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

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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 **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*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 **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*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* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*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. ***vhave 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* \_\_\_\_\_\_\_\_\_\_\_\_\_\_*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 **\_\_\_\_\_\_\_\_\_\_\_\_\_\_*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.

参考答案：

***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.

3 In recent years, the Silicon Valley work culture has ***spread across the nation.*** United Shore, a ***mortgage*** company in Michigan, 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***.

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.***

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***.

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 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.***

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.

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."

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.