***Passage 1: Silicon Valley* ruined work culture**

1 You ***stroll*** into the office a little past 9 a.m. You are wearing ***weekend casual***, even though it is a Wednesday. The office kitchen has coffee and juice, which are free, as are breakfast and lunch. ***The office is lined with screens where your remote colleagues might pop up as talking heads.*** You find a desk — no one has assigned seats here — where you put down your laptop, and put on your headphones to ***tune out the world around you*** for the next 12 hours.

2 Sounds like Silicon Valley around 2009, right? Well, surprise — this is ***Corporate America*** in 2020.

1 You **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**into the office a little past 9 a.m. You are wearing ***weekend* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**, even though it is a Wednesday. The office kitchen has coffee and juice, which are free, **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**are breakfast and lunch. ***The office is* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**\_***with screens where your remote colleagues might* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*up as talking heads.*** You find a desk — no one has **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**seats here — where you put down your **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**, and put on your **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**to **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*out the world around you*** for the next 12 hours.

2 Sounds like Silicon Valley around 2009, right? Well, surprise — this is ***Corporate America*** in 2020.

3 In recent years, the Silicon Valley work culture has ***spread across the nation.*** United Shore, a ***mortgage*** company in Michigan （appositive 练习）, has its own ***in-office escape room*** full of puzzles and ready for ***team-building exercises***. Then there are the ***seemingly generous policies around vacation days and time off.*** Nationwide, an insurance company, gives employees the option to ***take two Fridays off per month*** in its Ohio headquarters. This is not just to be nice. "We think ***we'll get a productivity lift from this perk***," Gale King, the company's chief administrative officer, told Columbus Business First. Even ***super-old*** companies ***are bending toward*** Silicon Valley's new rules. Cargill, ***a major distributor of agricultural products***, recently redesigned its offices with ***an open layout*** and ***adopted a more liberal remote work policy***.

administrative,

administer:

|  |  |
| --- | --- |
| [常用被动态] to manage and organize the affairs of a company, an organization, a country, etc. 管理（公司、组织、机构等）；治理（国家） = manage | to administer a charity/fund/school  管理一家慈善机构 / 一项基金 / 一所学校  The pension funds are administered by commercial banks.  养老基金由商业银行经管。 |
| to make sure that sth is done fairly and in the correct way 施行；执行 | to administer justice/the law 司法；执法  The questionnaire was administered by trained interviewers. 问卷调查是由经过训练的采访人员负责执行的。 |
| ~ sth (to sb) (formal) to give or to provide sth, especially in a formal way 给予；提供 | The teacher has the authority to administer punishment. 老师有权处罚。 |
| [常用被动态] ~ sth (to sb) (formal) to give drugs, medicine, etc. to sb 给予，施用（药物等） | The dose was administered to the child intravenously.  已给那孩子静脉注射了这一剂量。  Police believe his wife could not have administered the poison.  警方认为他的妻子是不可能下毒的。 |

3 In recent years, the Silicon Valley work culture has **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*across the nation.*** United Shore, a **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**company in Michigan, has its own ***in-office* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*room*** full of puzzles and ready for **\_\_\_\_\_\_\_\_\_\_\_\_\_\_ *exercises***. Then there are the **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*generous policies around* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*days and time* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*.*** Nationwide, an insurance company, gives employees the option to ***take two Fridays off per month*** in its Ohio headquarters. This is not just to be nice. "We think ***we'll get a productivity lift from this perk***," Gale King, the company's chief administrative officer, told Columbus Business First. Even ***super-old*** companies ***are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*toward*** Silicon Valley's new rules. Cargill, ***a major* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*of agricultural products***, recently redesigned its offices with ***an open* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**and ***adopted a more* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*remote work policy***.

4 Mike Robbins, an ***executive coach*** who has worked with companies like Google and Microsoft, says everyone wants to ***copy*** what's happening in Silicon Valley. "There's a lot of interest when I'm ***consulting*** with companies that are more traditional," says Robbins. "They're asking, 'What's Google doing? What's happening in Silicon Valley?' They see all the ***success***."

5 Everything from ***casual dress codes*** to free office meals and the rise of remote work has been ***driven*** by Silicon Valley. But Silicon Valley's biggest export, Robbins says, is ***the collapsing barrier between work and life.*** As ***the boundaries between work and life become blurred***, ***everyone works all the time.***

|  |
| --- |
| a real or imagined line that marks the limits or edges of sth and separates it from other things or places; a dividing line 边界；界限；分界线  national boundaries 国界  boundary changes/disputes 边界变化 / 争端  The fence marks the boundary between my property and hers.  Scientists continue to push back the boundaries of human knowledge. 科学家不断扩大人类知识的范围。  the boundary between acceptable and unacceptable behavior 认可的和不被认可的行为之间的界限 |

4 Mike Robbins, an **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*coach*** who has worked with companies like Google and Microsoft, says everyone wants to **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**what's happening in Silicon Valley. "There's a lot of interest when I'm **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**with companies that are more traditional," says Robbins. "They're asking, 'What's Google doing? What's happening in Silicon Valley?' They see all the **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**."

5 Everything from ***casual dress* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**to free office meals and the rise of remote work has been **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**by Silicon Valley. But Silicon Valley's biggest export, Robbins says, is ***the* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*barrier between work and life.*** As ***the* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*between work and life become* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**, ***everyone works all the time.***

6 Offices used to be like prisons, but at least they had a clear purpose. ***You wouldn't hang out in a cubicle farm, let alone spend time there on weekends.*** Then companies like Google came along and reinvented ***the rat race*** into something with purpose and, along the way, confused work with the rest of life. Now, your co-workers are supposed to feel like a family. ***Hierarchies have been flattened,*** conventional job titles replaced by ones like "wizard" and "ninja." ***And forget about work-life balance. It's all about work-life integration.*** Why else would the office have ***on-site acupuncture, nap pods***, and free dinner after 7 p.m.? Even policies like unlimited vacation days, ***popularized*** by companies like Netflix, don't actually ***lead to a more relaxed, sun-kissed workforce***. A 2017 investigation found that employees who labor under such policies ***take fewer days off***.

hierarchy,

bureaucracy, autocracy, democracy, aristocracy, gynocracy, theocracy

autocracy 独裁整体，独裁

autocrat独裁者；专制统治者；专制君主

autocratic独裁的; 专制的

6 Offices used to be like prisons, but at least they had a clear purpose. ***You wouldn't* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*out in a cubicle farm, let* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*spend time there on weekends.*** Then companies like Google came along and reinvented ***the rat* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**into something with purpose and, along the way, confused work with the rest of life. Now, your co-workers are supposed to feel like a family. ***have been flattened,*** conventional job titles replaced by ones like "wizard" and "ninja." ***And forget about work-life* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*. It's all about work-life* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*.*** Why else would the office have ***on-site acupuncture, nap* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**, and free dinner after 7 p.m.? Even policies like unlimited vacation days, **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**by companies like Netflix, don't actually ***lead to a more relaxed, sun-kissed* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**. A 2017 investigation found that employees who labor under such policies ***take fewer days off***.

7 ***Fewer people have been more vocal opponents of this 24 / 7 work culture than Dan Lyons,*** a former journalist who left the newsroom to work at ***start-ups*** in the mid-2000s. The experience was so unpleasant that he soon quit his tech job, which he ***took advantage of*** in his new job writing for the television series Silicon Valley. The series appears to be an ***absurdist parody*** to anyone outside of the tech world, but ***they are portraits too real to many people inside of it.***

8 Lyons believes these ***new-age corporate practices***, ***along with (练习)*** perks like free snacks or ***beer on tap,*** are ***simply a misdirection from something rotten at the core.*** He ***blames*** worker unhappiness not just ***on*** Silicon Valley's work culture but also on its business model — one he calls "***shareholder capitalism.***" ***The modern tech company is obsessed with growth and profit, at the expense of its employees and to the benefit of its investors.***

In the 18th century, art, along with music and poetry, was seen as something edifying.

He, along with two other volunteers, often takes a part-time job in restaurant in the summer holiday.

Educational background, along with work experience, is the factor that the company considers when it decides whether to hire the person or not.

① 在18世纪，艺术与音乐和诗歌一起被视为具有启发性的东西。

② 他和其他另外两个志愿者常常在暑假去餐厅兼职。

③ 教育背景以及工作经历是公司决定是否雇佣一个人所考虑的因素。

9 ***Worst of all, the tech world has managed to recast this workaholism for someone else's profit as something desirable: hustle culture.*** ***It's replaced the 9-to-5 with the 996*** — that is, 9 a.m. to 9 p.m., six days a week. Take it from Elon Musk: Nobody ever changed the world on 40 hours a week.

shopaholic, alcoholic, workaholic, bookaholic,

7 ***Fewer people have been more* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*opponents of this 24 / 7 work culture than Dan Lyons,*** a former journalist who left the newsroom to work at **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**in the mid-2000s. The experience was so unpleasant that he soon quit his tech job, which he ***took* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*of*** in his new job writing for the television series Silicon Valley. The series appears to be an ***absurdist* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**to anyone outside of the tech world, but ***they are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*too real to many people inside of it.***

8 Lyons believes these ***new-age corporate* \_\_\_\_\_\_\_\_\_\_\_\_\_\_**, along with perks like free snacks or ***beer on* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*,*** are ***simply a* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*from something* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*at the core.*** He **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**worker unhappiness not just ***on*** Silicon Valley's work culture but also on its business model — one he calls "***shareholder* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*.***" ***The modern tech company is* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*with growth and profit, at the* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*of its employees and to the* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*of its investors.***

9 **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*of all, the tech world has managed to recast this* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*for someone else's profit as something desirable:* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*culture.*** ***It's* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*the 9-to-5 with the 996*** — that is, 9 a.m. to 9 p.m., six days a week. Take it from Elon Musk: Nobody ever changed the world on 40 hours a week.

10 Can we ***unwind the work culture*** we've created? Maybe. In recent months, people in Silicon Valley have begun to ***redraw the boundaries*** — or at least ***acknowledge the absurdity of the norm.*** When ***the Verge*** published an investigation ***into*** the work environment at Away, a suitcase start-up, it caused enough of a reaction that the company's CEO ***resigned***. A number of Away's employees described ***abusive*** messages from the CEO, being asked to ***work through vacations,*** and a culture of ***bullying*** — once considered normal, now considered unacceptable. Then again, other people in Silicon Valley simply ***shrugged***. Austen Allred, the CEO of Lambda School, tweeted that the ***allegations*** shouldn't seem surprising: "It's probably 99 percent of all companies, actually."

allege:

[常用被动态](formal) to state sth as a fact but without giving proof （未提出证据）断言，指称，声称

[动词 (+ that从句)] The prosecution ***alleges (that) she*** was driving carelessly.

She alleged that there was rampant drug use among the male members of the group...

她声称该团体中有大量的男性成员吸毒。

[动词 + 名词短语 + that从句] ***It is alleged tha***t he mistreated the prisoners.

[动词 + 名词短语 + 带to的不定式] ***He is alleged to*** have mistreated the prisoners.

他被指控虐待犯人。

[动词 + 名词短语] This procedure should be followed in cases where dishonesty has been alleged. 指控欺诈的案件应遵循本诉讼程序。

[also 动词 + 直接引语]

alleged

adj. [只用于名词前](formal)the alleged attacker/victim/killer (= that sb says is one)

据称的袭击者 / 受害者 / 杀人凶手

the alleged attack/offence/incident (= that sb says has happened) 据称的袭击 / 罪行 / 事件

allegedly |əˈledʒɪdli| adv.

crimes allegedly committed during the war 据说是战争期间所犯的罪行

造句：

11 That's enough to make someone wish they were back in the 1950s. Of course, it's not like work culture was perfect half a century ago. As Ron Friedman writes in his 2014 book The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace, ***there are trade-offs to everything***: "***Cubicles are depressing. Private offices are isolating. Open spaces are distracting.***" But maybe it's time to reimagine a world where the office is just the office — a place you can actually get work done, and then ***eventually*** leave.

There is a trade-off between the benefits of the drug and the risk of side effects.

在这种药的疗效和副作用之间有个权衡利弊的问题。

● The newspaper's headline indicates that there was a trade-off at the summit.

报纸的大字标题表明峰会上大家作出了妥协。

● ...the trade-off between inflation and unemployment.

在通货膨胀与失业之间求得平衡

10 Can we **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*the work culture*** we've created? Maybe. In recent months, people in Silicon Valley have begun to **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*the boundaries*** — or at least ***acknowledge the* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*of the norm.*** When ***the Verge*** published an investigation **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**the work environment at Away, a suitcase start-up, it caused enough of a reaction that the company's CEO **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**. A number of Away's employees described **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**messages from the CEO, being asked to ***work* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*vacations,*** and a culture of **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**— once considered normal, now considered unacceptable. Then again, other people in Silicon Valley simply **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**. Austen Allred, the CEO of Lambda School, tweeted that the **\_\_\_\_\_\_\_\_\_\_\_\_\_\_**shouldn't seem surprising: "It's probably 99 percent of all companies, actually."

11 That's enough to make someone wish they were back in the 1950s. Of course, it's not like work culture was perfect half a century ago. As Ron Friedman writes in his 2014 book The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace, ***there are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_ *to everything***: "***Cubicles are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*. Private offices are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*. Open spaces are* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*.***" But maybe it's time to reimagine a world where the office is just the office — a place you can actually get work done, and then **\_\_\_\_\_\_\_\_\_\_\_\_\_\_** leave.