

# English

## ▼ I wish someone had told me

Developing soft skills can be an important part of a successful academic career. Elisa De Ranieri shares her views on how students can **hone** theirs.

发展软技能可以是成功学术生涯的重要组成部分。Elisa De Ranieri分享了她关于学生如何磨练这些技能的想法。

When I was at school, I believed I was being taught an accurate and exhaustive description of the universe — in my mind, knowledge was **written in stone**. It was only once I was an undergraduate that I fully appreciated that our understanding of the world is a **dynamic** process: it has evolved since the dawn of civilization and has not yet reached its **apex** (and, in fact, may never). What we learn from books reflects only our current, limited understanding of affairs. To any researcher, this is obvious, but not so for a young student. Later, as I went through my PhD and postdoc, I realized, by interacting with several scientists, that the technical knowledge we acquire during our scientific education is not necessarily enough for a successful academic career. A whole set of non-technical skills are in fact needed 'to **make it**' in **academia** (not to mention, in life in general). Obvious, perhaps, to a successful academic, but not so when you just begin your PhD.

当我还在学校的时候，我认为我所学的是对宇宙的准确和详尽的描述——在我看来，知识是铁板钉钉的。直到我读本科时，我才完全认识到我们对世界的理解是一个动态的过程：自文明起源以来，它一直在发展，并且尚未达到顶峰（事实上，可能永远不会）。我们从书本中学到的只是我们当前有限的理解。对任何研究人员来说，这是显而易见的，但对一个年轻的学生来说却不是这样。后来，当我读完博士并进行博士后研究时，通过与多位科学家的互动，我意识到，我们在科学教育中获得的技术知识并不一定足以在学术界取得成功。事实上，需要一整套非技术技能才能在学术界（更不用说在生活中）“成功”。对于一个成功的学者来说，这或许显而易见，但在你刚开始读博士时却不是这样。

These soft skills include people and networking skills, communication skills, focus and perseverance, self-confidence, and persuasion. Some of these are **innate** abilities, and **as such** are more difficult to learn, but for all them, practice makes perfect. Since I became an editor, and became exposed to an even broader range of students and academics, I'm even more

convinced that every student should recognise the importance of such skills and dedicate effort to developing them — they will help after a PhD, in any future job. I **aim** to provide here a few tips on how to hone these skills in an academic setting. If you are a **seasoned** researcher, what I am going to say is probably going to be familiar to you. But these are tips that I wish someone had shared with me back when I was a student.

这些软技能包括人际交往和网络技能、沟通技能、专注和毅力、自信以及说服力。有些是天生的能力，因此更难学习，但对于所有这些技能，练习可以让它们更完美。自从我成为编辑，并接触到更多的学生和学者后，我更加确信每个学生都应该认识到这些技能的重要性，并努力发展它们——它们将在博士后或任何未来的工作中有所帮助。我在这里提供一些在学术环境中磨练这些技能的建议。如果你是一位经验丰富的研究人员，我将要说的可能对你来说很熟悉。但這些是我希望当我还是学生时有人分享给我的建议。

## Talking about it

When I travel to conferences and talk to researchers, I am always surprised to find that there are still some who do not appreciate the importance of effective communication, be it with their peers or the general public. You might achieve some amazing results, but if you are unable to describe them and share their significance with others, they are unlikely to **leave a mark**. Besides the necessary knowledge of a common language (which now is English), a lot of practice can help in writing clear, effective papers. Don't **shy away from** writing your own papers, and, in fact, be **proactive** and **nominate** yourself to your supervisor and collaborators as the person to draft the manuscript.

当我去参加会议并与研究人员交谈时，我总是惊讶地发现仍然有一些人不重视有效沟通的重要性，无论是与同行还是与公众。你可能取得了一些惊人的成果，但如果你不能描述它们并与其他人分享其重要性，它们就不太可能留下深刻的印象。除了必要的通用语言知识（现在是英语），大量的练习可以帮助你写出清晰有效的论文。不要回避自己写论文，实际上，要主动向你的导师和合作者提议由你来起草手稿。

Read a lot. Identify what elements you liked of a well-written paper, then try to use the same narrative devices. Similarly, when you attend a talk that you find clear and **inspiring**, note down what **struck** you: the slides' style, the voice and body language of the speaker. At the first opportunity you have, try **adopting** those characteristics into your own presentations. The same

can be said for posters. Practice explaining your research to your friends — can they actually understand what you do?

多读书。找出你喜欢的一篇好论文中的哪些元素，然后尝试使用相同的叙事手法。同样，当你参加一个你觉得清晰而鼓舞人心的演讲时，记下打动你的地方：幻灯片的风格、演讲者的声音和肢体语言。在你有机会的时候，试着将这些特点应用到你自己的演讲中。海报也是如此。练习向你的朋友解释你的研究——他们真的理解你在做什么吗？

## People, people, people

The single most important resource of any project is people. Getting the right people on board can make the difference between success and failure. But people are busy. They need a good reason to dedicate their time to you, so first of all you need to grab any opportunity you have to interact with your peers, particularly potential **collaborators**. When at conferences, so few students **approach** more senior scientists to discuss their work. I know that this can be daunting; students think 'he/she is not going to talk to a student', but that's the wrong attitude, as even the briefest conversation can be fruitful. Second, you want to leave a new acquaintance with a good, lasting impression of yourself by being polite and confident. Remember, also, that in any healthy scientific debate there is room for **confrontation**, but always with respect.

任何项目最重要的资源是人。招募到合适的人可以决定项目的成败。但人们都很忙，他们需要有充分的理由来花时间与你互动，所以首先你需要抓住任何机会与同行互动，特别是潜在的合作者。在会议上，很少有学生会主动接触更高级的科学家讨论他们的工作。我知道这可能令人生畏；学生们会想“他/她不会和一个学生说话的”，但这种态度是错误的，因为即使是最短暂的对话也可能是有益的。其次，你想给新认识的人留下良好、持久的印象，方法是礼貌和自信。还要记住，在任何健康的科学辩论中，都有对抗的空间，但要始终保持尊重。

## Elevator pitch

Can you explain the **essence** of your project and its implications in 60 seconds? If not, then think about it and rehearse until you can. For one, if you can't, it is questionable how much you 'own' your project. Have you understood the key elements, is the bigger picture clear in your mind? Second, treat meeting people at conferences like speed dating: you get their undivided attention for no more than a few minutes. Nobody wants to hear about other people's project for the whole duration of the lunch break.

Finally, you should be confident in '**pitching**' to your peers, as well as to non-scientists. This means you have to use a different approach depending on your audience.

你能在60秒内解释你的项目及其影响吗？如果不能，那么就思考并反复练习，直到你能做到。首先，如果你不能做到，那么你对自己的项目了解多少是值得怀疑的。你是否理解了关键要素，整体思路在你脑海中是否清晰？其次，把在会议上遇到人的场合看作是“快速约会”：你只能获得他们几分钟的全神贯注。没有人愿意在整个午餐时间听别人讲他们的项目。最后，你应该自信地向同行以及非科学家“推销”你的项目。这意味着你必须根据听众的不同采用不同的方式。

## Don't give up

| If you survived a PhD, there's little that can stop you.

如果你熬过了博士学位，没有什么能阻挡你。

It doesn't matter how fast you run the first mile, if you can't run the whole course you are never going to finish the race. That is, **perseverance** and focus are key. If your **gut** (or your supervisor, whichever is the strongest voice) tells you that your project is going to work out, **stick with it**. **Ups and downs** are part of every PhD project and, regardless of whether your project turns out to be the **flagship** of the whole lab or not, you will learn that tasks that seem **insurmountable** at first can be **tackled** by breaking them down into manageable pieces. Once you've completed your PhD, you will find that very few tasks will be really **daunting** — if you **survived** a PhD, there's little that can stop you.

不管你跑得有多快，如果你不能跑完全程，你永远也无法完成比赛。也就是说，毅力和专注是关键。如果你的直觉（或者你的导师，不论哪个声音更强烈）告诉你你的项目会成功，那就坚持下去。起起落落是每个博士项目的一部分，不管你的项目是否成为整个实验室的旗舰，你都会学到那些看似无法克服的任务可以通过将其分解成可管理的部分来解决。一旦你完成了博士学位，你会发现很少有任务会真正令你望而生畏——如果你熬过了博士学位，没有什么能阻挡你。

I might be **naive**, but I think that ultimately to succeed in academia it is important not to lose focus of the main reason why (most) people **embark on** a PhD: the drive to gain new knowledge about the world. When experiments don't work, it is easy to mentally drift away. When that happens, just stop for a moment and remind yourself of why you are

passionate about science. It won't fix your experiments, but it will make you go back to the lab with renewed enthusiasm.

我可能很天真，但我认为最终要在学术界取得成功，重要的是不要忘记（大多数）人攻读博士学位的主要原因：渴望了解世界的新知识。当实验不成功时，很容易精神上走神。当这种情况发生时，只需停下来片刻，提醒自己为什么你对科学充满热情。虽然这不会修复你的实验，但它会让你带着新的热情回到实验室。

该举措正帮助女孩子完成学业， <b>培养</b> 适应市场需求的 <b>技能</b> ，以及寻找就业安排。	The initiative is helping girls to complete their education, <b>develop skills</b> that match market demand, and find job placements.
研究发现，对孩子 <b>天赋</b> 才能加以表扬，反而会打击他的主观能动性和 <b>毅力</b>	Research shows that praising <b>innate ability</b> can actually decrease your child's motivation and <b>perseverance</b> .
寻找最佳的安排也许是一个 <b>动态的过程</b> ，可能无法一蹴而就。	Finding the optimal arrangement may be <b>a dynamic process</b> and may not be resolved at the first attempt.
他们开始 <b>意识到</b> “面子”在亚洲社会的 <b>重要性</b>	They have come to <b>appreciate the importance of</b> "face" in Asian societies.
想想什么在拖你后腿，是缺少时间 <b>还是</b> 意志力。	Try to figure out what is holding you back, <b>be it</b> a lack of time <b>or</b> willpower.
彻底的检查是 <b>决定</b> 产品 <b>成败</b> 的关键。	Thorough inspections can <b>make the difference between success and failure</b> of any product.
军人素来以直接切题而著称。我不知道我们外交官 <b>是否也是如此</b> 。	Military people are known for being direct and to the point; I do not know if <b>the same can be said</b> of us diplomats.
我们应该 <b>抓住这个黄金机会</b> 发展旅游业。	We should <b>grab this golden opportunity</b> and develop the tourism industry.
尽管目前世界上的各种问题十分 <b>严峻</b> ，但并非 <b>不可克服</b>	While current world problems are <b>daunting</b> , they are not <b>insurmountable</b> .

## ▼ How to Avoid Foolish Opinions?

To avoid the various foolish opinions **to** which mankind is **prone**, no superhuman genius is required. A few simple rules will keep you, not from all error, but from silly error.

要避免人类常有的各种愚蠢观点，并不需要超人的天才。几条简单的规则就可以让你避免犯所有的错误，至少是愚蠢的错误。

If the matter is one that can be settled by observation, make the observation yourself. Aristotle could have avoided the mistake of thinking that women have fewer teeth than men, by the simple device of asking Mrs. Aristotle to keep her mouth open while he counted. He did not do so because he thought he knew. Thinking that you know when in fact you don't is a fatal mistake, to which we are all prone. I believe myself that hedgehogs eat black beetles, because I have been told that they do; but if I were writing a book on the habits of hedgehogs, I should not **commit myself** until I had seen one enjoying this unappetizing diet. Aristotle, however, was less cautious. Ancient and **medieval** authors knew all about unicorns and salamanders; not one of them thought it necessary to avoid **dogmatic** statements about them because he had never seen one of them.

如果事情可以通过观察解决，那就自己去观察。亚里士多德本可以通过简单地让亚里士多德夫人张开嘴数一数牙齿，避免认为女性牙齿比男性少的错误。他没有这样做，因为他认为自己已经知道。当你认为自己知道但实际上并不知道时，这是一种致命的错误，我们每个人都容易犯这种错误。我自己相信刺猬吃黑甲虫，因为有人告诉我它们会吃；但如果我要写一本关于刺猬习性的书，我不会轻易下结论，直到我亲眼看到一只刺猬享受这种令人倒胃口的食物。然而，亚里士多德却不够谨慎。古代和中世纪的作家们都知道独角兽和火蜥蜴的存在；他们中没有一个人认为有必要因为自己从未见过它们而避免发表武断的言论。

Many matters, however, are less easily brought to the test of experience. If, like most of mankind, you have **passionate convictions** on many such matters, there are ways in which you can make yourself aware of your own bias. If an opinion contrary to your own makes you angry, that is a sign that you are subconsciously aware of having no good reason for thinking as you do. If some one maintains that two and two are five, or that Iceland is on the equator, you feel pity rather than anger, unless you know so little of arithmetic or geography that his opinion shakes your own contrary conviction. The most **savage controversies** are those about matters as to which there is no good evidence either way. **Persecution** is used in theology, not in arithmetic, because in arithmetic there is knowledge, but in theology there is only opinion. So whenever you find yourself getting angry about a difference of opinion, **be on your guard**; you will probably find, on examination, that your belief is going beyond what the evidence **warrants**.

然而，许多问题较难通过经验来验证。如果你像大多数人一样，对许多问题有着强烈的信念，有一些方法可以让你意识到自己的偏见。如果一个与你相反的观点让你生气，那是你潜意识中知道你没有充分理由这样认为的标志。如果有人坚持

说二加二等于五，或者冰岛在赤道上，你会觉得可怜而不是生气，除非你对算术或地理了解得太少，以至于他的观点动摇了你相反的信念。最激烈的争论往往是关于那些没有充分证据支持的事情。迫害在神学中使用，而不是在算术中，因为算术中只有知识，而神学中只有观点。所以，每当你发现自己因为意见分歧而生气时，要警惕；你可能会发现，通过检查，你的信念超出了证据所能证明的范围。

A good way of **ridding** yourself of certain kinds of **dogmatism** is to become **aware of** opinions held in social circles different from your own. When I was young, I lived much outside my own country in France, Germany, Italy, and the United States. I found this very profitable in **diminishing** the intensity of **insular** prejudice. If you cannot travel, **seek out** people with whom you disagree, and read a newspaper belonging to a party that is not yours. If the people and the newspaper seem mad, **perverse**, and wicked, remind yourself that you seem so to them. In this opinion both parties may be right, but they cannot both be wrong. This reflection should generate a certain **caution**.

摆脱某些教条主义的好方法是了解不同社会圈子中的观点。我年轻时，经常在自己的国家之外生活，在法国、德国、意大利和美国。我发现这对于减少孤立偏见的强度非常有益。如果你不能旅行，找一些与你意见不同的人，读一份与你意见不同的报纸。如果这些人和报纸看起来疯狂、固执和邪恶，提醒自己在他们眼中你也是如此。在这个观点上，双方可能都是对的，但不能两者都错。这种反思应该产生一定的谨慎。

For those who have enough psychological imagination, it is a good plan to imagine an argument with a person having a different bias. This has one advantage, and only one, as compared with actual conversation with opponents; this one advantage is that the method is not subject to the same limitations of time or space. Mahatma Gandhi **deplored** railways and steamboats and machinery; he would like to undo the whole of the industrial revolution. You may never have an opportunity of actually meeting any one who holds this opinion, because in Western countries most people take the advantage of modern technique for granted. But if you want to make sure that you are right in agreeing with the prevailing opinion, you will find it a good plan to test the arguments that occur to you by considering what Gandhi might say in **refutation** of them. I have sometimes been led actually to change my mind as a result of this kind of imaginary dialogue, and, **short of** this, I have frequently found myself growing less dogmatic and **cocksure** through realizing the possible reasonableness of a **hypothetical** opponent.

对于那些有足够心理想象力的人，想象与持不同偏见的人辩论是一个好计划。这种方法与实际与对手交谈相比只有一个优势；这个优势是它不受时间或空间的限制。圣雄甘地反对铁路、轮船和机械；他想要取消整个工业革命。你可能永远没有机会实际遇到持这种观点的人，因为在西方国家，大多数人认为现代技术的优势是理所当然的。但如果你想确保自己同意流行观点是正确的，你会发现，通过考虑甘地可能会说的反驳来测试自己的论点是一个好计划。我有时会因此类假想对话而改变主意，即使没有这样做，我也经常通过意识到假想对手的合理性而变得不那么教条和自以为是。

Be very **wary of** opinions that **flatter** your self-esteem. Both men and women, **nine times out of ten**, are firmly convinced of the superior excellence of their own sex. There is abundant evidence on both sides. If you are a man, you can point out that most poets and men of science are male; if you are a woman, you can **retort** that so are most criminals. The question is inherently **insoluble**, but self-esteem **conceals** this **from** most people. We are all, whatever part of the world we come from, persuaded that our own nation is superior to all others. **Seeing that** each nation has its characteristic **merits** and **demerits**, we adjust our standard of values so as to **make out** that the merits possessed by our nation are the really important ones, while its demerits are comparatively trivial. Here, again, the rational man will admit that the question is one to which there is no demonstrably right answer. It is more difficult to deal with the **self-esteem** of man as man, because we cannot **argue out** the matter with some non-human mind. The only way I know of dealing with this general human **conceit** is to remind ourselves that man is a brief episode in the life of a small planet in a little corner of the universe, and that, **for aught we know**, other parts of the **cosmos** may contain beings as superior to ourselves as we are to jellyfish.

对那些抬高自尊的观点要非常警惕。男性和女性十有八九都坚信自己性别的优越性。双方都有大量的证据。如果你是男性，你可以指出大多数诗人和科学家都是男性；如果你是女性，你可以反驳说大多数罪犯也是男性。这问题本质上是不可解决的，但自尊让大多数人看不到这一点。无论我们来自世界的哪个地方，我们都坚信自己的国家优于其他国家。鉴于每个国家都有其特有的优点和缺点，我们调整自己的价值标准，使得自己国家拥有的优点变得非常重要，而缺点则显得微不足道。在这里，理性人会承认这个问题没有明确正确答案。更难处理的是人类作为人的自尊，因为我们无法与某个非人类的心灵讨论这个问题。我知道处理这种普遍的人类自负的唯一方法是提醒自己，人类只是宇宙一角一个小行星生命中的短暂一段，我们不知道宇宙的其他部分是否存在比我们更高级的生物，就像我们优于水母一样。



有些植物就是 <b>很容易生病</b>	Some plants <b>are very prone to disease</b> .
一旦我们 <b>承诺</b> 采取这一行动，就没有回头路。	Once we have <b>committed to</b> this course of action there is no going back.
我们的员工 <b>承诺</b> 给您提供最好的服务。	Our staff <b>are committed to</b> providing you with the best level of service possible.
这些 <b>电子设备</b> 通常需要定制来面对不同客户的需求。	These <b>electronic devices</b> often have to be customized to meet individual customer requirements.
从这首歌的伴奏开始她就一直 <b>笑得花枝乱颤</b> 。	She started <b>shaking with laughter</b> from the instrumental introduction to the song.
越来越多的人开始关注父亲的角色以及孩子和父亲 <b>保持良好关系</b> 的必要性。	There is also growing concern about the role of fathers and the need for children to <b>maintain a good relationship</b> with their fathers.
这篇文章提醒我们 <b>警惕</b> 自满情绪。	The text carries a warning to <b>guard against</b> such complacency.
你是不是有事 <b>瞒着</b> 我？	Is there something you're <b>concealing from</b> me?
决定将会每月公布，收费也将随之进行 <b>调整</b> 。	The decisions will be published monthly, and payments would be <b>adjusted</b> in accordance with them.
<b>除非</b> 发生奇迹，否则我们输定了。	<b>Short of</b> a miracle, we're certain to lose.
他同时也指出对手是 <b>假想的</b> ，并不指向任何国家或集团。	He also stated that the opponent was <b>hypothetical</b> and was not aimed against "any one country or bloc".
<b>充足的证据</b> 表明这是一个有效策略	<b>Abundant evidence</b> has shown that this is an effective strategy.
这就是为什么美国永远为了全世界各地的 <b>核心原则</b> 说话，我们不 <b>寻求</b> 把任何政治体制 <b>强加</b> 给任何国家，但是我们也不认为我们所支持的这些原则是我们国家所 <b>独有的</b> ，这些表达自由、宗教崇拜自由、 <b>接触信息</b> 的机会、政治的参与，我们认为这些是 <b>普世的权利</b> ，应该是所有人能够享受到，包括少数民族和宗教的族群，不管是在中国、美国和任何国家。正是	And that is why America will always speak out for these <b>core principles</b> around the world. We do not <b>seek to impose</b> any system of government <b>on</b> any other nation, but we also don't believe that the principles that we stand for <b>are unique to</b> our nation. These freedoms of expression and worship — of <b>access to information</b> and political

出于普  
遍权利的尊敬，使得美国对其他国家持开放  
态度，也是我们对其他文化的尊重，我们对  
国际  
法的  
**承诺**和对未来的信念的原则的指导原则。

participation — we believe are **universal rights**. They should be available to all people, including ethnic and religious minorities — whether they are in the United States, China, or any nation. It is that respect for **universal rights** that guides America's openness to other countries; our respect for different cultures; our **commitment to** international law; and our faith in the future.

### ▼ Why people work

Jobs and work do much more than most of us realize to provide happiness and **contentment**. We're all used to thinking that work provides the material things of life—the goods and services that make possible our **version** of modern civilization. But we **are** much less **conscious of** the extent to which work provides the more **intangible**, but more crucial, psychological well-being that can make the difference between a full and an empty life.

工作和工作所带来的远远超过我们大多数人所意识到的幸福和满足。我们习惯于认为工作提供了生活的物质需求——使我们现代文明得以实现的商品和服务。但我们很少意识到，工作在多大程度上提供了那些更为无形但更为关键的心理幸福感，这种幸福感可以使生活变得充实，而不仅仅是空虚。

Why is it that most of us don't put work and human satisfaction together, except when it comes to the end product of work: **automobiles** and houses and good food?

为什么我们大多数人不把工作和人类的满足感联系在一起，除非是工作带来的最终产品：汽车、房屋和美食？

It's always useful to **blame** someone else, and the Greeks of the ancient world **deserve some blame** here. At that time work was restricted to slaves and to those few free citizens who had not yet accumulated adequate independent resources. The "real" citizens of Greece—whom Plato and others talked about—expected to spend their time in free discussion and **contemplation**.

归咎于别人总是有用的，古希腊人应该承担一些责任。在那个时代，工作是奴隶和那些尚未积累足够独立资源的少数自由公民的专属领域。希腊的“真正”公民——柏拉图等人所谈论的——期望把时间花在自由讨论和沉思中。

Historically, work has been associated with slavery and **sin, compulsion** and punishment. And in our own day we are used to hearing the traditional complaints: "I can't wait for my vacation." "I wish I could stay home today." "My boss treats me poorly." "I've got too much work to do and not enough time to do it." Against this backdrop, it may well come as a surprise to learn that not only psychologists but other behavioral scientists have come to accept the positive contribution of work to the individual's happiness and sense of personal achievement. Work is **more than** a necessity for most human beings; it is the focus of their lives, the source of their identity and creativity.

历史上，工作与奴隶制和罪恶、强制和惩罚联系在一起。在我们这个时代，我们习惯于听到传统的抱怨：“我等不及要度假了。”“我希望今天能呆在家里。”“我的老板对我不好。”“我有太多工作要做，没有足够的时间去做。”在这种背景下，了解到不仅心理学家而且其他行为科学家也已经接受了工作对个人幸福感和个人成就感的积极贡献，这可能会让人感到惊讶。对于大多数人来说，工作不仅是必须的，它是他们生活的焦点，是他们身份和创造力的源泉。

For large numbers of people, the absence of work is **debilitating**. Retirement often brings many problems surrounding the "What do I do with myself?" question, even though there may be no financial cares. Large numbers of people regularly get headaches and other psychosomatic illnesses on weekends when they don't have their jobs to go to, and must take care of themselves. It has been observed that unemployment, **quite aside** from **exerting** financial pressures, brings enormous psychological discomfort and that many individuals **deteriorate** rapidly when jobless.

对于许多人来说，缺乏工作是有害的。即使没有经济上的顾虑，退休常常带来许多“我该如何打发时间？”的问题。大量的人在周末没有工作时，常常会头痛和其他心理生理疾病，因为他们必须自己打理自己。有人观察到，失业除了带来经济压力外，还会带来巨大的心理不适，许多人在失业后迅速恶化。

But why? Why should work be such a significant source of human satisfaction? A good share of the answer rests in the kind of pride that is stimulated by the job, by the activity of accomplishing. After all, large numbers of people continue working when there is no financial or other compulsion. They are independently wealthy; no one would be surprised if they spent their time **at leisure**. But something inside drives them to work: the unique satisfactions they **derive** from it.

但为什么？为什么工作是如此重要的人类满足感来源？答案的一部分在于工作所激发的自豪感，来自于完成任务的活动。毕竟，许多人在没有经济或其他压力的

情况下继续工作。他们是独立富有的，如果他们把时间花在休闲上，没人会感到惊讶。但内心深处有一种驱动力促使他们工作：来自工作的独特满足感。

The human being **longs for** a sense of being accomplished, of being able to do things, with his hand, with his mind, with his will. Each of us wants to feel he or she has the ability to do something that is meaningful and that stands outside of us as a tribute to our **inherent** abilities. This extension of ourselves—in what our hands and minds can do—fills out our personality and expands our ego.

人类渴望成就感，渴望能够用自己的手、脑力和意志做事。我们每个人都希望感受到自己有能力做一些有意义的事情，并且这些事情可以作为我们内在能力的证明，独立于我们存在。我们通过双手和头脑所做事情的这种延伸，丰富了我们的个性，扩展了我们的自我。

It is easiest to see this in the **craftsman** who lovingly shapes some base material into an object that may be either useful or beautiful or both. You can see the carpenter or bricklayer stand aside and admire the product of his personal skill.

在工匠身上最容易看到这一点，他们充满爱心地把一些基本材料打造成既实用又美丽的物品。你可以看到木匠或砖匠站在一旁，欣赏他们个人技能的产物。

We've watched programmers and engineers work fifteen and eighteen hours **at a stretch**, seven days a week, when a job really got tough and they knew that a crucial **deadline** had to be met, or when a major project would fail unless some tough problems were solved. They received a substantial personal **payoff** from their efforts in the knowledge that they could tackle tough, almost insurmountable problems, yet overcome them. They enjoyed "making it,"—winning despite difficult **odds**; proving their capacities against the outsider: nature, a competitor, a complex problem; mastering something new every day.

我们看到程序员和工程师在工作变得真正艰难时，连续工作十五到十八个小时，一周七天，他们知道必须赶上一个关键的最后期限，或者一个重大项目将会失败，除非解决一些难题。他们从努力中得到巨大的个人回报，知道自己能够应对几乎无法克服的难题，并战胜它们。他们享受“成功”——在艰难的情况下获胜；在对外界的挑战中证明自己的能力：自然、竞争对手、复杂的问题；每天掌握新事物。

Even on simple jobs one can observe pride at work. Cleaning men will tell you that while the job looks **uncomplicated**, there are countless **subtleties** one needs to know: whose desk can be dusted and whose can't; how to get

the most out of cleaning compounds; the best **sequence** to handle a **variety of** jobs; even how to sweep a great deal without getting tired. Machine operators often make comments like this:

即使在简单的工作中，也可以观察到工作的自豪感。清洁工会告诉你，虽然工作看起来简单，但有许多需要知道的细微之处：谁的桌子可以擦拭，谁的不能；如何最大限度地利用清洁剂；处理各种工作的最佳顺序；甚至如何扫地而不感到疲倦。机器操作员经常会这样评论：

"See this machine? Anyone looking at it thinks you can master it in an hour or two. But every machine has a personality of its own. I know just how fast I can run it on every different kind of material we get around here; what it will take and what it won't take; how to **coax** it along; how much oil; what every sound means that it makes. You know it actually takes a year before you know everything about a piece of equipment like this—so you feel it is just part of you, of your arms and legs and head."

"看到这台机器了吗？任何人看到它都会认为你可以在一两个小时内掌握它。但每台机器都有自己的个性。我知道在这里使用的每种不同材料上，我可以以多快的速度运行它；它能承受什么，不能承受什么；如何哄它走；需要多少油；它发出的每种声音都意味着什么。你知道吗，实际上要花一年时间才能了解这台设备的所有细节——你会觉得它是你的一部分，你的胳膊、腿和头的一部分。"

**Some are deceived into thinking** that people like to **store up** energy, to rest and save themselves as much as possible. Just the opposite. It is energy expenditure that is satisfying. Expending energy, in a sense, creates its own replacement—there is no **reservoir** such that the more you use the less you have. The measure of your capability is in being active and being able to control that activity so that it results in a **tangible** accomplishment you can claim as your own.

一些人被误认为喜欢储存能量，尽可能地休息和节省自己。恰恰相反，是能量的消耗令人满足。从某种意义上说，能量消耗会自行补充——没有一个储存库，使用得越多，拥有的越少。你的能力的衡量标准在于活跃，并且能够控制这种活动，使其结果成为你可以声称属于自己的有形成就。

Just watch an employee who must deal with countless other people because his or her job is at some central point in a communications network: a salesman at a busy counter, a **stockbroker** on the phone, a customer representative. They will tell how much skill and experience it takes to **field** countless questions and handle a **mass of diverse** personalities every hour of the day. Not everyone can interact with such

persistence and over long hours, but those who do pride themselves on a distinctive ability that contributes **mightily** to the running of the organization.

只要看看那些必须处理无数其他人，因为他们的工作在某个通信网络的中心点上的员工：在繁忙柜台的售货员，打电话的股票经纪人，客户代表。他们会告诉你，需要多少技能和经验才能每天处理无数的问题和处理各种各样的个性。不是每个人都能长时间地坚持与人互动，但那些能够做到的人，为自己的独特能力感到自豪，这对组织的运行贡献巨大。

如果你能真正 <b>读完</b> 一本厚书，就会有一种 <b>成就感</b> 。	It gives you <b>a sense of achievement</b> if you actually <b>make it</b> to the end of a very long book.
因为制造方面的延误，我们没能 <b>赶上最后期限</b> 。	We were not able to <b>meet the deadline</b> because of manufacturing delays.
中国在朝鲜问题上面临着 <b>艰难的选择</b> ，过多的压力可能会起到反作用。	China faces <b>tough choices</b> over Korea. Too much pressure could be counterproductive.
这项发明对道路安全 <b>作出了卓越贡献</b> 。	This invention <b>made a major contribution to</b> road safety.
世界的几个主要大国 <b>迫切要求</b> 通过联合国达成一个全球的协议。	The world's major economies <b>cannot wait for</b> a global agreement to be struck through the United Nations.
跟小孩子 <b>打交道</b> 你需要很多耐心。	You have to have a lot of patience when you <b>are dealing with</b> kids.
为什么有些人 <b>尽管困难重重</b> 还是能取得巨大成功，而其他人尽管条件更好却依然在挣扎？	Why do some people succeed brilliantly <b>against all the odds</b> while others in more favorable circumstances struggle?
你应该用 <b>尽全力</b> 保住你现在的工作。	You should hold on to your current job with <b>all your might</b> .

- 11 "How this machine?" Appena looking at it thinks you can master it as an hour or two. But every machine has a personality of its own. I know just how fast I can run it on every different kind of material we get around here. What it will take and what it won't take, how to make it doing, how much oil, what every sound means that it makes. Now know it actually takes a year before you know everything about a piece of equipment like this: can you that it is just part of you, of your arms and legs and head."
- 12 Some are devoted into thinking that people like to store up energy, to not use and use themselves as much as possible. But the opposite. It is energy expenditure that is satisfying. Expending energy, in a sense, creates its own equipment—there is no equipment such that the more you use the less you have. The measure of your capability is in being active and being able to control that activity so that it results in a tangible accomplishment you can claim as your own.
- 13 Just watch an employee who must deal with countless other people because his or her job is at some central point in a communications network: a salesman at a busy company, a dispatcher on the phone, a customer representative. They will tell how much skill and experience it takes to deal countless questions and handle a mass of almost permanent every hour of the day. That employee will interact with each person and over long hours, but there will be little thought in a dispassionate desire that everybody might be the meaning of the organization.

Revised from 1977 edition.



### ▼ Why did we go virtual?

Work is a four-letter word that at one time meant the physical location where you went to earn your paycheck. Work now means what you do **regardless of** where you are. Is this really new? The concept of performing

your job away from a traditional office building is certainly not a new model for sales representatives, who have often worked in **territories** distant from the corporate offices. Even when they are assigned a desk at the office, sales management often lets the sales people know that they are not really welcome there unless a meeting has been **scheduled** because the real work of the sales force is dealing with the customer out in the field.

“工作”曾经是一个意味着你去挣钱的物理地点的四字词语。现在，“工作”指的是你无论身在何处所做的事情。这真的算是新概念吗？对于销售代表而言，远离传统办公室工作的概念并不新鲜，他们常常在离公司办公室很远的地方工作。即便他们在办公室有一张桌子，销售管理层也常常会告知他们，除非有会议安排，否则不太欢迎他们留在办公室，因为销售队伍的真正工作是在外面与客户打交道。

The recent move to **alternate** workplaces was **triggered primarily** by the need to reduce the cost of doing business. IBM was one of the first organizations to take this approach starting in 1989. Its goals were to reduce real estate costs and the amount of time the sales force spent travelling to visit customers. One innovation that IBM used was “hotelling”. The sales representatives or systems engineers gave up their desks and **cubicles** and moved to alternate workplaces, usually in their homes. If the employee needed to do work at a desk or in a meeting room, they would call to **make a reservation**, just as if it were a hotel. The better-run hotelling operations have your file cabinet at your assigned desk, your name tag on the cubicle, and all necessary supplies ready to go.

最近，转向替代工作场所的趋势主要是由于降低经营成本的需求所引发。IBM是最早采取这一策略的组织之一，从1989年开始，其目标是减少房地产成本以及销售人员花在拜访客户上的旅行时间。IBM采用的一项创新是“酒店化”办公。销售代表或系统工程师放弃了他们的桌子和隔间，搬到了通常在家中的替代工作场所。如果员工需要在桌子上工作或使用会议室，他们就会像预订酒店一样打电话预订。运营良好的酒店化办公有你的文件柜在指定的桌子上，你的名字标牌在隔间上，所有必要的办公用品都准备就绪。

When companies were considering creating **virtual** organizations with telecommuting and work at home to **reduce** the real estate costs, they considered items such as the cost of the offices that they could close or sell, the **utility** costs to keep the buildings heated, cooled, and lighted and possibly lowering insurance rates and some tax burdens. Also if offices could be closed certain positions associated with staffing the building could be **eliminated**. If you no longer have a building you will not need security guards, receptionists, cleaning crews, and food service staff.



当公司考虑通过远程办公和居家办公来创建虚拟组织以减少房地产成本时，他们会考虑诸如可以关闭或出售的办公室成本，保持建筑物供暖、制冷和照明的公用事业成本，可能降低的保险费率和某些税收负担。如果办公室可以关闭，与管理建筑物相关的某些职位也可以被消除。如果你不再拥有建筑物，你就不需要保安、接待员、清洁人员和餐饮服务人员。

IBM's virtual structure has saved more than \$100 million annually in its North American sales and distributions units. Responding to competitive pressures, AT&T started its alternate workplace program in 1994. This company has also realized substantial cost reductions as a result of its virtual structure. AT&T improved **cash flow** by \$550 million by eliminating offices that were no longer needed.

IBM的虚拟结构每年为其北美销售和配送部门节省了超过1亿美元。应对竞争压力，AT&T在1994年启动了替代工作场所计划。该公司也由于其虚拟结构实现了大幅的成本降低。通过消除不再需要的办公室，AT&T改善了现金流，增加了5.5亿美元。

To decide to create a virtual organization based **solely** on the potential cost reduction of eliminating office space is too narrow a focus on cost relative to the mission and strategy of the organization. With IBM and AT&T the elimination of offices made strategic sense because it focused on the people whose jobs was spending time out with their customers instead in offices. On the other hand, organizations such as law firms or accounting offices may have no reason to move to a virtual model because their customers want to do business with them in their offices. Historically, there has been a certain comfort in visiting your accountant or lawyer in an office that indicates that they may **be around** for a while. We may rapidly be approaching the day when it becomes common practice for businesses like law, accounting, or medical services to be delivered from virtual sites as these professions move into the .com world with their businesses. The key business issue to consider is what impact the virtual structure will have on your customers. If virtual workers will have more contact and better relations with the customers, then moving to a virtual structure **makes** good business **sense**. Other issues impacting the decision of whether to move to a virtual structure are the kinds of work that these employees perform. If their work requires large amounts of time in face-to-face interactions with co-workers or hands-on work with equipment that can only be located in the central computer room, these jobs are not good **candidates** for virtual work.

仅仅基于消除办公空间的潜在成本降低来决定创建虚拟组织，对组织的使命和战略而言，这种关注成本的方式过于狭隘。对于IBM和AT&T来说，消除办公室具有战略意义，因为它们专注于那些需要花时间与客户打交道而不是在办公室的员工。另一方面，律师事务所或会计事务所等组织可能没有理由转向虚拟模式，因为他们的客户希望在办公室与他们进行业务往来。从历史上看，去拜访你的会计师或律师办公室能带来一定的安慰感，表示他们可能会在那里工作一段时间。我们可能很快就会迎来律师、会计或医疗服务等行业从虚拟站点提供服务的时代，因为这些行业的业务正进入互联网世界。需要考虑的关键业务问题是虚拟结构对客户的影响。如果虚拟员工与客户有更多的接触和更好的关系，那么转向虚拟结构是有商业意义的。影响是否转向虚拟结构的其他问题是这些员工所执行的工作的性质。如果他们的工作需要大量的面对面互动或只能在中央计算机房中进行的设备操作，那么这些工作就不适合虚拟工作。

这张照片能够 <b>引起</b> 这些反思。	The photograph is able to <b>trigger</b> these thoughts.
他从未期待获得 <b>其他</b> 的解决方法。	He never wanted to have an <b>alternate</b> solution.
你用得着她的时候，她就 <b>没影</b> 了。	She <b>is never around</b> when you need her.
我们永远无法 <b>消除</b> 金融危机，但我们能降低其爆发的几率和严重性。	We can never <b>eliminate</b> financial crises, but we can reduce their likelihood and severity.
买大包的 <b>更划算</b> ，因为最终算下来更便宜。	It <b>makes sense</b> to buy a big pack because it works out cheaper in the end.
随着年龄的增长，家庭仍然是人们获得关爱和 <b>安慰</b> 的 <b>主要源泉</b> 。	The family continues to be <b>the primary source</b> of care and <b>comfort</b> for people as they grow older.
国有企业 <b>经营</b> 不善将是常态。	State-owned industries will always <b>perform</b> poorly.

## ▼ Understanding Americans

The behavior patterns of any culture group may seem strange to persons outside that group, just as the behavior of one individual may seem strange to another. Americans have a saying, "Everybody is odd but me and **thee**—and sometimes thee is a little odd." Some characteristic ways in which Americans act may be difficult for people from other countries to understand because they seem not only odd but **inconsistent**. Part of **getting along with** Americans is understanding these behavior patterns and the reasons for them.

任何文化群体的行为模式对群体外的人来说可能显得很奇怪，就像一个人的行为对另一个人来说可能显得很奇怪一样。美国人有一句俗语：“除了我和你，人人都怪，有时你也有点怪。”美国人的一些典型行为方式可能难以被其他国家的人理解，因为这些行为不仅显得奇怪，而且还显得不一致。与美国人相处的一部分是理解这些行为模式及其原因。

A **seeming** inconsistency in American behavior may be that although Americans **grumble** loudly if they are inconvenienced or feel that they have been **unjustly** accused, they may **place less importance on** personal **dignity** than people from some other countries do. The following account by John Whyte in *American Words and Ways* illustrates the difference between European and American reactions in this respect.

美国行为中看似矛盾的一点是，尽管美国人如果被不便或认为自己被不公正地指责时会大声抱怨，但他们可能比其他一些国家的人更不重视个人尊严。John Whyte在《*American Words and Ways*》中描述了欧洲人和美国人在这方面反应的不同。

A [European] professor [visiting America] was once sent a **bill** for hospital services which he had never enjoyed. The bill was accompanied by a strong letter demanding payment. It was obvious that a mistake in names had been made, but the professor, thoroughly aroused by this **reflection** on his character and financial **integrity**, wrote a **vigorous** letter of reply (which an American might also have done). But in this letter of reply he demanded that the **creditor** write him a formal letter of apology...for this reflection on his honor. Since no **publicity** could possibly have been **given to** this mistake, for a mistake it was, most Americans in that situation, after **getting the matter off their chests** (or without doing that) would have let the matter rest.

一位访问美国的[欧洲]教授曾收到一张他从未享受过的医院服务账单，账单附带了一封强烈要求付款的信。显然，名字搞错了，但这位教授因这种对其品格和财务诚信的诋毁而彻底激怒了，写了一封措辞激烈的回信（美国人也可能这样做）。但在这封回信中，他要求债权人写一封正式的道歉信……为这次对其荣誉的诋毁。

由于这个错误不可能被公开，因为它确实是一个错误，大多数美国人在这种情况下，在发泄完情绪（或者甚至不发泄）后就会让事情过去。

Although Americans may not **make a point of** personal honor, they have a strong sense of their own importance. They usually feel strongly that they are "just as good as anybody else," and want to be treated as though they were.

尽管美国人可能不会强调个人荣誉，但他们有强烈的自我重要感。他们通常强烈地感到自己“和任何人一样好”，并希望得到相应的待遇。

This feeling is **reflected** in the surface informality in American manners and seeming lack of social distinctions, characteristics that can be **misinterpreted**. Students in the United States do not rise when a teacher enters the room. Although medical doctors, and sometimes professors with PhD degrees are **addressed** as "Doctor," titles are infrequently used. Business associates and even people who perform services for you may address you by your first name.

这种感觉反映在美国人的表面随意性和表面缺乏社会区分上，这些特征可能会被误解。在美国，学生在老师进教室时不会起立。尽管医学博士和有时拥有博士学位的教授会被称为“博士”，但头衔很少使用。商业伙伴甚至为你提供服务的人可能会直呼你的名字。

This American surface informality often confuses foreign visitors, who may interpret it to mean no formality at all. They do not understand the point at which informality stops. A teacher, though friendly and pleasant and informal in class, grades each student's work critically and carefully. He or she also expects to be treated with respect. In the business world, while the employer may address an employee by his or her first name, the employee usually addresses a superior as "Mr. Jones," or "Mrs. Smith," unless they know each other very well and have worked closely over a period of time.

这种美国式的表面随意性常常让外国游客困惑，他们可能将其解读为完全没有礼仪。他们不了解随意性的界限在哪里。一个老师虽然在课堂上友好、愉快且随意，但会认真而仔细地评分每个学生的作业。他或她也期望得到尊重。在商业世界中，尽管雇主可能直呼雇员的名字，但雇员通常称上级为“琼斯先生”或“史密斯女士”，除非他们彼此非常熟悉并且已经一起工作了一段时间。

Social differences are shown in other small ways. A younger person may show respect for an older one, for example, by helping the older person in things requiring physical **exertion** or involving the possibility of an accident.

社会差异还在其他小方面表现出来。例如，年轻人可能通过在需要体力劳动或有可能发生意外时帮助老年人来表示对老年人的尊重。

Another American behavior pattern that may seem inconsistent to a foreigner is that although Americans like to talk about their accomplishments, it is their custom to show a certain modesty in reply to compliments. When someone praises an American upon achievement or personal appearance (which, incidentally, is a polite thing to do), the American **turns it aside**. If someone says, "Congratulations upon being elected president of the club," an American is expected to reply, "Well, I hope I can do a good job," or something of the sort. Or if someone says, "That's a pretty blue necktie you are wearing," an American is likely to say, "I'm glad you like it," or "Thanks. My wife gave it to me for my birthday." The response to a compliment seldom conveys the idea, "I, too, think I'm pretty good."

另一个对外国人来说可能显得矛盾的美国行为模式是，尽管美国人喜欢谈论自己的成就，但他们习惯于在接受赞美时表现出某种谦逊。当有人称赞美国人的成就或外貌时（顺便说一句，这是礼貌的行为），美国人会婉言谢绝。如果有人：“祝贺你当选俱乐部主席”，美国人应该回答：“嗯，我希望我能做好工作”或类似的话。或者如果有人说：“你穿的那条蓝色领带真漂亮”，美国人可能会说：“我很高兴你喜欢”或“谢谢，这是我妻子送给我生日的礼物。”对赞美的回应很少传达“我也认为我很不错”的意思。

Along with this **disparagement** of a compliment is the American tendency to laugh at one's own mistakes and **admit** one's weaknesses. Again, this behavior may be difficult for the foreigner to handle. An American may say, "I never was very good at mathematics," or "I'm a **rotten** tennis player," or "I'm the world's worst bridge player." However, the stranger must not be too quick to agree. Americans think it is all right, even **sporting**, to admit a defect in themselves, but they feel that it is almost an insult to have someone else agree. If a person talks about his or her weak points, the listener is expected to say something in the way of encouragement, or to point to other areas in which the speaker **excels**. An American student reported that when he was in a foreign country he was shocked when he said to a native of that country, "I don't speak your language very well," and the native replied, "I should say you don't." In a similar situation an American would have replied, "Well, you have only been here two months," or "But you're making progress."

与这种对赞美的轻描淡写相伴随的是美国人倾向于自嘲和承认自己的弱点。再次，这种行为对外国人来说可能难以应对。一个美国人可能会说：“我数学一直不太好”，或者“我是个糟糕的网球手”，或者“我是世界上最糟糕的桥牌玩家。”然而，陌生人不应该太快地同意。美国人认为承认自己的缺点没问题，甚至是有风度的，但他们觉得别人同意几乎是侮辱。如果一个人谈论自己的弱点，听者应该说一些鼓励的话，或者指出说话者在其他方面的优秀。一位美国学生报告说，当他在外国时，他说：“我的语言说得不好”时，感到震惊的是当地人回答说：“的确如此。”在类似情况下，一个美国人会回答：“嗯，你才来了两个月”或者“但是你在进步。”

Not only do Americans **readily** admit their own weaknesses; students from abroad often are surprised when they hear American students criticize **practically** everything in America: the president of the United States, Congress, the oil companies, traffic lights that are not **synchronized**, registration procedures at the university, the grading system. Sometimes they criticize their parents, the movie at the theater downtown, a textbook or a lecture, or their roommate's taste in clothes or friends. If anything is not perfect (and few things are), individuals feel perfectly free to comment on it, tell how they think it should be, and perhaps explain how perfection could be achieved.

不仅美国人容易承认自己的弱点，外国学生常常惊讶地发现美国学生几乎批评美国的一切：美国总统、国会、石油公司、不同步的交通信号灯、大学的注册程序、评分系统。有时他们会批评自己的父母、市中心电影院的电影、教科书或讲座，或者室友的衣着品味或朋友。如果有任何不完美的地方（而完美的东西很少），个人觉得完全有自由评论，说出他们认为应该如何，并可能解释如何才能达到完美。

This may seem inconsistent in a country that seems to pride itself on its achievements, and, as we have noted, these critics don't expect the outsider to agree. Yet such criticism is not really inconsistent if one considers the development of the country. The critics are unconsciously using one of the steps in scientific research, which they have been taught in school. Scientists begin by asking questions. They then formulate hypotheses to answer them, and test their hypotheses. This scientific method has been used around the world to make technical progress. People have reached the moon; have discovered new drugs to cure illness; have invented machines to aid, reduce, or eliminate work and to take them quickly from one place to another. This problem-solving technique has been used in American government, in business and industry, and in

institutions such as the church and the school. The belief has been that if a problem exists in the way things are run, people should try to change it. There is faith that there is a perfect system, if one can only find it, faith too in the ability of common people to solve problems and in their right to have the good things of life. But one serious problem that arises out of this striving to eliminate problems and achieve perfection is that people develop little tolerance for anything wrong in the **status quo**. Constantly focusing on what is wrong, however, is the first step in correcting problems, and Americans are proud of what they have been able to do in correcting some of them.

在一个似乎以其成就为荣的国家里，这可能显得矛盾，正如我们所指出的，这些批评者并不期望外人同意。然而，如果考虑到国家的发展，这种批评实际上并不矛盾。这些批评者无意识地在使用他们在学校里学到的科学研究步骤。科学家从提问开始，然后提出假设来回答这些问题，并检验他们的假设。这种科学方法已被全球用于技术进步。人们已经到达了月球；发现了新的药物来治疗疾病；发明了机器来帮助、减少或消除工作，并快速将人们从一个地方带到另一个地方。这种解决问题的方法已被用于美国政府、商业和工业以及教会和学校等机构。信念是，如果现行方式中存在问题，人们应该试图改变它。人们相信存在一个完美的系统，只要能找到它，也相信普通人有解决问题的能力，并有权享受美好的生活。但这种努力消除问题和追求完美所带来的一个严重问题是，人们对现状中的任何错误都几乎没有容忍度。然而，集中关注问题的所在是解决问题的第一步，美国人对他们在解决一些问题方面所取得的成就感到自豪。

Understanding Americans, then, involves understanding some of their behavior patterns and the reasons for seeming inconsistencies in them. These patterns **are rooted in** the history of the country. The lack of insistence on personal honor, the surface informality, the disparaging responses to compliments, and willingness to admit mistakes are part of the **egalitarian** tradition, as are the Americans' pride in what they have been able to achieve and their criticism of things that **fall short of** perfection.

因此，理解美国人涉及到理解他们的一些行为模式及其表面上不一致的原因。这些模式根植于国家的历史。对个人荣誉的缺乏坚持，表面的随意性，对赞美的轻描淡写，以及愿意承认错误都是平等主义传统的一部分，就像美国人对自己所取得的成就的自豪感和对不完美事物的批评一样。

政府好像并不觉得其在少数民族权利问题上政策的前后不一有什么不妥。

The government seems not to be troubled by its **inconsistent** policies on minority rights.

今天，左撇子们 <b>仍感不便</b> ，但他们不再被迫顺应惯用右手的那些人的办法了。	The left-handed people <b>are still inconvenienced</b> , but they are no longer forced to conform to the right-handed world.
他 <b>看重</b> 舒适的生活方式。	He <b>placed importance on</b> a comfortable lifestyle.
那封信 <b>使</b> 他有了紧迫感。	The letter <b>aroused</b> in him a sense of urgency.
我们俩都没吃完，但 <b>这不</b> 代表这些菜味道不好。	Neither of us managed to finish, but that was <b>no reflection on</b> the tastiness of the dishes.
我为这事担心了两个月，很高兴 <b>把它讲了出来</b> 。	I had spent two months worrying about it and I was glad to <b>get it off my chest</b> .
这是我 <b>一直坚持</b> 看的极少数电视节目之一。	It's one of the few television programmes that I always <b>make a point of</b> watching.
国内政治与国际政治有着 <b>巨大的差异</b> 。	There is a <b>sharp distinction between</b> domestic politics and international politics.
无论 <b>出现</b> 什么样的麻烦，我们都会在 <b>貌似混乱</b> 的情形中保持平和的心态。	Whatever troubles <b>arise</b> , we'll have peace of mind amidst <b>seeming</b> chaos.
话语并不总是唯一甚至不是最好的 <b>表达</b> 喜悦、悲伤以及爱的方式。	Words are not always the only or even the best way to <b>convey</b> feelings of joy, sadness, and love.
集体意识在日本人的思想意识中 <b>根深蒂固</b> ，对日本人的思想和行为有着重大的影响。	The group consciousness <b>is deeply rooted</b> in Japanese ideology and has great influence on their behaviour.
投资在一个没有这笔钱也 <b>完全</b> 有可能发生的事情上就是浪费纳税人的钱。	It is a waste of taxpayers' money to pay for something that can happen <b>perfectly</b> well without the money.
他必须 <b>努力</b> 不辜负家长的期望。	He must <b>strive to</b> live up to his parents' expectation.
组内的一些成员希望看到对反面意见能 <b>更加宽容</b> 。	Some members of the group would like to see it <b>develop a greater tolerance of/towards</b> contrary points of view.

### ▼ Clothes make the man

"I don't like it," Tango complained again. "I won't feel right, walking up and down in that."



"Shut up and put it on," Mireault told him, and so, of course, Tango obeyed. Mireault was half his size but he was clever. If Tango had had a tail, he would have put it between his legs when Mireault spoke.

"Now, see?" Mireault said. "What did I tell you? It looks good, doesn't it? See, you've even got a whistle."

"Not bad," Tango had to admit, looking at himself in the mirror. He pushed out his mighty chest and threw back his broad shoulders. Even the Eel, the quick silent one who was Mireault's working partner and who rarely opened his mouth, was **stirred** to speech. "Boy, ain't he handsome!" he said.

"我不喜欢这个，"Tango再次抱怨道。"我穿着这个走来走去会觉得很不自在。"

"闭嘴，穿上它，"Mireault对他说，于是，Tango当然就穿上了。Mireault比Tango矮了一半，但他很聪明。如果Tango有尾巴，他在Mireault说话时一定会把尾巴夹在腿间。

"看到了吧？"Mireault说。"我怎么跟你说的？它看起来不错，不是吗？看，你还有一个哨子。"

"不错，"Tango不得不承认，看着镜子里的自己。他挺起强壮的胸膛，抬起那宽阔的肩膀。甚至连Eel，那位少言寡语的Mireault的工作伙伴，也忍不住开口说话了。"伙计，他真帅！"他说。

There was no doubt about it, Tango was an impressive sight. The policeman's uniform might have been cut to his measure by the best tailor in Paris. His little eyes looked brighter beneath the **visor** of the cap; they almost looked intelligent.

"Stop staring at yourself and wipe that stupid **grin** off your face," Mireault said impatiently, "and listen. This is so simple a **half-wit** could do it, so maybe if you try hard you can too."

With regret Tango turned away from the mirror. His broad forehead wrinkled in the painful expression that meant he was concentrating.

"All you do is walk up and down the street," Mireault said. "Easy and slow, like a real cop on his beat. Then if anyone hears us working in the house they won't get suspicious, seeing you. Keep walking until we come out, then **hang around** a few minutes until we're **out of sight**. That's all there is to it. We'll meet back here. Now do you understand?"

毫无疑问，Tango看起来很不错。警察制服可能是巴黎最好的裁缝为他量身定做的。他那小小的眼睛在帽子的帽檐下显得更亮了，几乎显得聪明起来。

“别再盯着自己看了，把那愚蠢的笑容从脸上收起来，”Mireault不耐烦地说，“听好了。这么简单的事连半个傻瓜都能做，所以如果你努力的话，你也能做到。”

Tango带着不情愿离开了镜子。他那宽阔的前额皱起，显出他在集中注意力时的痛苦表情。

“你所要做的就是走在街上走来走去，”Mireault说。“像真正的警察巡逻一样，轻松而缓慢地走。这样如果有人听到我们在房子里工作，看到你就不会起疑心。一直走到我们出来，然后再等几分钟，直到我们离开视线。这就是全部了。我们在这里会合。你明白了吗？”

“Sure,” Tango said, his eyes wandering to the mirror.

“Then **get going!**” Mireault said sharply.

Tango was a little nervous walking to the street that Mireault and the Eel had picked out, but nothing happened. It was a **prosperous** section and in the dim glow of the street lights Tango could see what handsome houses they were, solemn, solid, well cared for. The house where the job was to be pulled was in the middle of the block, behind a garden wall. Mireault and the Eel had cased it thoroughly; there was an old-fashioned wall safe upstairs with a very comfortable load inside. Apparently the family didn't believe in banks. Maybe they would, Mireault had said, after tonight.

Tango wondered what it would be like to live in so fine a house, but the effort of imagination was **beyond** him. He had seldom seen a street such as this one. He worked in the poor quarters of Paris—a little **purse-snatching**, a little shoplifting; he even **panhandled**. Yes, he was good at panhandling. **Timid** businessmen usually **came** right **across** when Tango's huge shoulders towered over them; they looked fearfully at the **massive** hands and reached into their pockets for whatever change they had.

“明白了，”Tango说，眼睛却还是不由自主地瞟向镜子。

“那就快走！”Mireault严厉地说。

Tango有些紧张地走到Mireault和Eel选中的街道，但什么也没发生。那是一片繁华的区域，在街灯的微光下，Tango可以看到那些庄严、坚固、保养良好的漂亮房子。干活的房子在街区的中间，花园墙后面。Mireault和Eel已经彻底勘察过了；楼上有一个旧式的墙上保险箱，里面装着很大的一笔钱。显然这家人不相信银行。也许今晚过后他们就会相信了，Mireault曾说过。

Tango想象着住在这样一座豪宅里会是什么感觉，但他的想象力无法到达这一点。他很少见过这样的街道。他在巴黎的贫民区工作——一点点抢劫，一点点偷窃；他甚至还乞讨。是的，他很擅长乞讨。当Tango那巨大的肩膀高高耸立在胆

小的商人上方时，他们通常会立即交出钱来；他们恐惧地看着那双巨大的手，把手伸进口袋，拿出所有的零钱。

He walked unhurriedly down the sidewalk, turned at the corner and came back. Halfway, he saw the two shadowy figures slip over the garden wall and disappear. Mireault and the Eel were at work.

Tango fell to thinking of how he had looked in the mirror. With the impressive image vivid in his mind he straightened his shoulders and threw out his chest again. Standing erect, he tried a **salute**. It felt good. He grinned, strangely pleased, and walked on.

It was while he was turning at the other corner that he saw the police **lieutenant**.

Such a sight was usually enough to send him travelling as rapidly as his feet would move. He stared in horror. He imagined that the lieutenant, approaching, was gazing at him curiously. Tango's body was **rigid**; his **palms** were sweating. With a tremendous effort he **restrained** the wild impulse to rush away. He trembled. Then, stiffly, with the lieutenant **no more than** a few feet from him, he raised his arm and saluted.

The lieutenant casually returned the salute and passed by.

他悠闲地走在人行道上，走到拐角处，然后返回。半路上，他看到两个模糊的身影溜过花园墙，消失了。Mireault和Eel正在工作。

Tango开始想着自己在镜子里的样子。印象深刻的形象在他脑海中生动起来，他挺直了肩膀，再次挺起胸膛。站得笔直，他试着敬了个礼。感觉不错。他奇怪地笑了笑，继续走。

就在他在另一个拐角处转弯时，他看到了警察中尉。

这样的景象通常足以让他尽快逃跑。他惊恐地盯着看。他想象着接近中的尉正在好奇地看着他。Tango的身体僵硬，手心冒汗。他用极大的努力克制住了逃跑的冲动。他颤抖着。然后，僵硬地，和中尉只有几步之遥时，他举起手敬了个礼。

中尉平静地回了个礼，然后走了过去。

Tango stood looking after him. After a moment he felt a strange satisfaction. "Say!" he said to himself. "Say, did you see that? I salute, and he salutes right back back. Say, that—that's pretty fine!"

It was extraordinary, the pleasure it gave him. He threw back his shoulders straighter than ever and, erect and proud, walked down the sidewalk. At the corner he paused and rocked on his heels a moment as all policemen do.

"I guess I looked good to him," he told himself. "I guess he doesn't see many cops who look so good."

After a few more trips, he found an old lady hesitating on the corner. He saw her make two or three false starts to get across and each time nervously come back.

Tango did not even notice the fat-looking purse in her hand! He stopped in front of her, saluted, and offered his arm. She looked at him with a sweet smile. "Oh, thank you, officer!" she said.

Tango站在那里看着他离去。一会儿后，他感到一种奇怪的满足感。“嘿！”他对自己说。“嘿，你看到了吗？我敬礼，他也回礼。”

这让他感到非常愉快。他挺直了肩膀，比以往任何时候都更直地站着，骄傲地走在人行道上。在拐角处，他停下来，像所有警察一样，摇了摇脚跟。

“我想我看起来不错，”他对自己说。“我猜他不常见到这么好看的警察。”

又走了几圈后，他发现一个老太太在街角犹豫不决。他看到她试了两三次都没敢过马路，每次都紧张地退回来。

Tango甚至没有注意到她手里那个胖胖的钱包！他在她面前停下，敬了个礼，并伸出手臂。她带着甜美的微笑看着他。“哦，谢谢你，警官！”她说。

There was no traffic visible, but Tango **held up** his other arm majestically, as if he were halting a crowd of roaring trucks. With infinite dignity they crossed to the other side. It was a pretty picture indeed.

"Thank you so much, officer!" she said.

"Please, madam," Tango said, "don't mention it." He paused. "That's what we're here for, you know," he added. And he saluted again.

He stood proudly watching her retreating figure. Before she had quite disappeared, she glanced back to regard him with another smile. Tango stood so straight the cloth strained across his chest. With a flourish, he saluted once more.

He went down the block saluting at intervals. An indefinable emotion was stirring in him. In all Paris there could have been no more perfect example of the calm, strong, resourceful guardian of law and order.

虽然没有车辆可见，但Tango庄重地举起另一只手臂，仿佛在拦住一群咆哮的卡车。他们无比尊严地穿过了马路。确实是一幅漂亮的画面。

“非常感谢你，警官！”她说。

“请别客气，夫人，”Tango说，“这是我们应该做的。”他停顿了一下。“这就是我们的职责，”他补充道，又敬了个礼。

他骄傲地看着她远去的身影。在她完全消失之前，她回头又给了他一个微笑。Tango站得笔直，制服绷紧在胸前。他潇洒地又敬了个礼。

他沿着街区走，每隔一段时间敬礼。一种难以形容的情感在他心中涌动。在整个巴黎，再也找不到比他更完美的冷静、强壮、足智多谋的法律与秩序的守护者了。

An untidy figure came weaving toward him out of the shadows. It was a man, waving his arms aggressively. His glassy eyes fell upon Tango and he frowned. “Yah!” he cried “**Lousy** cop!”

A deep sense of shock **ran through** Tango. “Here! Here!” he said. “Get along, get along.”

“Lousy cop!” the drunk shouted. “**Big bag of wind** in a uniform! **Beat up** the little fellow and let the big **crooks** go! Thass all y’ good for—beat up the little fellows and—”

A mixed emotion of **indignation** and anger grew in Tango. A flush rose to his face.

“I spit on you!” the drunk declared scornfully. “Bah! There!” And he **suited the action to the words**.

Something burst in Tango’s head. His face was purple. He seized the other with one mighty hand, shook him savagely, and, without any clear idea of what he was going to do with him, dragged him off down the street.

Frightened and shaken **out of his wits**, the drunk was now passive and silent. But Tango **was beside himself**, and when, halfway down the block, two figures came **skimming** over the garden wall and landed on the **sidewalk** near him, he was **in no mood** to stop.

一个邈邈的身影从阴影中向他走来。是一个男人，咄咄逼人地挥舞着手臂。他那浑浊的眼睛落在Tango身上，皱起了眉头。“哎呀！”他喊道，“讨厌的警察！”

一种深深的震惊传遍了Tango全身。“嘿！嘿！”他说。“走开，走开。”

“讨厌的警察！”醉汉喊道。“穿着制服的大话袋！打小家伙，放大骗子走！这就是你们的本事——打小家伙——”

Tango心中涌起一股混合着愤怒和愤慨的情感。他脸上泛起一阵红晕。

“我鄙视你！”醉汉鄙夷地宣称。“呸！那儿！”他说着，随即照做。

Tango的脑袋里突然爆发了什么。他的脸涨得紫红。他用一只强有力的手抓住醉汉，疯狂地摇晃他，然后，不知道该怎么处理他，拖着他沿着街道走了下去。

醉汉吓得魂不附体，现在已经安静下来。但Tango已经失去了理智，当走到街区中间时，两个人影从花园墙上滑下来，落在人行道上，他已经没心情停下来。

"You fool, what are you doing!" Mireault said in a furious whisper. "Do you want to ruin the whole job? **Let go of** him, blockhead!" And he struck Tango across the cheek.

Indescribable emotions whirled in Tango's head. He remembered the lieutenant answering his salute; he remembered the old lady's look of **gratitude** and admiration; he remembered the splendid figure in the mirror. And he remembered what the drunk had said.

He rose to the full pitch of a mighty **fury**. While Mireault and the Eel stared at him in paralyzed horror, he stuck the shiny whistle in his mouth and blew a **blast** loud and long enough to bring all the police in Paris.

"Crooks, robbers!" he shouted. "I arrest you! I arrest you **in the name of** the law!"

"你这个蠢货，你在干什么！"Mireault愤怒地低声说道。"你想毁了整个计划吗？放开他，笨蛋！"他说着打了Tango一记耳光。

难以形容的情感在Tango的脑海中翻腾。他记得那个中尉回礼的场景；他记得那位老太太感激和钦佩的目光；他记得镜子里那英俊的身影。他还记得醉汉说的话。

他怒不可遏地站了起来。当Mireault和Eel惊恐地盯着他时，他把闪亮的警哨塞进嘴里，吹了一声响亮而长的哨声，足以引来巴黎所有的警察。

"骗子，强盗！"他吼道，"我逮捕你们！我以法律的名义逮捕你们！"

虽然说“ <b>人靠衣装</b> ”这句话不一定完全正确，但是你给别人留下的最初的、通常也是最长久的印象仍然取决于你的衣着。	It may not be true that " <b>clothes make the man</b> ", but the clothes you wear determine the first and often lasting impression of you.
这番讲话 <b>激发</b> 人们行动起来。	The speech <b>stirred the crowd to take action</b> .
<b>毫无疑问</b> ，人类社会中有所有最美好的美德都是在家庭中被创造，强化以及保持的。	<b>There is no doubt that</b> it is around the home that all the greatest virtues are created, strengthened and maintained.
我实在 <b>搞不懂</b> 一个跟狗打交道的人会怕狗。	It's <b>beyond me</b> how a person who works with dogs can be afraid of one.

他有一种 <b>难以抗拒的冲动</b> 想冲进房间。	He felt an <b>irresistible impulse</b> to rush into the room.
你应该尽量 <b>控制</b> 自己的野心，更现实一些。	You should try to <b>restrain</b> your ambitions and be more realistic.
我觉得自己 <b>高兴得心花怒放</b> 。	I felt as if my heart would <b>burst with joy</b> .
JILL在 <b>车流中钻来钻去</b> ，总算及时赶到机场搭上班机。	<b>Weaving in and out of traffic</b> , Jill made her way to the airport in time to catch her plane.
我 <b>不太想去</b> 购物。	I'm not really <b>in the mood for</b> shopping.

### ▼ Style's Hidden Persuaders

Behind the lights of TV, movies and ads, costumers and **stylists** shop till they drop to soft sell charming looks we want to watch and wear.

在电视、电影和广告的光环背后，服装师和造型师不停地购物，以柔和地推销我们想要观看和穿戴的迷人外观。

Patrick Norris is a **costume** supervisor for the **yuppie TV chronicle** *thirtysomething*. Norris is a member of an unseen but powerful elite who influences how we dress, what we buy and how we feel about the faces we see on the screen and the page, in ad campaigns and on album covers. Behind the scenes, costumers like Norris and stylists—who work in advertising and editorial photography—shape the pretty images we often mistake for reality. They are professional shoppers and tastemakers, helping their **clients** look better than they really are, whether by stuffing shoulder **pads** in the anchorman's jacket or by placing framed family **portraits** on the politician's desk. They set the tone for the times and we never even know they're there.

帕特里克·诺里斯是《三十多岁》的服装监督。诺里斯是一个看不见但强大的精英成员，他们影响着我们的穿着、购买以及我们对屏幕和页面上的面孔的感觉，以及广告活动和专辑封面上的人物形象。幕后，像诺里斯这样的服装师和在广告和编辑摄影中工作的造型师塑造了我们常常误认为是现实的美丽图像。他们是专业的购物者和品味制造者，帮助他们的客户看起来比实际更好，无论是通过在新闻主播的夹克里塞垫肩，还是在政治家的桌子上摆放镶框的家庭照片。他们为时代定下基调，而我们从未意识到他们的存在。

If you've ever wondered why movie stars always look so great, the answer is it's no accident. Stylists, wardrobe supervisors and image consultants get paid anywhere from \$150 an hour to \$1,200 a day to perfect that high-powered look, onstage and off. When actress Demi Moore appeared in

public for the first time after the birth of her **baby sporting** a whole new wardrobe, it was the work of stylist Jane Ross. And when Jodie Foster turns up on TV promoting her latest movie, her classic elegance isn't entirely homegrown. In fact, before this, Foster's mother called the famous stylist Sharon Simonaire and asked her to please find Jodie something to wear on interviews besides her **customary** gym clothes.

如果你曾经想知道为什么电影明星总是看起来那么棒，答案是这不是偶然的。造型师、服装监督和形象顾问每小时收入从150美元到1200美元不等，以完美那个高效的外观，无论是在舞台上还是舞台下。当女演员黛米·摩尔在生完孩子后第一次公开亮相，穿着全新的衣橱时，这是造型师简·罗斯的作品。而当朱迪·福斯特在电视上宣传她的最新电影时，她的经典优雅并非完全出自本能。事实上，在此之前，福斯特的母亲打电话给著名造型师莎朗·西莫奈尔，请她为朱迪找到一些面试时穿的衣服，而不是她惯常的健身服。

If stylists have one universal complaint, it's that people never really appreciate what it is they do. For Norris, who spends 60 hours a week trying to give the *thirtysomething* characters that label-conscious **suburban** look, the reward comes from the hundreds of letters he gets from viewers who are convinced the actors are actually wearing their own clothes. "I get all these letters asking, 'Where does Nancy buy her sweaters?'" he says. "Because the show is more realistic, they don't think I do anything. But making things look real is much harder."

如果造型师有一个普遍的抱怨，那就是人们从未真正欣赏他们的工作。对于诺里斯来说，他每周花60个小时试图给《三十多岁》的角色赋予那个注重标签的郊区外观，奖励来自观众成百上千的信件，他们确信演员们实际上穿着自己的衣服。“我收到很多信件问，‘南希在哪里买她的毛衣？’”他说。“因为这个节目更现实，他们不认为我做了什么。但让事物看起来真实要难得多。”

Simonaire, 33, says she learned all about the power of clothing when she was in sixth grade. Growing up in Baltimore, daughter of a nurse and an engineer, style meant little to her until a doctor's wife she **baby-sat** for gave her some expensive **castoffs**—a white minidress and matching **go-go** boots. "I wore them to school the next day, and as I climbed the steps, every head turned," Simonaire recalls. "It created this charm and **mystique**. In that moment, I realized the psychological importance of dressing."

33岁的西莫奈尔说，她在六年级时就学到了服装的力量。在巴尔的摩长大，作为一名护士和工程师的女儿，对她来说，时尚没什么意义，直到她为一个医生的妻子做保姆时，她给了她一些昂贵的旧衣服——一件白色迷你裙和配套的go-go靴。“我第二天穿着它们去学校，当我爬上台阶时，每个头都转了过来，”西莫奈尔



回忆道。“它创造了这种魅力和神秘感。在那一刻，我意识到了穿着的心理重要性。”

Graduating from high school at 15, she immediately started working as a clerk in boutiques, later moving on to styling for magazines and fashion ads. **As it happens**, her latest passion isn't clothes at all: It's home furnishings. In her spare time, Simonaire has opened an antique shop in LA called Oddiyana, Tibetan for "beyond imagination".

15岁高中毕业后，她立即开始在精品店做店员，后来转向为杂志和时尚广告做造型。碰巧的是，她最新的热情不是衣服：而是家居用品。在业余时间，西莫奈尔在洛杉矶开了一家叫Oddiyana的古董店，藏语意为“超越想象”。

When the final image reaches the public, no one person can **take full credit** for it. Movies and television are ultimately collaborative efforts, the wardrobe supervisor working closely with the director, producers and actors to create just the right visual **cues**. Unlike, say, the lighting, on which the technicians are **deferred to**, when it comes to clothes, everyone has an opinion. "The more contemporary the **script**, the more people think they know what you should be doing," says Gresham. "I've practically gotten **input** from the doorkeeper."

当最终图像到达公众面前时，没有一个人可以完全归功于它。电影和电视最终是协作的努力，服装监督与导演、制片人和演员密切合作，以创造恰到好处的视觉提示。与照明不同，技术人员会依靠他们，当涉及到衣服时，每个人都有意见。“剧本越现代，人们越认为他们知道你应该做什么，”格雷沙姆说。“我几乎从门卫那里得到了意见。”

Nowhere is this more evident than in commercials, where millions of dollars in sales are **riding on** the ads' ability to create an irresistible image for the product. Stylists and costumers alike describe advertising work as a "**nightmare**", and Bill Fucile, a leading commercial stylist, wouldn't disagree. "In a music video, I can say, 'This is what you're all going to wear, because I like it.'" says Fucile, "In a commercial, you have a lot of people with different ideas and very little time. I have to present five **outfits**, and the director and ad agency will agree on one. If there are 30 principal players, that's 150 outfits. And I have one week to get them together."

在广告中，这一点尤为明显，广告的魅力形象决定了数百万美元的销售额。造型师和服装师都描述广告工作为“噩梦”，主要商业造型师比尔·福西尔也不例外。“在音乐视频中，我可以说，‘这是你们都要穿的，因为我喜欢。’”福西尔说，“在广告中，你有很多人有不同的想法，时间很少。我必须提供五套服装，导演和广告公

司会同意一套。如果有30个主要演员，那就是150套服装。我有一周时间把它们准备好。”

For the Levi's 501 campaign last year, Fucile worked with 600 pairs of jeans, jackets and shirts, tearing, **dyeing**, fading and washing them until they conveyed a certain lived-in indifference. “Everything in those Levi ads looks real,” explains Fucile, “But actually, it’s created. Those kids don’t just **show up** in that stuff.”

在去年李维斯501的广告活动中，福西尔处理了600条牛仔裤、夹克和衬衫，将它们撕破、染色、褪色和洗涤，直到它们传达出某种生活中的冷漠。“那些李维斯广告中的一切看起来都很真实，”福西尔解释说，“但实际上，这是创造出来的。那些孩子不会只是穿着那些东西出现。”

Fucile, 31, studied at the Fashion Institute of Design and Merchandising in Los Angeles and at UCLA film school before becoming a stylist. Most of the accounts he works on are **geared** toward **hip** young audiences. “I spend a lot of time people watching,” he says, “I go to Melrose Avenue and look at what the kids are wearing on the street. It’s amazing how you can show something on TV in an ad and then see it **duplicated** everywhere a few weeks later.”

31岁的福西尔在洛杉矶的时装设计和营销学院以及UCLA电影学院学习，之后成为了一名造型师。他大多数的账户都面向年轻观众。“我花了很多时间观察人们，”他说，“我去梅尔罗斯大道，看看街上的孩子们在穿什么。令人惊讶的是，你可以在广告中展示一些东西，几周后就能在各地看到它被模仿。”

Like most stylists, Fucile is keenly aware of how **influential** his craft can be. “Television is so powerful,” he marvels. “People are so easily influenced by what they see. They don’t realize what’s going on. It makes you want to take that power and use it to send kids a message about drug abuse, alcoholism or AIDS, instead of just selling a product.”

像大多数造型师一样，福西尔深知他的工艺有多么有影响力。“电视太强大了，”他感叹道。“人们很容易受到他们看到的影响。他们没有意识到发生了什么。这让你想利用这种力量，向孩子们传递有关药物滥用、酗酒或艾滋病的信息，而不仅仅是销售产品。”

Because stylists spend their days realizing other people’s visions, it’s particularly important to them that they do something that expresses their own values on their own time. For Norris, that means spending Monday nights working with teenagers with drug problems. “It’s a commitment that matters to me,” he says. “The kids are so interested in Hollywood, and I try

to show them it can be real. For me, that's as important as anything I get out of this business."

因为造型师花他们的日子实现别人的愿景，所以对他们来说，在自己的时间里做一些表达自己价值观的事情特别重要。对诺里斯来说，这意味着每周一晚上与有毒品问题的青少年一起工作。“这是对我重要的承诺，”他说。“孩子们对好莱坞非常感兴趣，我试图向他们展示它可以是现实的。对我来说，这和我从这个行业中得到的任何东西一样重要。”

Norris and Fucile believe there is a growing interest in the industry in using the tools of their trade to do some good. Fucile and several other stylists have decided to **pool** their time and talents to work on public-service announcements **aimed at** young people. Fucile observes, "I think we're going to see more concern for what's behind that image."

诺里斯和福西尔认为，业界对利用他们的工具做一些好事的兴趣正在增长。福西尔和其他几位造型师决定汇集他们的时间和才能，制作针对年轻人的公益广告。福西尔观察道，“我认为我们将会更多地关注形象背后的东西。”

我的故乡 <b>使</b> 我成为一名艺术家，我对她的爱 <b>无以言表</b> 。	My hometown helped <b>shape</b> me as an artist and my love for it is <b>beyond words</b> .
婚礼上的装饰能为这个美好的晚上 <b>定下基调</b> 和气氛。	Decorations really <b>set the tone</b> and atmosphere of the whole wedding evening.
我们欢迎政府的声明，并 <b>感谢</b> 其愿同我们合作的意愿和承诺。	We welcome the statement of the government and <b>appreciate</b> its willingness and commitment to work cooperatively with us.
他会 <b>抢走你的功劳</b> ，并让你为他的失败承担责任。	He will <b>take credit</b> for your successes and scapegoat you for his failures.
发展中国家都在努力 <b>使</b> 中等教育 <b>能够</b> 提供工作场所所需要的技能和知识，从而提高课程的相关性。	Many developing countries are moving to <b>gear</b> secondary education toward skills and knowledge sought in the workplace, thereby improving curriculum relevance.
领导者们知道他们在 <b>实现梦想</b> 过程中应该取得什么成就，克服什么困难，得到什么资源。	The leaders know what accomplishments need to be made, what obstacles must be overcome, and what resources will be needed in order to <b>realize their vision</b> .
我们 <b>集思广益</b> ， <b>共享信息</b> 。	We <b>pooled ideas and information</b> .

消费者仍然担心复苏势头，还不会 <b>放心消费</b> 。	Consumers are still concerned about the recovery, and they are not going to <b>shop till they drop</b> .
这并不意味着我们 <b>听从</b> 科学家仅仅是因为他们有着支持自己观点的学位。	None of this means we should <b>defer to</b> scientists simply because they have the degrees to back up their claims.

### ▼ Think twice

**Set your heart on** an MBA? Philip Delves Broughton suggests a **radical** alternative: Don't bother.

想要攻读MBA吗？Philip Delves Broughton 提出了一个激进的替代方案：别浪费时间了。

Business schools have long **sold the promise** that, like an F1 driver **zipping into** the **pits** for fresh tyres, it just takes a short **hiatus** on an MBA programme and you will come **roaring back into** the career race **primed** to win. After all, it signals to companies that you were good enough to be accepted by a decent business school (so must be good enough for them); it **plugs you into** a network of fellow MBAs; and, to a much lesser extent, there's the actual classroom education. Why not just pay the bill, sign here and **reap** the rewards?

长期以来，商学院一直宣称，只需要短暂休假参加一个MBA项目，你就可以像一级方程式赛车手进站更换新轮胎一样，以赢得职业生涯竞赛的胜利。毕竟，这表明你足够优秀，能够被一所不错的商学院录取（因此企业也会认为你足够优秀）；它将你与其他MBA校友联系起来；还有很小一部分实际课堂教育。那么为什么不支付学费，签字，然后享受回报呢？

The problem is that these days it doesn't work like that. Rather, more and more students are finding the promise of business schools to be **hollow**. The return on investment on an MBA has gone the way of Greek public debt. If you have a decent job in your mid-to late-20s, unless you have the **backing** of a corporate sponsor, leaving it to get an MBA is a higher risk than ever. If you are getting good business experience already, the best strategy is to keep on getting it, thereby making yourself ever more useful rather than **groping for** the **evanescent** brass rings of business school.

问题是，现在情况并非如此。相反，越来越多的学生发现商学院的承诺是空洞的。MBA的投资回报率已经像希腊的公共债务一样低。如果你在二十多岁中后期有一份不错的工作，除非有企业赞助，否则放弃这份工作去读MBA的风险比以往

任何时候都高。如果你已经在获得良好的商业经验，最好的策略是继续积累这些经验，从而使自己越来越有用，而不是去追求商学院那虚无缥缈的金环。

Business schools argue that a recession is the best time to invest in oneself. What they won't say is that they also need your money. There are business academics right now **panting for** your cheque. They need it to pad their **sinecures** and fund their **threadbare** research. There is surely no more **oxymoronic** profession than the **tenured** business-school professor, and yet these **job-squatting apostles** of the free market are **rife** and desperate. Potential students should take note: If taking a professional risk were as **marvellous** as they say, why do these role models so **assiduously** avoid it?

商学院辩称，经济衰退是投资自己的最佳时机。他们不会说的是，他们也需要你的钱。现在有许多商学院的学者在急切地等待你的支票。他们需要这些资金来充实他们的闲职并资助他们贫乏的研究。没有比终身教职的商学院教授更自相矛盾的职业了，而这些自称为自由市场的使徒却普遍存在并且非常迫切。潜在的学生应该注意：如果冒职业风险像他们所说的那样美妙，为什么这些榜样如此努力地避免风险？

Harvard Business School recently chose a new dean, Nitin Nohria, an expert in ethics and leadership. He was asked by Bloomberg Businessweek if he had watched the Congressional hearings on Goldman Sachs. He replied: "The events in the financial sector are something that we have watched closely at Harvard Business School. We teach by the case method, and one of the things we'll do through this experience is study these cases deeply as information is revealed over time so we can understand what happened at all these financial firms. I'm sure that at some point we'll write cases about Goldman Sachs because that's how we learn." He could have **stood up for** Goldman or criticized it. Instead he **punted on** one of the singular business issues of our time. It is **indicative of** the **cringing** attitude of business schools before the business world they **purport** to study.

哈佛商学院最近选择了一位新院长，Nitin Nohria，他是伦理和领导力方面的专家。彭博商业周刊问他是否观看了国会关于高盛的听证会。他回答说：“金融部门的事件是我们在哈佛商学院密切关注的事情。我们通过案例教学，我们会通过这次经历深入研究这些案例，以便随着时间的推移了解所有这些金融公司发生了什么。我相信，我们肯定会在某个时候写一些关于高盛的案例，因为这是我们学习的方式。”他本可以支持或批评高盛，但他却对这一当代最重要的商业问题之一避而不谈。这反映了商学院在他们声称要研究的商业世界面前的畏缩态度。

When you look at today's most evolved business organisms, it is obvious that an MBA is not required for business success. Apple, which recently

**usurped** Microsoft as the world's largest technology firm (by market capitalization), has hardly any MBAs among its top ranks. Most of the world's top **hedge funds** prefer seasoned traders, engineers and mathematicians, people with insight and programming skills, to MBAs **brandishing** spreadsheets and the guilt induced by some watery ethics course.

当你看今天最成功的商业组织，很明显，商业成功并不需要MBA。苹果公司，最近超过微软成为全球市值最大的科技公司，其高层管理人员中几乎没有MBA。大多数全球顶级对冲基金更喜欢有经验的交易员、工程师和数学家，他们有洞察力和编程技能，而不是拿着电子表格和受某些淡薄的伦理课程诱导的罪恶感的MBA。

In the BRIC economies, one sees fortunes being made in the **robust** manner of the 19th-century American **robber barons**, with **scarcely a nod to** the niceties of MBA programmes. The cute **stratagems** and frameworks taught at business schools become quickly **redundant** in the **hurly-burly** of economic change. I've often wondered what Li Ka-shing of Hong Kong or Stanley Ho of Macao, or Rupert Murdoch, for that matter, would make of an MBA programme. They would probably see it for what it is: a business opportunity. And as such, they would focus on the value of investing in it.

在金砖国家，人们以19世纪美国强盗大亨的方式积累财富，几乎不理睬MBA课程的礼节。商学院教授的那些聪明策略和框架在经济变化的喧嚣中很快变得过时。我常常想，香港的李嘉诚或澳门的何鸿燊，或者鲁伯特·默多克，会怎么看待MBA课程。他们可能会看到这是什么：一个商业机会。因此，他们会关注投资的价值。

They would look at the high cost, and note the tables which show that financial rewards are not evenly distributed among MBAs but **tilt** heavily to those from the very top programmes who tend to go into finance and consulting. Successful **entrepreneurs** are as rare among MBAs as they are in the general population.

他们会看到高昂的费用，并注意到表格显示，财务回报在MBA中并不均匀分布，而是倾向于那些来自顶尖项目且通常进入金融和咨询领域的人。在MBA中，成功的企业家和在普通人群中一样罕见。

They would think to themselves that business is fundamentally about two things, **innovating** and selling, and that most MBA programmes teach neither. They might wonder about the realities of the MBA network. There is no point acquiring a global network of randomly assembled business

students if you just want to work in your home town. Also, they will recall that the most effective way to build a network is not to go to school, but to be successful. That way you will have all the MBA friends you could ever want.

他们会认为，商业基本上是关于两件事：创新和销售，而大多数MBA课程都不教授这些。他们可能会怀疑MBA网络的现实性。如果你只想在家乡工作，获得一个随机集合的全球商学院学生网络毫无意义。此外，他们会记得，建立网络的最有效方法不是去上学，而是成功。那样你会有你想要的所有MBA朋友。

They might even meet a few business academics and wonder. Then they would take their application and do with it what most potential applicants should: Toss it away.

他们甚至可能会见一些商学院学者然后思考。然后他们会把申请表做潜在申请者应该做的事情：把它扔掉。

这是个重大决定，你应该 <b>三思而行</b> 。	This is a serious decision, and you should certainly <b>think twice</b> .
服务业成功的关键是要记得从顾客的角度来说你是在 <b>推销自己的承诺</b> 。	The key to being successful in a service industry is to remember that from the customer's perspective you are <b>selling a promise</b> .
为寻求解决方案而进行的外谈判在 <b>中断</b> 了两周之后于今天重新开始。	Diplomatic efforts to reach a settlement resume today after a two-week <b>hiatus</b> .
随着智能手机的突然普及，手表似乎很可能要 <b>消逝</b> 了。	With the sudden ubiquity of smartphones, it seemed like watches might be <b>going the way of the dinosaur/dodo</b> .
你必须要 <b>捍卫自己的权利</b> ，不能让他人对你为所欲为。	You have to <b>stand up for your rights</b> ; you can't let them walk all over you.
作为一名 <b>久经历练</b> 的表演者，他满怀自信地开始演出。	He began acting with the confidence of a <b>seasoned</b> performer.
你对这个新闻 <b>怎么看</b> ？	What do you <b>make of</b> this news?
治愈嫉妒要 <b>看清问题的本质</b> ：对自己的不满。	To cure jealousy is to <b>see it for what it is</b> : a dissatisfaction with self.
许多不愿意就气候变化采取行动的美国政客往往辩称，如果中国没什么动作的话，美国人 <b>这样去做也没有意义</b> 。	Many of the US politicians reluctant to act on climate change used to argue that <b>there was no point doing so</b> while China did little.

## ▼ He Clicked, She Clicked

Imagine a field in which women are paid well and make almost as much as their male **counterparts**. Then imagine that most women are **shunning** these jobs.

想象一个领域，在那里女性的薪酬丰厚，几乎和男性同事持平。再想象一下，大多数女性却在避开这些工作。

This is the way it is in technology professions in which job demand is **outpacing** the supply of qualified workers.

这就是科技职业的现状，这些工作需求超过了合格工人的供给。

A study by [techies.com](http://techies.com) found that, on average, women in tech careers are making 92 cents for every dollar their male counterparts earn. While hardly full **parity**, it's considerably higher than the 73 cents on the dollar women earn compared to men in jobs overall, according to U.S. census data.

一项由

[techies.com](http://techies.com)进行的研究发现，科技职业中的女性平均每赚一美元，男性同事则赚92美分。虽然还没有完全实现平等，但这已经比女性在整体工作中每赚一美元，男性赚73美分的水平（根据美国人口普查数据）高得多。

Yet women make up perhaps only 20 percent of the work force in technology jobs. "There's sort of a **stigma** on a very base level about technology," says Karla Villatoro, public relations **coordinator** at Women in Technology International. "A feeling that you have to be a programmer, that you have to be **cooped up** in an office or in a lab, and that it's boring. And that it's **nerdy**."

然而，女性在科技职业中的比例可能只有20%。“在基础层面上，技术领域似乎有一种污名，”国际女性科技协会的公关协调员卡拉·维亚托罗说。“人们觉得你必须是个程序员，必须被困在办公室或实验室里，而且这工作无聊又呆板。”

"The reality is, everything you do from shopping to doing your job uses technology."

“但实际上，你做的每一件事，从购物到工作，都在使用技术。”

The [techies.com](http://techies.com) study analyzed salary data from 106,133 technology professionals among the more than 640,000 members of the Minneapolis-based company that serves as an exchange for these workers and for businesses that want to **recruit**, market to, and interact with them.

[techies.com](http://techies.com)的研究分析了来自106,133名科技专业人员的薪资数据，这些人是总部位于明尼阿波利斯的公司会员，该公司为这些工人和希望招聘、营销及与他们



互动的企业提供平台。

More specifically, the salary data came from 87,075 men and 19,058 women. They **ranged from** entry-level to executive technology positions and across 39 U.S. job markets.

更具体地说，这些薪资数据来自87,075名男性和19,058名女性。他们的职位从入门级到高管技术职位，涵盖了美国39个就业市场。

Women averaged \$5,071 less in annual pay than men. Still, they, like the men, are paid well in these jobs. Women with less than a year of experience averaged \$45,715 in salary. **At the other end of the spectrum**, women with 10 or more years in technology-related work averaged \$74,923.

女性的平均年薪比男性少5,071美元。但即便如此，她们和男性一样，在这些工作中薪酬丰厚。工作不到一年的女性平均薪资为45,715美元。而在另一端，从事技术相关工作十年以上的女性平均薪资为74,923美元。

In many jobs, women with five years of experience or less were almost **on a par** in pay with their male counterparts. Those with one to two years of experience actually averaged slightly more than the men. But women with 10 or more years of experience averaged 9 percent less in wages than men with **equivalent** experience and skills.

在许多工作中，拥有五年或以下经验的女性的薪资几乎与男性持平。拥有一到两年经验的女性平均薪资甚至略高于男性。但拥有十年以上经验的女性平均薪资比具有同等经验和技能的男性低9%。

The highest average salaries for both men and women in technology jobs were paid in the Northeast. The lowest were in the north-central region of the United States for men, and in the South for women. The biggest wage gender gap—10 percent—was in the south-central region of the country.

科技职业中男性和女性的最高平均薪资在东北部。而男性在美国北中部的薪资最低，女性则在南部。南中部地区的性别薪资差距最大，达到10%。

In the Northwest—home to technology titans Microsoft, [Amazon.com](https://www.amazon.com) and others—women in technology careers said they earned only 86 cents for every dollar their male counterparts earned.

在西北部——科技巨头微软、

[亚马逊](https://www.amazon.com)等公司的所在地——从事科技职业的女性表示，男性同事每赚一美元，她们赚86美分。

One reason women may fare so well **wage-wise** in technology compared to other jobs is simple demand. Despite an increasing number of **layoffs** in

information technology jobs, an estimated 400,000 such jobs went unfilled last year. That number is expected to be seen again this year.

女性在技术领域薪资方面表现良好的一个原因是需求简单。尽管信息技术工作的裁员数量增加，去年估计仍有40万个这样的职位空缺。预计今年这一数字将再次出现。

"Until five years ago, the demand wasn't as great for technical workers," says Anna Braasch, [techie.com](http://techie.com)'s online community manager.

"直到五年前，对技术工人的需求并不是那么大，"

[techies.com](http://techies.com)的在线社区经理安娜·布拉施说。

"I think strangely enough," Villatoro adds, "it has to do with the fact that there are so few women working in technology, and those that are working in the high technologies have so much experience and so much education and their level of **expertise** is so comparable that they're just seen as another engineer, another programmer."

维亚托罗补充道："我认为，这与科技领域中女性如此之少有关，那些在高科技领域工作的女性有着丰富的经验和教育，她们的专业水平如此相当，以至于她们被视为另一个工程师，另一个程序员。"

"In another five years, the people who now have five years' experience will have 10 years' experience and they could be at equal pay," Braasch says. "I see it **leveling out** over time."

"再过五年，那些现在有五年经验的人将拥有十年经验，他们的薪资可能会达到平等水平，"布拉施说。"我认为随着时间的推移，情况会趋于平衡。"

Villatoro does too. "I find that now business programs are teaching a lot more soft skills," she says. "A lot more of the conflict resolution and public speaking. Younger women coming into technology have more of those soft skills and **viable** companies are looking for people who have a broader range of skills, not just the technological skills."

维亚托罗也这么认为。"我发现，现在的商业课程教授更多的软技能，"她说。"更多的冲突解决和公共演讲。年轻的女性进入科技领域时具备更多的软技能，而有前途的公司正在寻找那些拥有广泛技能的人，而不仅仅是技术技能。"

"The people who are just starting their careers—five years and under—have more of those skills, and therefore are more valuable to companies."

"那些刚刚开始职业生涯的人——五年及以下——具备更多的这些技能，因此对公司来说更有价值。"

Still, so few are out there—and their numbers aren't increasing. While [techie.com](#)'s membership has increased greatly since its launch, the 80–20 ratio of men to women has remained constant, Braasch says.

尽管如此，科技领域中的女性人数仍然很少，且没有增加。尽管自成立以来，[techies.com](#)的会员人数大幅增加，但男性和女性的比例始终保持在80比20，布拉施说。

In fact, the number of young women with a technology major in college is declining, Villatoro says. "I think if we don't attract young women to technical careers, the ratio is going to increase."

实际上，维亚托罗说，选择科技专业的年轻女性人数正在减少。“我认为如果我们不吸引年轻女性进入技术职业，这一比例将会增加。”

An Arthur Andersen survey of teens found that while both boys and girls agreed that it's important to understand computers for future employment, boys were five times more likely to be interested in majoring in computer science or computer engineering than girls.

安永会计师事务所的一项青少年调查发现，尽管男孩和女孩都同意理解计算机对未来就业很重要，但男孩比女孩更有可能对计算机科学或计算机工程专业感兴趣的可能性高出五倍。

"Hopefully, if women see these numbers," Braasch says, "they'll become more interested in careers in technology, especially younger women—in high school and college."

"希望女性看到这些数据后，"布拉施说，"她们会对技术职业产生更大的兴趣，尤其是年轻女性——高中和大学的学生。"

我们应该对广告和新闻做区分， <b>避免</b> 出现模糊二者界限的杂交式文章。	We should distinguish news from advertising and <b>shun</b> hybrids that blur the lines between the two.
如果美国汽车市场继续下滑，这些公司现金的缺口可能 <b>超过</b> 它们削减成本的能力。	If the U.S. auto market continues to sink, the companies' cash drain could <b>outpace</b> their ability to cut costs.
基于过去十年里追踪到的变化，我们预测世界要到80年后才能实现完全的 <b>性别平等</b> 。	Based on the changes we have tracked over the past decade, we estimate that the world will not reach full <b>gender parity</b> for another 80 years.
她只是个业余钢琴手，但她的演奏简直可与最优秀的专业钢琴家 <b>媲美</b> 。	She is only an amateur pianist, but her playing <b>is on a par with</b> the best professional.

即使是最便宜的房子，价格也 <b>相当于</b> 一个公务员70年的薪水。	Even the cheapest house costs the <b>equivalent</b> of 70 years' salary for a government worker.
这个 <b>对口</b> 支援是长期的关系。	The <b>counterpart</b> aid relationship is a long-term one.
当然，在 <b>金钱方面</b> ，我比以前要富有得多。	<b>Moneywise</b> , of course, I'm much better off than I used to be.
它所带来的危害 <b>相当于</b> 每年只抽一支烟所造成的危害。	The risk it poses <b>is comparable with</b> smoking just one cigarette every year.
预计苹果将迎来历史上最高的第四季度销量，这两款手机上市以来一直 <b>供不应求</b> 。	Apple is expected to experience its biggest ever fourth-quarter sales, with both of its phones seeing <b>demand exceed supply</b> since their launch.

### ▼ On a Wing and a Hotel Room

Ellen Knapp is one of a new **breed** of global managers who live on aeroplanes. Is this really necessary?

艾伦·克纳普（Ellen Knapp）是新一代常年生活在飞机上的全球经理人之一。这真的有必要吗？

The week that began on January 4th has been an extremely odd one for Ellen Knapp. As The Economist went to press, it looked likely—though not certain—that she would spend all five working days in her office—for the first time since the merger of Coopers & Lybrand and Price Waterhouse. Normally, Ms. Knapp, who is the new company's chief knowledge officer and chief information officer, spends only one day every two weeks in the office; the rest of the time she is on the road, mostly outside America.

1月4日开始的一周对艾伦·克纳普来说是非常奇特的一周。当《经济学人》付印时，她极有可能——尽管不确定——会在办公室里度过整整五个工作日。这是自库珀斯·莱布兰德（Coopers & Lybrand）与普华永道（Price Waterhouse）合并以来的第一次。通常，克纳普女士这家新公司的首席知识官兼首席信息官，每两周只有一天在办公室，其余时间都在路上，大多在美国以外的地方。

The merger is partly to blame for this **merry-go-round**. But even before the two huge **accountancy-cum-consultancy** firms came together, Ms. Knapp spent barely a day a week in the office. Nor is she alone in her **wanderings**. A few months ago, she felt briefly proud that she had **clocked up** three "red-eye" flights in six days; then she **ran into** a colleague at a meeting in a Heathrow hotel who was **undergoing** two such experiences on **successive**

nights. One recent Saturday night at Philadelphia airport, **en route** from her main home in Florida (when you travel as much as Ms. Knapp, you **might as well** live where you want) to Frankfurt and London, she **bumped into** her opposite number at McKinsey, a management consultancy, who was on her way to New Delhi. Five nights later the two knowledge officers met again, picking up their luggage at JFK.

合并是导致这种忙碌的一部分原因。但即使在这两家庞大的会计兼咨询公司合并之前，克纳普女士每周在办公室的时间也不到一天。她的这种奔波生活也并非孤例。几个月前，她曾因在六天内连续搭乘三次“红眼”航班而感到一丝自豪；但随后她在希思罗机场的一次会议上遇到了一位同事，那位同事在连续两晚经历了两次这样的航班。最近一个星期六晚上，她在费城机场，从佛罗里达州的家（当你像克纳普女士一样频繁旅行时，居住地点随意选择也无妨）前往法兰克福和伦敦的途中，遇到了麦肯锡公司（McKinsey）的对等人员，那位女士正前往新德里。五个晚上后，两位知识官在肯尼迪机场再次相遇，取回行李。

**Tycoons** have long been famous for keeping their bodies, if not their **heads, perpetually up in the clouds**. Rupert Murdoch has offices in three different continents. The Wall Street Journal recently followed Michael Bonsignore, the chairman of Honeywell on a typically exhausting 11-day business trip around China and Europe that few people would envy. But globalization now seems to have admitted **humbler folk into the jet-set**. For every boss **luxuriating** in a corporate jet, there are plenty of **foot-soldiers**, such as Ms. Knapp, **slumming it** in business class. And as she points out, there are many people lower down the **pecking order** at her firm who travel almost as much. She goes all over the world; but her regional officers for knowledge and technology have to **dart across** their own continents (or “theatres” as Ms. Knapp likes to call them) just as busily.

大亨们早已因将他们的身体（如果不是他们的头脑）长期置于云端而闻名。鲁珀特·默多克（Rupert Murdoch）在三个不同的大陆拥有办公室。《华尔街日报》最近跟随霍尼韦尔公司（Honeywell）董事长迈克尔·邦西涅（Michael Bonsignore）进行了一次通常令人疲惫的11天的中国和欧洲商务旅行，这种旅行几乎无人羡慕。但全球化现在似乎让更多的普通人进入了这一“喷气机群体”。对于每一位享受企业专机的老板来说，都有许多像克纳普女士这样的“脚兵”在商务舱中苦熬。正如她所指出的那样，在她的公司里，还有许多等级较低的人旅行量几乎相当。她走遍全球；但她的区域知识和技术官员们不得不在自己的大陆（或正如克纳普女士喜欢称之为“剧院”）间同样忙碌地穿梭。

The life requires dedication and organization. The **resolutely** cheerful Ms. Knapp says that her blessings include a **constitution** free of **jet-lag**, two

children who are grown up and two extremely efficient assistants, whom she compares to Mission Control at NASA. She **grabs** exercise whenever she can and **sticks to** airlines and hotels she knows well (London's Ritz wins points for having rewired its rooms). Pricewaterhouse Coopers (PwC) tries to make life easier for her, scheduling meetings at big cities (all the west American partners, for instance, meet in Los Angeles); it has also started a "hotelling policy" at its offices, where **itinerants** like Ms. Knapp are given a desk and a telephone connection when they arrive. "My place of work," she says, "is simply where I am."

这种生活需要奉献和组织能力。始终乐观的克纳普女士表示，她的幸运之处在于没有时差反应、两个已经成年的孩子以及两位极其高效的助理，他们将他们比作NASA的任务控制中心。她抓住每一个锻炼的机会，坚持选择熟悉的航空公司和酒店（伦敦的丽兹酒店因重新布线而得分）。普华永道尽量让她的生活更轻松，在大城市安排会议（例如，所有的西美国合伙人都在洛杉矶开会）；还在办公室启动了“酒店化政策”，当像克纳普女士这样的游荡者到达时会提供一张桌子和一个电话连接。她说：“我的工作地点只是我所在的地方。”

This sounds **endearingly** modern. All the same, it is hard not to feel tired just listening to Ms. Knapp describing her week. With all this endless **flitting** around, no wonder that executives are increasingly complaining about stress. The overworked American is, in truth, often an overtravelled American.

这听起来令人愉快地现代化。尽管如此，只听克纳普女士描述她的一周，就不禁感到疲惫。随着这种无休止的奔波，难怪高管们越来越多地抱怨压力。实际上，工作过度的美国人往往是旅行过度的美国人。

All of which prompts the question: Are these journeys really necessary? Ms. Knapp is, after all, a chief information officer. Surely one of the points of all the computer hardware that PwC has bought (not to mention the even bigger pile it has encouraged its clients to buy) is to make big companies seem smaller. Company **intranets** are supposed to be ways to exchange knowledge. Cheaper telecoms are meant to be killing distance. Why go to Frankfurt to talk to colleagues who could read an e-mail or join a video-conference?

这一切都引发了一个问题：这些旅行真的有必要吗？毕竟，克纳普女士是一位首席信息官。所有普华永道购买的计算机硬件（更不用说它鼓励客户购买的更大量的硬件）的一个目的，肯定是让大公司显得更小。公司内联网本应是交换知识的方式。更便宜的电信技术本应消除距离。为什么要去法兰克福与同事交流，而他们可以阅读电子邮件或参加视频会议？

The answer seems to be that technology is more helpful as a way of keeping Ms. Knapp in touch with home than in getting **far-flung** offices to **collaborate**. As Ms. Knapp points out, technology depends on trust. PwC has nearly 150,000 people in 152 countries; a bossy e-mail from somebody you had never met could **put** you **off** them, particularly if that somebody was on "the other side" before the merger. Ms. Knapp thinks that you have to meet people first: "It is important to talk face to face". A **bubbly** lady, her powers of persuasion would indeed be **diminished** by e-mail.

答案似乎是，技术在帮助克纳普女士与家人保持联系方面更有用，而不是让分散的办公室进行合作。正如克纳普女士指出的那样，技术依赖于信任。普华永道在152个国家拥有近150,000名员工；一封来自未曾谋面者的专横电子邮件可能会让你对他们产生反感，尤其是在合并前他们来自“对立面”的情况下。克纳普女士认为你必须先见面：“面对面交流很重要”。一位活泼的女士，通过电子邮件她的说服力确实会减弱。

Merely knowing other people and persuading them to share knowledge is only half the battle. If giants such as PwC are to be **more than the sum of their parts** they must get people to spark off ideas from each other—and that seems to depend on direct contact. **Anecdotal** evidence suggests that for every example of something designed "virtually" by two people in different locations, a lot of other new products are **dreamt up** during idle chatting by the coffee machine: Hence the new fashion for "village" workplaces, with plenty of chatting spaces. Ms. Knapp says that younger workers, who tend to be used to Internet chat rooms, are more relaxed about using technology for informal creativity. But they remain in the minority.

仅仅认识其他人并说服他们分享知识只是战斗的一半。如果像普华永道这样的巨头要比其部分的总和更多，他们必须让人们相互激发灵感——而这似乎依赖于直接接触。轶事表明，对于每一个由不同地点的两人“虚拟”设计的事物，许多新产品都是在咖啡机旁闲聊时想出来的：因此，现在流行“村庄”工作场所，有很多闲聊空间。克纳普女士说，习惯了互联网聊天室的年轻员工更习惯使用技术进行非正式的创造性活动。但他们仍然是少数。

In the meantime, other business trends seem to be pushing executives back into their **jumbo jets**. As mergers become bigger and more complicated, bonding matters more. Ms. Knapp argues that **multinationals** now understand fairly well how to make people from Europe, North America and Japan work together. But firms expect more growth to come from emerging markets, whose cultures they understand less well. Bringing New Delhi and

Sao Paulo into the system will take even more meetings—and more frequent-flyer miles for people like Ms. Knapp.

与此同时，其他商业趋势似乎正将高管们重新推回他们的巨型喷气机中。随着合并变得越来越大、越来越复杂，关系纽带变得更加重要。克纳普女士认为，跨国公司现在已经相当了解如何让欧洲、北美和日本的人员协同工作。但公司预计更多的增长将来自新兴市场，这些市场的文化他们了解得较少。将新德里和圣保罗纳入系统将需要更多的会议——以及像克纳普女士这样的人更多的常旅客里程。

美国银行与一家竞争银行 <b>合并</b> 了	Bank of America <b>merged with</b> a rival bank.
她过马路时没注意看， <b>负有部分责任</b> 。	She <b>was partly to blame</b> for failing to look as she crossed the road.
出租车司机鲁莽驾驶导致的违章事件 <b>总共达</b> 239起。	Rude taxi drivers <b>clocked up</b> a total of 239 offences.
我不想见她，偏 <b>撞上</b> 她了。	I tried to avoid her, but it was just my luck to <b>bump into</b> her.
我们在假期最后把钱花光了，所以我们不得不在便宜的旅馆 <b>将就</b> 。	we ran out of money towards the end of the holiday so we had to <b>slum it</b> in cheap hostels.
出版商承诺不会用间谍软件来 <b>获取</b> 个人信息， <b>或用其他的办法</b> 破坏个人隐私	The publishers promise not to use spyware to <b>grab</b> your personal information or <b>otherwise</b> compromise privacy.
移民支持团体正等着看他是否 <b>说话算话</b> 。	Immigrant support groups are waiting to see if he <b>sticks to his word</b> .
<b>尽管如此</b> ，他的话也还是有些道理。	<b>All the same</b> , there is some truth in what he says.
经济的不景气 <b>使得</b> 消费者在购买车辆上减少了开支。	The recession has <b>prompted</b> consumers to cut back on buying cars.
推动市场下滑的 <b>不是</b> 国内因素， <b>而是</b> 国际因素。	This is <b>more</b> of a global <b>than</b> a domestic issue that's driving down the market.
由于资源的 <b>减少</b> ，大学正面临严峻的问题。	Universities are facing grave problems because of <b>diminishing</b> resources.
该国越来越糟的名声好像并没有 <b>打消</b> 游客们去那儿游览的热情。	The country's worsening reputation does not seem to be <b>putting off</b> the tourists.
既然你开了头， <b>索性</b> 把它做完吧。	Since you have started the job, you <b>might as well</b> finish it.



