们则一直更想让员工每天都回到办公室工作，好让他们能增进彼此间的关系，汲取企业文化，并体验穿戴整洁带来的神奇力量。但即使是原本持怀疑态度的人也开始认识到混合式工作将成为后疫情未来的一部分。本月初，摩根大通老板杰米·戴蒙（Jamie Dimon）在年度致股东信中表示，他认为自己公司大约40%的员工将采用混合式工作。现在的任务是确保混合式工作对雇佣双方都能

起到最佳效果。这关键取决于一个因素：明确。当每个人都知道给自己的任务和要求是什么的时候，效果才最好。

Start with the shape of the hybrid week . One of the great theoretical attractions of hybrid working to employees is that they get to choose what days they come in . But the point of in - person working is to spend time collaborating and bonding with their colleagues : that is much more likely to happen if companies are clear about who they want in the office on which days of the week .

先从混合式工作周的架构说起。理论上讲，混合式工作对员工的一大吸引力是他们可以自行选择在每周的哪几天去办公室。而现场工作的意义在于能和同事协作并增进关系。如果公司明确在一周的哪几天安排谁来办公室，实现这种好处的可能性就会大增。

Clarity also maximises the benefits of work - from - home days . If office time is best spent in a **whirlwind** of collaborative brainstorming and socialising , home days are logically the time when solo and focused work should get done . That requires bosses to do what comes unnaturally to them , by resisting the temptation to interrupt at will .

明确性还能充分实现居家办公的好处。如果说办公室上班最适合进行旋风式的团队头脑风暴和社交活动，那居家工作显然最适合用来做那些可独立完成或者需要集中注意力的工作。这就要求老板们勉为其难地克制一下自己，不要随意打扰员工。

It is easier to do that if expectations are clear . Anne Raimondi of Asana , a work - management platform , says the firm expects people to come in on Mondays , Tuesdays and Thursdays , and has a “ no meetings ” day on Wednesday . If a manager wants to have a meeting that day , they have to “ **recontract** ” with their team and explain why it is needed .

如果预期非常明确，做到这一点就没那么难。工作管理平台 Asana 的安妮·雷蒙迪（ Anne Raimondi ）表示，Asana 希望员工周一、周二和周四去办公室，并且周三“不开会”。如果哪个主管想在周三开会，就必须与自己的团队“重新协定”，并解释这么做的必要性。

By the same **token** , being explicit when a reply is needed on an email saves everyone **scurrying** around in a desperate **bid** to answer the boss first . Defining what kinds of work can be done asynchronously and what requires everyone to get together is a recipe for fewer , better meetings . Encouraging a set of do - not - disturb **protocols** makes it less likely that employees will be bothered unnecessarily .

同理，如果是电子邮件，那就明确需要的回复时间，这样就不用每个人都急着抢先回复老板的邮件了。明确哪些工作可以非同步完成，哪些需要所有人集结参与，可以有效减少会议次数、提高会议质量。鼓励制定一套“勿扰”规范，就可能减少对员工不必要的打扰。

（注：翻译来源：官网）

Notes

- **hybrid** /'haɪbrɪd/

n. 混合物; 杂种, 混血儿

adj. 杂种的; 混合的

习惯用语:

hybrid rice 杂交稻; 杂种稻

hybrid system 混合系统

The male and female pronucleus fused finally. Most hybrids could develop normally.

成熟的雌雄原核形成后完成融合过程, 形成合子核, 受精过程结束。

"Cablegram" is a hybrid; half the word is Latin and half is Greek.

"海底电报"一词是混合"语", 半为拉丁语, 半为希腊语。

- **blend** /blend/

vt. & vi. (使)混合, (使)混杂

n. 混合物

近义辨析:

mix: 含义广泛, 侧重混合的一致性, 混合的各成分可能按原样存在, 但不一定能辨别出来。

mingle: 暗示混合后的各成分仍保持各自的特性, 能辨别出来。

blend: 一般可与mix和mingle换用。混合与其各成分的性质通常是一致的, 侧重混合整体的统一性与和谐性。

combine: 通常用于化学反应中, 指化合物等。

merge: 指一种成分被另一种成分吸收或融合, 着重成分的个性消失在整体之中。

习惯用语:

blend in 混合, 加入; 调和

blend with 与...混和

blend into 融入...; 与...融合

wool blend 羊毛混纺

When they sing, their voices blend nicely.

他们唱歌的时候, 他们的声音配合得很好。

These buildings blend in well with the trees.

这些楼房与树木很协调。

- **perk** /pɜ:k/

vi. 昂首; 振作

vt. 打扮; 竖起; 使振作

n. 小费; 额外收入

习惯用语:

perking switch 快动开关; 速断开关

perk up 昂首翘尾; 活跃起来; 振作精神

perk headlines 利益式标题

regular perks 常规技能

A shower would soon perk you up.

冲个淋浴你很快就会打起精神的。

The weather seems to be perking up.

天气似乎要变好。

- **sceptic** /'skeptik/

n. 持怀疑态度的人; 怀疑论者

习惯用语:

the Sceptics 疑论学派; 怀疑主义; 怀疑学派;

The government must still convince the sceptic that its policy will work.

政府仍须使持怀疑态度的人相信其政策可行。

The empirical sceptic appropriately responds: how do you know?

你是如何知道的?

- **shareholder** /'ʃeəhəʊldə/

n. 股东

习惯用语:

shareholder value 股东价值; 股东利益

majority shareholder 大股东; 多数股东

minority shareholder 小股东; 少数股东

substantial shareholder 大股东; 主要股东

Debenture holder has priority over ordinary shareholder.

债券持有人比普通股东享有优先权。

In 1998, some cadreman are admitted as shareholder.

1998年, 公司将部分骨干吸收为股东。

- **hybridisation** /,haɪbrɪdaɪ'zeɪʃən/

n. 〈主英〉杂交, 杂种植, 配种

习惯用语:

molecular hybridisation 分子杂交

hybridisation frequency 杂交频率

cultural hybridisation 文化杂交

"There was a view that hybridisation was bad, and 'pure' species were good," says James Mallet of University College London.

英国伦敦大学学院的詹姆斯·马拉特说, “有一种看法认为杂交是不良的, 而纯种才是“优良的。”

- **clarity** /'klærɪti/

n. 清楚, 明晰; 透明

近义词:

[n.] comprehensibility

习惯用语:

image clarity 影像清晰度

clarity grade 净度等级; 透明度;

water clarity 水透明度

His writing has great clarity of style.

他的写作风格清晰易懂。

Mozart's music is characterized by its naivety and clarity.

莫扎特的音乐特色是纯朴兴清澈。

• **whirlwind** /'wɜ:lwind/

n. 旋风

近义词:

[n.] windstorm

习惯用语:

whirlwind romance 闪电式恋爱

ride the whirlwind 叱咤风云

whirlwind attack 旋风斩; 旋风一击

The school was seriously damaged by a whirlwind.

学校因旋风袭击而遭到严重破坏。

It was nothing but a placeman's rant, but it unleashed the whirlwind.

这篇文章就只像一个警察的警告, 但它却掀起了更大的狂风暴雨。

• **contract** /'kɒntrækt/

vi. 感染; 订约; 收缩

vt. 感染; 订约; 使缩短

n. 合同; 婚约

近义辨析:

agreement: 普通用词, 含义最确定, 泛指个人、团体或国家之间取得一致而达成的任何协议、协定或合同、契约等, 可以是口头的, 也可以是书面的。

contract: 侧重指双方或多方订立的具有法律效力的正式的书面合同或契约。

treaty: 指国家之间经外交谈判后依照国际法签订的正式条约。

convention: 比treaty更专门化, 但不及treaty正式。也可指国家之间就有关事情签订的条约。

bargain: 通常指商业交往中的购销合同。

understanding: 指不具约束力的非正式的协议。

accord: 多指国际间的非正式协议。

习惯用语:

contract with 承包; 与...订有合约

contract in [法]保证承担义务

labor contract n. 劳工合同

contract management 合同管理

breach of contract 违约; 违反合同

He was technically in breach of contract.

严格按照法律条文来讲,他是违约了。

He beguiled me into signing this contract.

他诱骗我签订了这项合同。

- **token** /'təʊk(ə)n/

n. 代币; 象征

习惯用语:

by the same token 同样地; 出于同样原因

as a token of 作为...的标志

token ring 令牌环 (一个环状的区域网路)

in token of 表示; 作为...的标志

We offer this small token by way of appreciation.

我们赠送这小小的礼物以表谢意。

We shook hands as a token of our friendship.

我们握手, 以表示我们的友谊。

- **scurry** /'skʌrɪ/

n. 急跑; 短距离赛跑 (或赛马)

vi. 急赶; 急跑

vt. 急赶

习惯用语:

scurry away 匆匆跑开

hurry scurry 手忙脚乱地干

scurry off 窜逃

We could hear the mice scurrying about in the walls.

我们能听见老鼠在墙里乱跑。

I heard a scurry of footsteps.

我听到急促的脚步声。

- **bid** /bɪd/

vt. 投标; 出价; 吩咐; 表示

vi. 投标; 吩咐

n. 出价; 叫牌; 努力争取

习惯用语:

bid for 投标; 出价; 许诺获支持

in a bid to 为了...

bid on 投标; 出价; 承包...的投标

successful bid 中标

bid up 抬价

I bade him a fond farewell.

我依依不舍地同他告别。

The company have abandoned their takeover bid.

这家公司已经放弃了收购建议。

- **asynchronous** /ei'sɪŋkrənəs/

adj. 异步的

习惯用语:

asynchronous motor 异步电动机, 异步马达; 感应电动机

Realizes the networked measure or control and asynchronous emulator.

实现了网络化的测控与异步仿真。

- **recipe** /'resɪpi/

n. 烹饪法; 食谱; 方法; 秘诀; 诀窍

习惯用语:

secret recipe 秘方; 秘密配方

recipe for disaster 造成灾难的因素

formulating of recipe 配方设计

recipe book 配方书; 食谱书

The recipe uses a jarful of jam.

这种烹调法要用一瓶果酱。

I've got a good recipe for fudge.

我有一套做奶油软糖的好方法。

- **protocol** /'prəʊtəkɒl/

n. 礼仪; 外交礼仪; (外交条约的)草案, 草约; (尤指)议定的条款, 议定书

习惯用语:

communication protocol [计]通信协议

kyoto protocol 京都议定书

internet protocol 互联网协议

Graduation exercises had to be consistent with academic protocol.

毕业典礼必须符合学院礼仪。

- 长难句分析:

Defining what kinds of work can be done **asynchronously** and what requires everyone to get together is a **recipe** for fewer, better meetings.

本句中 Defining what kinds of work can be done **asynchronously** and what requires everyone to get together 是动名词作主语, asynchronously译为“非同步地”, recipe 译为“方法”。

翻译: 明确哪些工作可以非同步完成, 哪些需要所有人集结参与, 可以有效减少会议次数、提高会议质量。

