

新英文杂志

每周
精选

Week31

20220730

C 目录 Contents

周一	Why Facebook, Instagram Look Like TikTok	1
周二	Editorial: For crisis response, press 988	4
周三	Why Online Shopping Makes You So Happy	8
周四	The era of big-tech exceptionalism may be over	11
周五	Bartleby : Why it's OK not to be perfect at work	14
周六	How to Be Happy in a Recession.....	17
周日	Evidence for behavioural interventions looks shaky	21



新英文杂志公众号



Technology

July 27, 2022 | 539 words >

Why Facebook, Instagram Look Like TikTok

The social network is **overhauling** itself to chase a faster-growing competitor, again.
v. 全面改革（制度或方法）



美国互联网科技公司，旗下有
facebook、ins等社交软件

扎克伯格，facebook创始人
Meta董事长

Meta Platforms Inc. Chief Executive Officer Mark Zuckerberg made an announcement on July 21 that was confusing and somewhat misleading. In a Facebook post, he said he was breaking the social network's **feed** into two sections. Because users care so much about content from their friends and families, Zuckerberg said, those posts would get their own **tab**. But when users open the app, they won't see that tab but the one featuring Facebook's **"discovery engine,"** which features content chosen by Meta's algorithms.

本句结构：It didn't take ... to see ..., 真正主语：to see what Facebook was doing

It didn't take much **reading between the lines** to see what Facebook was doing: copying
字里行间；言外之意；找出段落之中的隐含之意

TikTok, the video-sharing app that it increasingly sees as its main competitor. The friends-and-family stuff that Facebook has built its empire on is going to become less accessible as Meta experiments with showing users content from people they aren't following. In theory, doing this could allow Facebook to **refine** its own version of TikTok's famously effective algorithms for choosing content, helping it retain users. Meta's Instagram is also redesigning its app so videos take over the full screen, like they do on TikTok.



Kylie Jenner has been critical of Instagram's latest changes.

Copycatting is a familiar Meta strategy; the company's been launching **Snapchat**-inspired **features** for almost a decade. In 2016, Instagram finally developed a **hit** with **Stories**, the posts that last only 24 hours. The app has continued to **mimic** Snapchat, adding **augmented-reality** face **animations** for selfies, messages that can disappear, and a searchable map. Meta has also copied TikTok, as with Instagram's short-form video product, **Reels**, introduced in 2020.

Zuckerberg **downplayed** the significance of the recent change with users, but altering the Facebook and Instagram algorithms—with the goal of achieving what another company is better at—is its biggest shift yet.

The change will affect the entire ecosystem of businesses, content creators, and regular people who use these platforms. The value of an Instagram influencer's large follower list goes down if those people aren't as likely to see their content. **Same goes for** a Facebook business page. Those who depend on the networks to be seen might have to start making Reels.

Meta isn't doing this to hurt creators, the people who make online content. It needs them. The changes to Instagram and Facebook may **undercut** the advantages of **established** influencers, but they could also **be appealing to** new creators who are having success on TikTok. On July 25, Meta also announced a way for video makers to **split** advertising profits on content that uses songs the company has **license**d. And Meta has been encouraging people to make Reels by splitting a **pool** of bonus money with those who get the most views.

Some influencers aren't pleased with the algorithm updates. The **reality** stars and entrepreneurs Kylie Jenner and Kim Kardashian recently reshared a post begging Instagram to "stop trying to be TikTok." Jenner is the most followed woman, with 360 million followers; Kardashian has 326 million. "I just want to see cute photos of my friends," the post says. "PLEASEEEEEEE," Jenner commented.

Zuckerberg is betting that posts from friends and family aren't actually what users want to see, no matter how much they care about them. **If it were**, they **could have stayed on** Instagram or Facebook instead of migrating to TikTok **in the first place**.

Los Angeles Times

扫码听音频



新英文课堂



Opinion

JULY 15, 2022 | 741 words >

For crisis response, press 988 — and pass a bill to keep it funded

Pre A landmark unarmed crisis response alternative to 911 is about to go online across the U.S. without guarantees of funding to keep it going.

一项类似911的非武装紧急援助机制即将在美国各地上线，该项目具有里程碑意义，但缺乏资金支持



迪迪赫希心理健康服务中心

Carolyn Levitan is director of the **Didi Hirsch Mental Health Services** crisis **line** in Los Angeles. The organization is **designate**d to handle calls to the new 988 crisis response number that **goes live** on July 16, 2022.

n. 电话线（路）

v. (为某项工作或目的)任命、指派、选定

启动、上线

1 In the future, there will be a number to call for help, much like 911, yet different. It will be like a suicide crisis line, but better. On the other end of the line will be trained and experienced **counselors** **adept** at assisting people **in the midst of** mental health crises. They will be able to **field** questions and offer resources to families and friends concerned for the

n. 顾问，参事 a. 内行的，熟练的

在...当中，正当...的时候

v. 处理，应付（问题、电话）

well-being of their loved ones. Their **real-time**, over-the-phone emergency counseling skills will be enhanced by a kind of superpower: They will be able to dispatch mental health **clinicians**, instead of police officers with guns or **paramedics** with **trauma** equipment.

n. 临床医师

n. (非医生或者护士的) 护理人员, 医务辅助人员 n. 外伤

2 And those **on-the-ground** experts will have an appropriate place to **take** people in crisis. Not jail, not the hospital, but centers **geared expressly for** meeting the needs of people experiencing an emotional, psychological or **substance-use breakdown**.

现场的, 实地的

ad. 专程, 特意 v. 接纳、接待 (顾客、患者等)

gear for: 使做好准备

n. 精神崩溃
物质使用不当, 这里的物质一般指精神作用性药物

3 The number will be short and as easy to remember. It will work anywhere in the United States. It will be linked with 911 and the current national suicide prevention hotline, so that operators **picking up** any of those lines will be able to **seamlessly** transfer callers to the right responders depending on need.

接电话

a. 流畅的, 浑然一体的

4 This new number is an **integral** part of the future imagined by activists for better mental health care, fewer unnecessary police shootings and an alternative response system that recognizes the difference between crime-fighting and **behavioral health** care.

a. (构成整体所) 必需的, 必不可少的

行为医学

The number is 988. And the future begins Saturday when the nationwide system goes live.

5 There's been little **fanfare**, and that may be a good thing at this early stage. Under federal legislation adopted in 2020, **implementation** is left to the states, which must come up with funding to keep the phone response operating and to ensure there are people to answer the calls and respond in person. Few states have identified enough funding to keep the system **afloat beyond** the first few years.

n. (与某一事件有关的) 喧闹, 广告, 热议

n. 贯彻, 执行

prep. (发生)在...之后, (延续)到...之后

a. 有偿债能力, 能维持下去 keep
(sth./sb.) afloat/stay afloat

That includes California. Federal pandemic-era **largesse** will be enough to launch the system here but not enough to keep it going past Year 3.

n. 慷慨解囊, 施舍

6 A **modest** fee on phone service, similar to the funding model for 911, would be sufficient.

a. 不太大的, 不很贵的

Assemblymember Rebecca Bauer-Kahan, a Democrat from Orinda, **introduced** the appropriately named **AB 988** last year to **(among other things)** authorize a **surcharge**.

n. 议员

除了其他东西/地方/因素等

v. 提交 (新法案以供讨论)

988法案, AB时Assembly Bill的缩写法案全称: the Miles Hall Lifeline and Suicide Prevention Act

n. 附加费, 额外费用

beginning at 8 cents a line per month.

v. (begin at) 最低价格为，起步价为

It would be a wise investment. Mental health incidents too often are treated as crimes and turn what ought to be emergency help into deadly **encounters**.

n. (意外、突然或暴力的) 相遇，冲突

7 It's noteworthy that Bauer-Kahan's bill is also called the Miles Hall Lifeline Act. Miles Hall was a 23-year-old man with a history of mental health challenges, living with his family in Walnut Creek. On June 2, 2019, as he was experiencing a mental health crisis, a family member called police for help. Officers responded, encountered Hall on the street near his home and shot him to death.

8 An estimated 25% of victims of police killings are dealing with **psychiatric** problems or are otherwise mentally **atypical**, behaving in ways understandable to professionals familiar with mental illness, **autism**, intellectual disability and other **conditions** but not to law enforcement officers trained (and armed) **principally** to fight crime. In that sense the horrific Hall shooting was common.

a. 精神病学的，精神病治疗的

a. 非典型的，不同寻常的

n. 孤独症，自闭症

n. 长期疾病

ad. 主要地

9 988 is not merely a new number for an old suicide hotline, but is instead — or will be if handled properly — the kind of response system that mental health professionals, activists and even police say they want. Like the **CAHOOTS** program in Eugene, Ore., that became the subject of nationwide discussion as an alternative to policing **in the wake of** the **George Floyd murder** in Minneapolis, local and state programs linked to 988 can **direct** appropriate, non-police response where it's needed.

Crisis Assistance Helping Out On The Streets

美国警察暴力执法

导致弗洛伊德死亡

(尤指不好的事) 紧随某事而来；作为某事的后果

v. 负责，管理，指导

10 Los Angeles County is **ahead of the curve** in the sense that its 988 call center will be run by Didi Hirsch Mental Health Services, which has been providing crisis counseling since 1942. The organization already provides suicide lifeline services for L.A. County callers to the existing (but **cumbersome**) number, (800) 273-8255.

领先

a. (话语或措词) 冗长的，复杂的

11 The county, led by **Supervisor** Janice Hahn — a **champion** of alternative crisis response — supports the bill. Other California counties don't yet. That's shortsighted. 988 could be the

n. (美国某些地方政府中的) 监督人

n. 斗士，提倡者，捍卫者

biggest and most positive change to the way government responds to emergencies since the first 911 call in 1968. The first step takes place this weekend, when the service goes live. In California, the second step should be to **pass** AB 988 **into law**. ■

pass into law : 通过 (使成为法律)



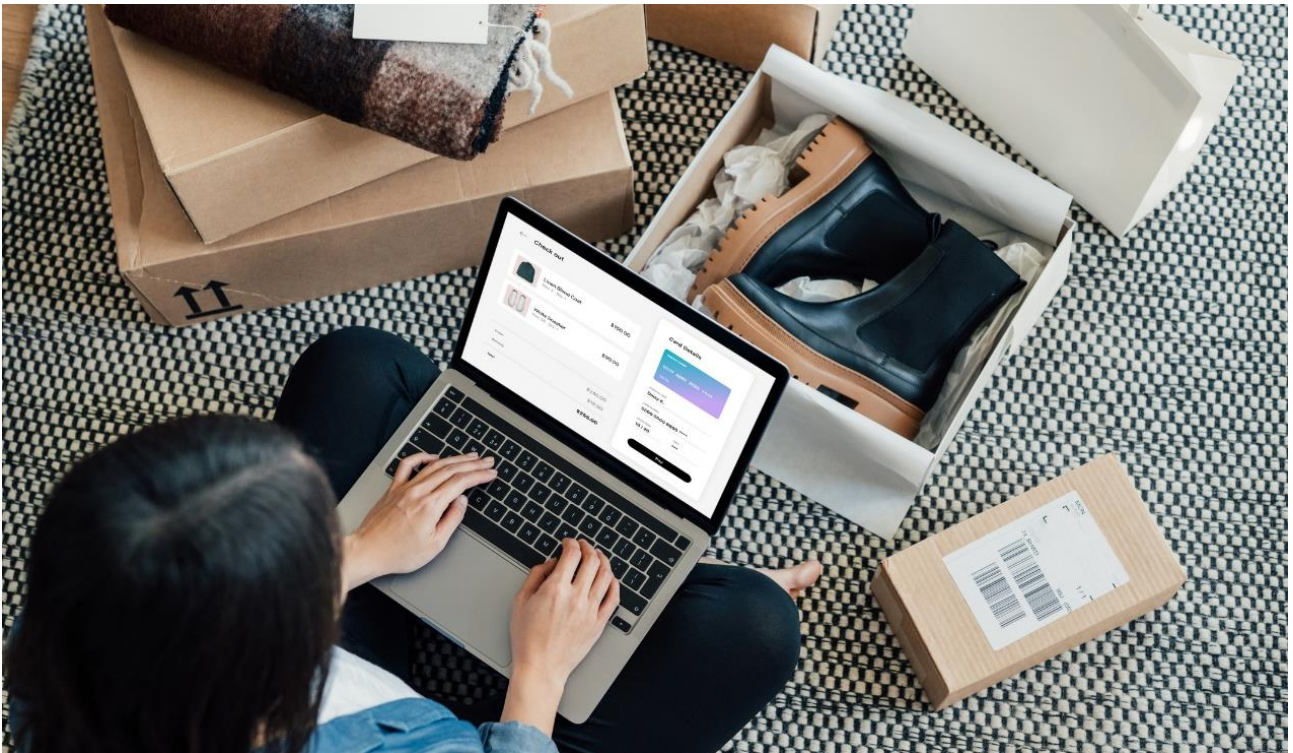
Health

JULY 26, 2022 | 759 words >

Why Online Shopping Makes You So Happy

Online shopping is more than a hobby for those who get a thrill out of **traversing** the biggest mall in the world: the internet. It's also a sport.

v. 横过；横越；穿过；横渡



¹ Online shopping transformed from novelty to **normality** years ago: Amazon launched nearly three decades ago, in 1995, as an online bookseller, and now reports that customers buy around 7,400 products per minute from its U.S. sellers. But the pandemic shifted consumer habits in a way that favored buying even basic necessities like toilet paper online. According to the Annual Retail Trade Survey, e-commerce sales increased by \$244 billion—or 43%—in 2020, **jumping** from \$571 billion in 2019 to \$815 billion in 2020.

v. 突升；猛涨；激增

² That **surge** was at least partially driven by a desire to avoid indoor **venues**. But experts say

n. 浪涛般汹涌奔腾

n. 聚会地点

购物疗法

it could also **have to do with** self-**soothing** behaviors. Research has long suggested that **retail therapy** can actually be **therapeutic**. A study published in the *Journal of Consumer Psychology* in 2014, for example, indicates that making purchases helps people feel instantly happier—and also fights **lingering** sadness. One reason, the study authors speculate, is that making purchase decisions **confer**s a sense of personal control and autonomy.

关于；与...有关系

a. 使人宽心的，抚慰的

a. 有助于放松精神的

a. 拖延的，逗留不去的

v. 授予（头衔，学位，利益，权利）

- 3 Another study, published in *Psychology & Marketing* in 2011, found that going shopping leads to “lasting positive impacts on mood,” and is not associated with feelings of regret or guilt about **spontaneous** purchases.

a. 自发的，自然而生的，一时冲动的

Shopping is, in many ways, motivated by emotion, says Jorge Barraza, **program** director and assistant professor in the online **master of science** in applied psychology program at the University of Southern California. “When we’re sad, when we’re stressed, we’re more likely to engage in this kind of behavior,” he says. In some cases, he notes, the **spark** of joy a fancy new dress or **gadget** triggers might not last, especially if the buyer knows they’re **mismanaging** their money. “That boost in mood might be **transitory**, if you’re spending more than you can afford, but at least temporarily it does appear to restore a sense of control, and reduce any **residual** sadness that people might be experiencing.”

n. 课程

理学硕士

n. (指品质或感情)一星，丝毫，一丁点儿

n. 小器具，小装置

v. 管理不当

a. 暂时的，片刻的

a. 剩余的，残留的

4 Why online shopping makes people so happy

In many ways, online shopping **catapults** the pleasure of **in-person** shopping to a different, almost overwhelming **stratosphere**. “It’s psychologically so powerful,” says Joshua Klapow, a psychologist and **adjunct associate professor** of public health at the University of Alabama at Birmingham. (He’s also the new owner of three **inflatable** pool floats, a **collapsible whisk**, two jars of **almond** butter, and 50 pounds of **bird seed**, all of which he ordered online.)

v. (被)猛掷，猛扔

亲自

n. 极高档；极高层

a. (大学教师职位)临时的，副的 (美国大学的)副教授

n. 打蛋器，搅拌器

a. 需充气的

n. (学游泳用的)浮板

a. 可折叠的

n. 杏仁

n. 鸟食籽

Compared to shopping in person, “it’s a much more gratifying experience overall, because there’s less friction, less barriers, less **behavioral cost**, more **specificity**, and more choice,” he says. **Plus**, “the shopping is totally **tailored** to us. We can shop quickly or slowly.”

行为成本

n. 明确性；具体性；独特性

conj. 而且

v. 专门制作；订做

- 5 Part of the reason why online shopping is so appealing is convenience. When we go

shopping in-person, Klapow points out, we have to walk or drive or figure out some other way of getting there, and then we have to **stride** through **aisle** after aisle to locate what we're looking for. Even at stores that offer contactless pay, there's some effort required to make a transaction: **swiping** a credit card or Apple Pay on your phone, for example. Then, a shopper needs to travel back home. "For a lot of people, these incredibly minor inconveniences just start **picking away at** the overall perceived value of the purchase," he says.

v. 大步走；阔步行走 n. 走道，过道

v. 刷（磁卡）

一点点去掉

- 6 In addition to being easier, online shopping **delivers** the satisfaction of accuracy. If Klapow heads to a **big-box** store, he might not find the shirt he's looking for in the right size or color. If he's shopping online, he's more likely to **snag** exactly what he wants with far less **hassle**.

v. 履行诺言；不负所望

a. 大卖场的

v. 抓住，抢先获得

n. 困难；麻烦

- 7 Doing so is a form of immediate gratification, which we're all **wired** to **crave**, says Joseph Kable, a cognitive neuroscience researcher at the University of Pennsylvania. "This is a tendency that's universal among people and is shared across much of the animal world," he says. "People and other animals tend to **discount** outcomes in the future, relative to outcomes that are immediate. This means we prefer to have good things as soon as possible, and to postpone bad things as far as possible in the future."

a. 基因决定的，天生的 v. 渴望，热望

v. 认为...不重要；低估

- 8 Interestingly, online shopping is also associated with another, more delayed type of gratification: anticipation for the order's arrival. Awaiting something exciting is "like Christmas every day," Klapow says, **likening** the ability **to** track a package to monitoring Santa's **whereabouts** on Christmas Eve. ■

liken sth./sb. to sth./sb. : 把...比作...

n. (人或物)所在的地方；下落；行踪



Leaders

Jul 27th 2022 | 775 words >

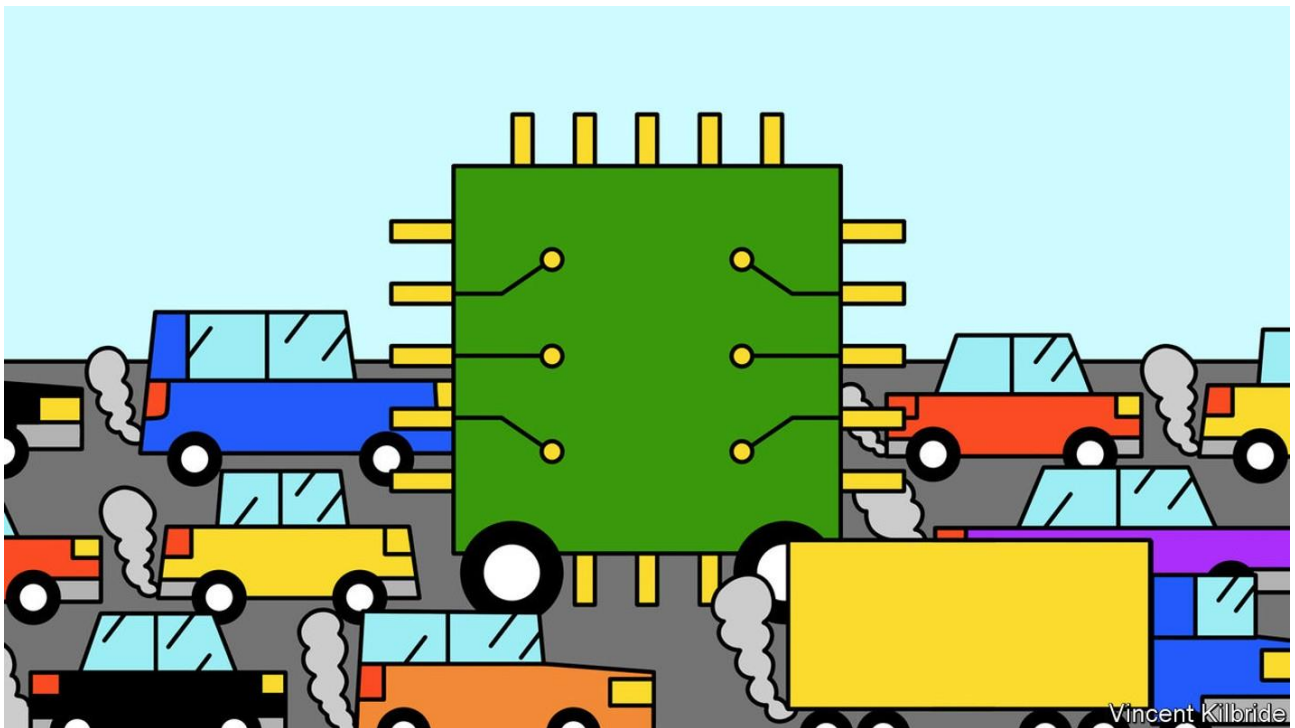
Digital business

Cloudburst

n. 骤雨，（一阵的）暴雨

The era of big-tech exceptionalism may be over

n. 例外论，例外主义，特殊主义



Vincent Kilbride

- 1 In the digital world, the **laws** of physics can be suspended on a programmer's **whim**. Equally, that world's corporate **architects** have seemed able to defy **economic gravity**. Since 2005 the digital share of American GDP has risen by a third, to 10%. America's tech **oligopoly**—Meta, **Alphabet**, Amazon, Microsoft and Apple (MAAMA, **if you will**)—has **outpaced** even that **breakneck** growth. Collectively, MAAMA's revenues and profits have swelled by nearly 20% a year on average over the past decade, while America **eked out nominal** annual **GDP** growth of less than 4%. Covid-19 may have **cramped** physical lives, but it enriched digital ones—thereby also enriching **big tech** **as never before**.
- n. 规律；法则；原理 n. 突发的念头，一时的兴致
n. 某事物的创造者 经济学中的引力概念
谷歌重组后的伞形公司 n. 寡头垄断
如果你愿意那样说的话 v. (在速度上)超过，比...快
a. 极快的，非常危险的 努力获得，尽力获得 a. 票面上的，名义的
v. 限制，束缚（某人的发展）
“大型科技企业”简称 前所未有，史无前例

纳斯达克，又称纳指，美国科技指数

- 2 This year gravity has **asserted itself** once more. The **tech-heavy NASDAQ index** is down by a quarter since January, **half as much again** as America's broader stockmarket. Profitless not-so-big tech has been **dragged down** by **anaemic** revenue growth and high interest rates, which make the **far-off** earnings of firms like **Snap** look less valuable today. More surprising, despite generating piles of cash **in the here and now**, the giants are also feeling the **tug** of reality. On July 26th Alphabet reported its slowest quarterly sales growth since the **bleak** early months of the pandemic. Its share price **rallied**, though not enough to **offset** recent falls and only because expectations were even worse. A day later Meta said its sales fell **year on year**, for the first time ever.
- (观念、信念)产生影响
half as much/big etc: 多/大等一半
a. 没有活力的
a. 长远的，久远的
Snap Inc
此时此地，当下
n. 拉力
a. 没有希望的，令人沮丧的
v. 复原，恢复，重新振作
v. 补偿、抵消
year on year: 与去年同期相比，与上一年同比
- 3 America's technology **titans** are suddenly having to **contend with forces** that have long **plagued** old-economy CEOs: **gummed-up** supply chains, **protectionism**, worker shortages and competition. For MAAMA, these constraints are something of a novelty. Its bosses had better get used to them.
- n. (对事情发展)有影响力的事物
n. 巨人，巨头
contend with sth. 必须处理，不得不应付(困难、窘境)
v. 不断困扰，折磨，使苦恼
使(机器)卡住，使出故障
贸易保护主义
- 4 One limit is geography, often forgotten in a world of **seamless** global supply chains and largely borderless cyberspace. **In so far as** the tech giants **peddle** physical **bits and bobs** rather than digital bytes, they are **sharing in** the pain of supply disruptions. In April, Apple (which like Amazon **was due to** report its results after we **went to press**) warned that its revenues would be \$4bn-8bn lower than expected in the second quarter, chiefly because of supply-chain **snags** in China, where factories are locked down with **unnerving** severity every time a case of covid **turns up**. **Ingenious inventory-management** software has not **spared** Amazon—which, like conventional retailers such as Walmart, misjudged what shoppers wanted and when—from extra costs.
- a. 流畅的，浑然一体的
到...的程度
v. 挨户销售
零零碎碎的东西
share in sth.: 有同样的感情(或想法、经历)
be due to do sth.: 预定的，预期发生的
付印，开印
n. (意料之外的)小问题、小障碍
库存管理
a. 使人不安的，使人不舒服的
出现
a. (计划、主意或物体)精妙的，巧妙的
spare sb. from sth.: 省得，免去
- 5 Barriers are being put up on the internet, too, as places from the European Union to India become more protective of their citizens' data and of their own digital darlings. That is a worry for Alphabet, Meta and Microsoft, which, outside firewalled China at least, face few barriers to selling their digital services.

- 6 Another limit has to do with talent. Tech firms are not used to scrabbling around for the best programmers. However, having dislodged banks and consultancies as graduates' dream employers, big tech is finding it hard to recruit. One reason is the sheer size of MAAMA's collective workforce, which has grown nearly seven-fold in the past ten years, to 2.2m. The bigger the payroll the harder it is to replenish, let alone expand. Big tech also faces stiffer competition from other industries, all of which these days manifest a degree of techiness minus the controversies that have sullied big tech's reputation.
- 7 The last limit is MAAMA's markets. As businesses such as e-commerce revert to pre-covid growth rates, the pandemic looks less like the start of an era of endless digitisation, and more like a one-off step-change. As they become commonplace, tech offerings are behaving like other staples. As Alphabet and Meta show, digital ads, once thought immune to the business cycle, may be turning as procyclical as the offline sort.
- 8 Be it online ads or shopping, the cloud or smartphones, tech markets are more mature—and mature markets grow more slowly, especially when regulators are no longer ignoring them. In many areas incumbents' fat margins are being competed down. Amazon, for example, is investing heavily in its advertising business, Alphabet's forte; Alphabet, meanwhile, is spending billions to get a foothold in the cloud, which is Amazon's.
- 9 **MAAMA mia, can you grow again?**

The giants of tech may yet rediscover their reality-distorting magic. Amazon's \$3.9bn purchase this month of One Medical, an American health-care provider, is only the latest MAAMA effort to conquer one of the last remaining under-digitised markets big enough to move the needle for a trillion-dollar firm. They may once again conjure up an all-new market, as Apple did with the iPhone's app economy and hopes to repeat with augmented reality. Until that happens, though, the era of big-tech exceptionalism is probably over. ■



Business

Jul 28th 2022 | 730 words >

Bartleby

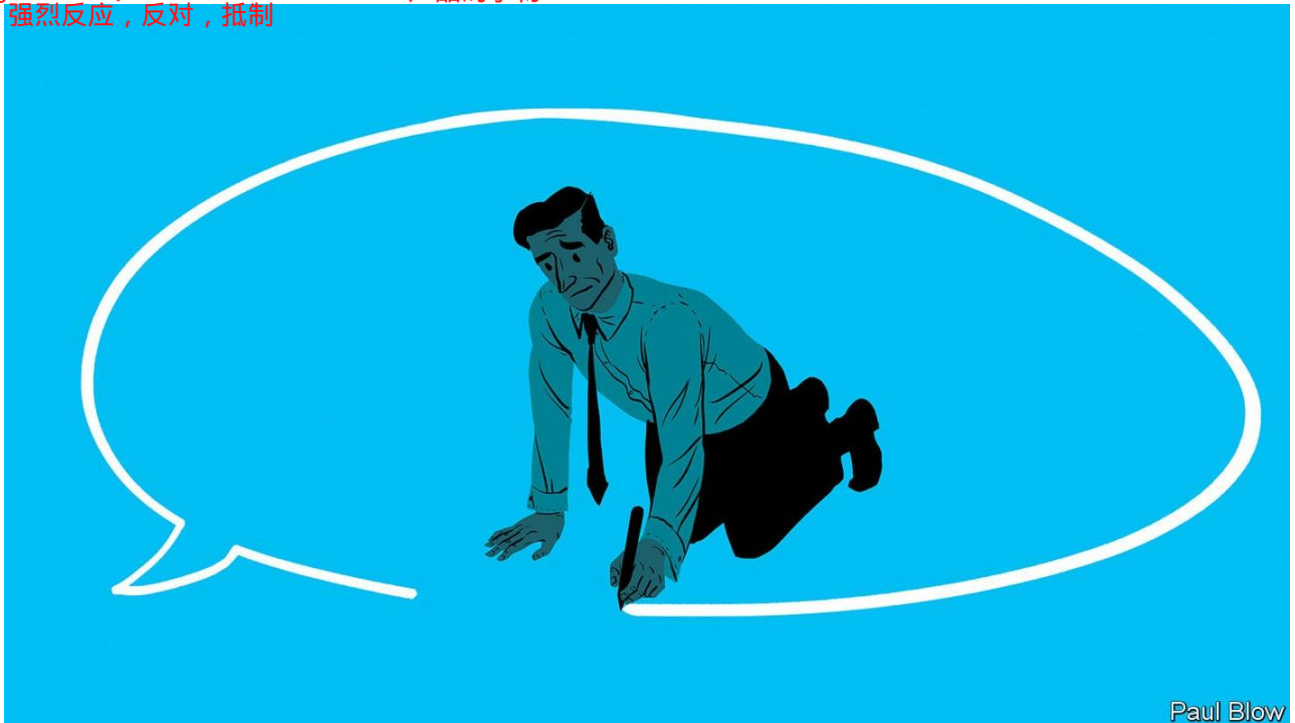
巴托比专栏。主要讨论职场话题

The perils of perfectionism

n. (某活动或情况的) 危险, 凶险

A backlash against the tyranny of high expectations 对高期待“暴君”的抵制

n. 【~ against】(尤指对政治或社会事件的) 强烈反应, 反对, 抵制 n. 严酷的事物



Paul Blow

tired old speeches: 陈词滥调

1 It is the world's most tired interview question: what is your greatest weakness? And Rishi Sunak, one of the two remaining candidates in the race to become Britain's prime minister, gave the world's most tired answer—perfectionism—when he was asked it at an online hustings earlier this month.

n. 竞选拉票活动

2 No interviewee would answer this question with an unambiguous negative (“stupidity”, say, or “body odour”). Like all those who have reached for it before, Mr Sunak will have intended his reply to signal that his flaws are virtues, especially compared with the shambolic style

a. 混乱的, 凌乱的

- of Boris Johnson's **outgoing** government.
a. 即将离任的
- 3 But this classic response is riskier than it once was. In Mr Sunak's case that is because the job of prime minister is largely to **triage** problems and make decisions at a **relentless** pace; even his supporters worry that his **deliberative** style would be a problem. More generally, perfectionism is increasingly **out of step** with the ways that products are developed, employees are treated and workforces are organised.
v. 确定(问题的)处理顺序
a. 残酷的, 不留情的
a. 审慎的, 需仔细思考的
(与他人的观点或行为)不一致, 不合拍
- 4 Start with product development. Lots of digital types **embrace** the concept of the **minimum viable product (MVP)**, in which companies **ship** prototypes that can be **refined**, or indeed **scrapped**, on the basis of feedback from early **adopters**. The essence of the MVP approach is anti-perfectionism: don't **procrastinate**, don't spend time **sweating** the tiniest details, get your product into users' hands and see how it does. **Fussing** about font sizes and **nice-to-have features** is a waste of time; the market will **hone** things for you, **dispensing** its judgments **cumulatively** and **dispassionately**.
最小化可行产品
v. 欣然接受, 乐意采纳
v. 推出[计算机商品], (使)上市
a. 精炼的, 精巧的
v. 废弃, 报废, 取消
n. (新技术)采用者
v. 耽搁, 拖延
v. 焦虑, 紧张, 担心
v. 过于讲究细节
可有可无的功能
v. 磨炼, 训练, 提高(技艺)
v. 提供, 施予
ad. 积累地
ad. 不动感情地, 不带偏见地, 公正地
- 5 A growing emphasis on employees' well-being is another reason why perfectionism is **out of favour**. The **trait** is on the rise: a study published in 2017 found that it had been steadily increasing among American, British and Canadian college students between 1989 and 2016 (before you blame Instagram, one big reason is rising parental expectations). The tyranny of excessively high expectations is not good for you: a big **literature review** in 2016 concluded that perfectionism is associated with **a string of** mental-health disorders, from depression and **burnout** to stress and self-harm.
失宠, 过时
n. 特征, 显著的特点
文献综述
一连串
n. (因拼命工作导致的)精疲力竭
- 6 It matters what kind of perfectionist someone is. Psychologists distinguish between a "self-oriented" version, in which people put pressure on themselves to perform flawlessly; an "other-oriented" type, in which people **hold their colleagues to** the highest of standards; and a "socially **prescribed**" version, in which employees think that they will only **get on** if they meet the impossible expectations of those around them. People in the last **camp** seem to be especially **prone to** stress. A recent Italian study found that, whereas having extremely high standards for your own performance was not a **predictor** of burnout, being afraid of making

mistakes was.

- 7 Perfectionists may also hurt team cohesiveness. In a study conducted in 2020, Emily Kleszewski and Kathleen Otto of Philipps-University of Marburg asked people to rate potential co-workers based on descriptions of their levels and categories of perfectionism. Perfectionists were regarded as being less socially skilled and less likeable than non-perfectionists. You don't have to like your colleagues for them to be effective: in that same study, perfectionists were rated as more competent than non-perfectionists. But when more and more work is organised around small groups working together, it can help not to **loathe** each other.

v. 憎恨、厌恶

- 8 By now your inner **curmudgeon** may well be **frothing at the mouth**. **Nit-picking** **micro-managers** are deeply annoying but they are **nowhere near** as bad as people who don't have any standards. Demanding bosses can be the difference between good products and superb ones: "**that'll do**" was not the **mantra** that made Steve Jobs successful. Some jobs actively require perfectionism—**copy editors**, say, or medicines regulators. And since when did being **exacting** become a health risk?

微观管理者

n. 脾气坏的人(尤指老人)

可能, 或许

七窍生烟

a. 吹毛求疵的, 挑剔的

远没有, 远不及

这就够了, 这样就行了

n. 老话, 口头禅(别人常觉得乏味)

文字编辑

a. 要求严格的

- 9 Fortunately, discouraging perfectionism does not mean sacrificing high standards. In a paper published last year, three **academics** at the University of Ottawa found that people who **strove for** excellence did better on tests of creative thinking than people who sought perfection. Managers can explicitly define what counts as high-quality work. Deadlines can prevent endless **procrastination**. Mr Sunak's call not to let the perfect be the enemy of the good came as he sat in front of a poster that misspelled the word "campaign". That **took things too far**. ■

n. 高等院校教师

努力, 奋斗

n. 延迟, 拖延

take (sth) too far: 事情做得过分

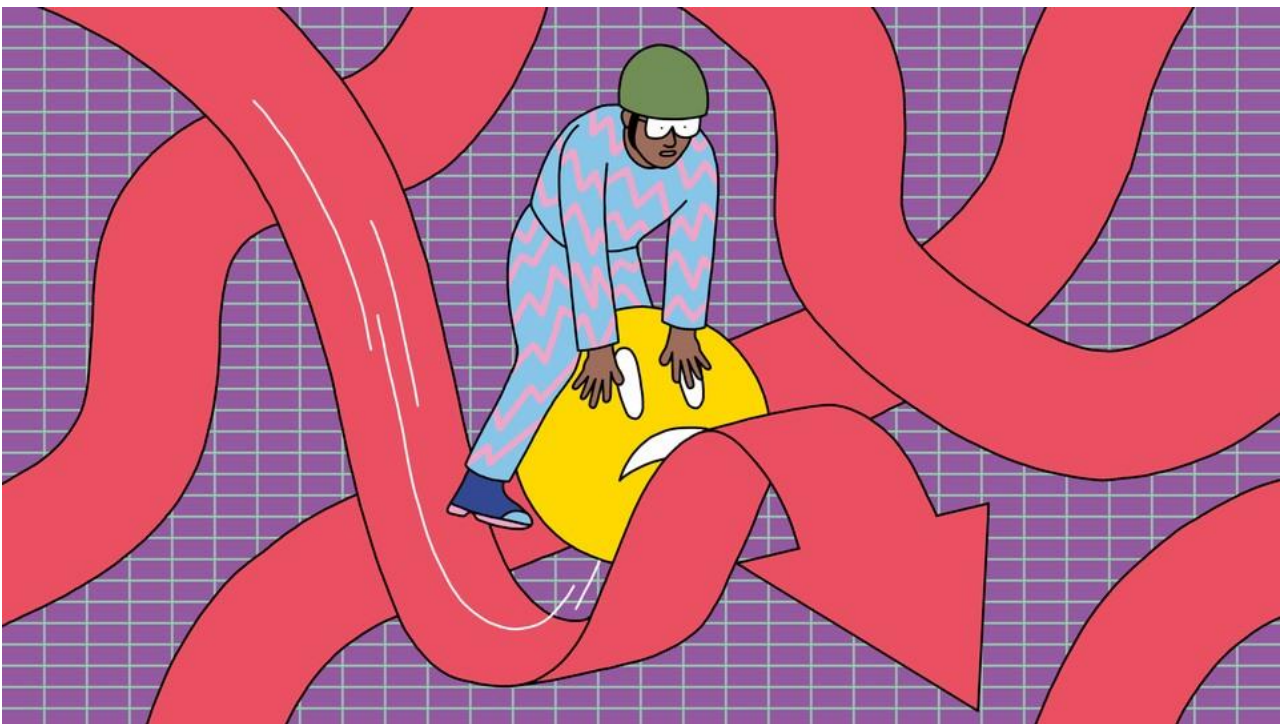


Family

JULY 28, 2022 | 900 words

How to Be Happy in a Recession

A financial **downturn** doesn't have to cause an emotional one. 经济下行可以不必引起情绪波动
n. (经济活动、生产等的) 下降, 衰退



货币政策

经济冲击补助金

- 1 After years of historically loose **monetary policy**, trillions of dollars in **stimulus checks**, and supply-chain **wreckage** during the coronavirus pandemic, perhaps we shouldn't be surprised that a recession is **looming**, and may already be **upon us**. But the fact that it is predictable doesn't make the high prices, **effectively** lower wages, and **tanking** investments hurt any less.

n. (关系、希望、计划等遭破坏后的) 残余

v. (问题或困难) 逼近, 临近

upon sb.: 近在咫尺, 即将到来

ad. 实际上, 事实上

v. 快速减少; 衰落

- 2 You might be **forgoing** **discretionary** purchases just to fill up your **gas tank** and buy groceries. Perhaps you are postponing your vacation, or rethinking a much-anticipated life change, such as getting married or moving. And although the job market looks good now, you might

a. 自由决定的, 酌情决定的

v. 摒弃, 放弃(美好的东西)

油箱

be starting to feel nervous about that too.

- 3 Along with material **security**, many Americans are losing their sense of control over their economic fate. When stock markets are declining quickly, almost no amount of work can keep retirement savings from falling, **swallowing up** months and years of sacrifice. If you're a homeowner, knowing that your house is losing value comes with a special sense of helplessness.
 n. 保障, 保护
 吞没, 淹没; 侵吞
- 4 The unhappiness that accompanies recession is real, and you're not irrational if you feel it. Your instincts might tell you to **fight** these bad feelings by focusing on the problem **intently** and managing your affairs **meticulously**. But that's not actually the best way to alleviate your suffering. To **ride out** the coming recession with your happiness **intact**, you'll need to figure out how to pay less attention than your brain is telling you to.
 v. 克制, 忍住, 压下去
 a. 专注的
 a. 一丝不苟的, 对细节十分注意的
 安然度过(难关)
 a. 完好无损的, 未受损伤的
- 5 Not that you needed proof, but survey data show a strong link between happiness and the health of the economy. For example, researchers have found that the performance of the stock market affects Americans' well-being. And the relationship goes both ways. In 2016, economists analyzed the "happiness sentiment" expressed in about 10 percent of all English-language Twitter posts made each day from late 2008 to mid-2015 and compared it with the performance of 11 international stock markets. They found evidence that higher expressed happiness in tweets **parallels** **stock returns**, presumably because happier investors tend to buy shares instead of sell them. If happiness raises stock returns, and stock returns raise happiness, a **feedback loop** could easily **fuel** a **bubble**. Conversely, we can also see how an emotional **funk** can reinforce economic recession, and thus why **slumps** can be hard to break.
 股票收益
 v. 与(某事)同时发生
 反馈环
 n. 经济泡沫
 v. 使恶化; 使更强烈
 n. 沮丧, 焦虑, 惊恐
 n. (经济的)不景气, 萧条
- 6 Unfortunately for us, bad economic times seem to have a bigger effect on mood than good times do, and losses tend to bring people down more than gains bring them up. This is the central conclusion of "**prospect theory**," an idea from the economics Nobel **Laureate** Daniel Kahneman and the **late** psychologist Amos Tversky. Kahneman and Tversky calculated a "**loss aversion ratio**" of 1.5 to 2.5, meaning you would have to gain \$15 to \$25 to **neutralize**
 展望理论
 n. 重要奖项(尤指诺贝尔)获得者
 损失厌恶比
 a. 已故的
 n. 厌恶, 讨厌
 v. 使失效; 抵消

the mental pain of losing \$10. That explains why we complain when gas rises in price by a dollar a gallon but barely notice when the price falls by the same amount, and why we **freak out** when the stock market loses 10 percent but don't get very excited when it rises by 10 percent.

(使)心烦意乱

(使)产生强烈反应

短视损时厌恶

- 7 The economist Richard Thaler **took the idea further** with his concept of "**myopic loss aversion**," which **posits** that when we are worried about losses, we tend to focus on them a lot, **magnifying** the issue in our mind. When the economy is tanking, you might **add insult to injury** by looking every day at your neighborhood gas station's price sign or checking your pension constantly. Perhaps this instinct is **a product of the Pleistocene**, when your predecessors needed to pay attention to a threat **so** it didn't kill them. Today, however, it simply means that you have the financial news **on** all day and walk around with **dark circles under your eyes**.

take sth. further: 进一步做某事(尤为取得所需结果)

v. 认为, 假定

v. (使问题)加重, 放大

雪上加霜

某事物的产物 n. 更新世

conj. 为了, 以便

ad. (广播或电视节目)正在播出的

黑眼圈

- 8 Research shows us that financial hardship leads to a **vicious cycle** of unhappiness: Recession **begets** misery, which **makes for** more economic bad times. You naturally make the pattern worse by following your loss-aversion instincts and focusing intently on the prices of gas and food, the estimated value of your house, and the numbers in your retirement account.

恶性循环

v. 招致, 引发

促成, 使可能

- 9 If you are wondering whether markets will recover, the answer is almost certainly yes. From World War II to 2021, the stock market has survived nine **drops** of the current **magnitude** (20 to 40 percent), and three even greater than this. The markets have recovered and gone on to grow every single time. A better question is how long the recovery will take.

n. 下降, 下跌, 减少

n. 巨大, 庞大, 重要性

On average, declines like the one we are seeing have been erased in 14 to 58 months. It's a **fair bet** that in a year and a half or so, all this unpleasantness could be **in the rearview mirror**.

(汽车的)后视镜

be a fair bet: 很可能的事

(某事)不再引起担忧、困难或恼怒

- 10 When the economy does come back, you have another opportunity: to solve your recession-unhappiness problem before the next **downswing**. You can do this by not **returning to** your old habits that lead to more pain during **bear markets** than pleasure in bulls. Don't celebrate when stocks go up and gas prices go down. Don't count your money and **move up**.

n. 衰退, 渐入低迷

继续, 重新做(某事)

熊市

提前

your retirement date. If you want to end the **boom and bust cycles** in your happiness, you
need to stay just as steady in the good times as you do in the bad. ■
经济周期（经济繁荣和萧条的周期）



Science & technology

Jul 27th 2022 | 747 words >

行为科学

Behavioural sciences

Nudge factor

n. 助推，是任何试图以一种可预测的方式影响人们判断、选择或者行为的行为

Evidence for behavioural interventions looks increasingly **shaky**

a. 不全面的；不完整的；没有把握的



Getty Images

- 1 When economists at the University of Toronto started to tell undergraduates in 2014 how many hours extra work they needed to **put in** to boost their grades, they hoped it would encourage the students to work harder. They didn't. Instead the students just began to expect the lower grades they received.

投入(时间, 精力)

"助推"理论

- 2 The university's experience is frequently quoted as an example of **"nudge" theory** **backfiring**.

行为经济学

v. 产生事与愿违的后果

Nudge, the fashionable **face** of **behavioural economics** that launched a thousand **light-touch** government policies, has **soared** in popularity since the 2008 book of the same name by

n. 方面

n. 微妙的处理方法，加连字符为形容词

v. 骤然上升，飙升

Richard Thaler, an economist, and Cass Sunstein, a legal scholar.

- 3 There are now more than 200 “nudge” units around the world, teams that specialise in applying behavioural science to everyday life. Nudges seek to persuade rather than compel behaviour change, through a series of psychological strategies, from presenting information in a different way to offering alternatives. As Mr Thaler and Mr Sunstein **put** it: “Putting fruit at **eye level** counts as a nudge. Banning junk food does not.”
v. 说, 表达
齐眼的高度
- 4 Nudge theory did not have a great pandemic. Nudge-friendly behavioural scientists were blamed by some for the British government’s initial **embrace** of **soft** messaging—**appeals** to personal responsibility such as the slogan “stay home, save lives”—**over** strict measures including lockdowns, while a scheme using lotteries with prizes up to \$50,000 **did little to** boost vaccination **uptake** in Philadelphia.
v. 启发, 劝说, 打动
n. 欣然接受(或支持) a. 不够严厉的, 态度偏软的
prep. 优先于
do little to: 没能帮助解决
n. (对现有东西的)使用, 利用
- 5 Nudge fans received some better news at the end of 2021. The first attempt to **pool** and judge the academic foundations of the theory, more formally known in the field as **choice architecture** interventions, reported **in glowing terms**. Psychologists at the University of Geneva analysed **some** 200 nudge studies and concluded that not only did nudges work overall, but that they did so impressively.
v. 集中资源(或材料等)
选择架构
以赞扬的词句, 赞不绝口地
ad. 大约, 差不多
- 6 Behavioural scientists judge **effect size** with a measure called “**Cohen’s d**”, which shows the difference between the average results in a **control and treatment group**. A score of zero means that the nudge has made no difference, while anything over 0.8 is considered to indicate a very large effect. The Geneva team said that nudge measures promoted behaviour change with an overall Cohen’s d of 0.43. That **places** it firmly in the medium-sized category and is more than enough to make most policymakers **sit up** and take notice.
效应量
效应量指标
实验组和对照组
v. (经比较)归类, 划分, 排名次
引起注意
- 7 Other psychologists saw the claims too, and many were unhappy with them. Last week, three separate academic groups, from Britain, Hungary and America, published **critiques** in the **Proceedings of the National Academy of Sciences**, which also published the Swiss team’s initial analysis.
美国国家科学院学报
n. 评论; 评论文章

- 8 The complainants make two similar points. First, the academic **trials** take such different approaches and report such **wildly** different effect sizes that it does not make sense to **bundle them together** in the same analysis. A “medium-sized” effect for nudges overall **grossly** exaggerates the impact of those that are useless and underestimates the benefits of those that work.
- n. 试验
ad. 极其，非常
bundle sth. together: 把...集合起来
ad. 极度地；极其；非常
- 9 Second, nudge research is highly **susceptible** to **publication bias**—academic journals tend to favour publishing studies that report the largest effect sizes. After using statistical tools to **account for** the **distorting** effect of publication bias, the critics **point out** that the average effect size from the original analysis **collapses**, to as low as 0.04, which is **effectively** useless.
- 发表性偏倚
a. 易受影响(或伤害等)
解释，说明 v. 歪曲，曲解 指出
v. (突然)降价，下跌 ad. 实际上，事实上
- 10 That does not mean that all nudges are ineffective, says Barnabas Szaszi, a psychologist at the University of Budapest and one of the critics. Famously, images of everything from **flies** to golf flags placed in **urinals** have been shown to improve men’s **aim** and reduce cleaning costs. But in such a **heterogeneous meta-analysis**, those trials of nudge policies that do show significant effects are essentially **swamped** by the mass of those that don’t. Such meta-analyses, says Mr Szaszi, should **break down** nudges into smaller distinct groups by type. Only then will policymakers have better ways to measure the effectiveness of different nudge tactics and so learn lessons from the best ones.
- n. 蝇，苍蝇
n. (男用)小便池 荟萃分析 n. 瞄准，准头
a. 由很多种类组成的，各种各样的
v. 压倒，淹没
拆分，把...分成若干部分
- 11 “We agree with most of the points raised,” says Ulf Hahnel, one of the Geneva group that carried out the original meta-analysis in 2021. That work did not intend to **portray** nudges as a **silver bullet**, he says, and did include **caveats** about **heterogeneity** and publication bias.
- v. 将...描绘成
良方 n. 警告，告诫 n. 异质性
- 12 The controversy emphasises that psychologists and other social scientists need to do more to **combat** publication bias, the critics say. One **ongoing** effort asks researchers to **pre-register** studies before they start, and for journals to agree to publish the results however they fall. **Take-up** is **patchy**. Time for a nudge? ■
- v. 防止，减轻 a. 持续存在的，仍在进行的
v. 预先登记
n. 领受率，接收率 a. 不很可靠的