



Where Managers and Employees Disagree About Remote Work

关于远程工作，老板和员工有哪些分歧

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661 Words

Remote work is one of the biggest changes to working since World War II, but it's being **held back** by a major disconnect between managers and employees. **Case in point** is Elon Musk. He **decreed** in November that employees must come into the office, only to walk it back after it threatened to speed up the pace of resignations. It was a "**hardcore**" mistake by Musk, but a less **dramatic** version of the same story is **playing out** across the economy.

远程工作是第二次世界大战以来最大的工作变革之一，但老板和员工之间的严重脱节阻碍了远程工作的发展。埃隆·马斯克就是一个很好的例子。去年11月，他下令员工必须回到办公室上班，结果这一命令可能加速员工离职，他又收回了他的话。这是马斯克的一个“硬核”错误，但同样的故事正在整个经济中上演，只不过没有这么引人注目。

Managers and employees disagree profoundly about key aspects of work-from-home, according to surveys we've conducted. For instance, managers believe that work-from-home reduces productivity while employees think it **massively** increases it.

根据我们所做的调查，老板和员工对居家办公的关键方面存在严重分歧。例如，老板认为居家办公降低了生产率，而员工却认为居家办公大大提高了生产率。

Part of the disagreement seems to **hinge on** what people think **counts as** productivity. Employees tend to include **commuting** time in their mental calculation, and so they think not having to commute when they work from home counts as an increase in productivity. Managers tend to ignore commuting

hold back 阻碍某人/某事（的发展）；抑制住，忍住 | Stagnation in home sales is holding back economic recovery. 国内销售的停滞不前正阻碍着经济复苏。

case in point 合适的例子，典型的例子 | Shoppers tend to think that high prices mean high quality. Electrical goods are a case in point. 购物者通常认为高价意味着高质量，电器就是一个很好的例子。

decree [dɪˈkriː] v. 下令，命令；颁布 n. 命令，法令 | The government decreed a state of emergency. 政府下令进入紧急状态。

hardcore [ˈhɑːdkɔː] adj. 硬核的，极端的 n. 中坚力量，骨干分子 [注：马斯克推崇“硬核”（hardcore）的高强度工作文化]

dramatic [drəˈmætɪk] adj. 引人注目的；巨大而突然的，急剧的；戏剧性的 | Computers have brought dramatic changes to the workplace. 电脑给职场带来了巨大的变化。

play out 发生，出现，展开 | Her union reforms were played out against a background of rising unemployment. 她对工会的改革是在失业率不断上升的背景下展开的。

time when they think about productivity: They just care about how much work is getting done each day.

老板和员工存在分歧的部分原因似乎在于他们对生产率的不同看法。员工心理上倾向于把通勤时间计算在内，因此他们认为居家办公时不用通勤可以提高生产率。老板在考虑生产率时往往会忽略通勤时间：他们只关心员工每天完成了多少工作。

In theory, both sides could be right, as a simple **hypothetical** example illustrates. Imagine a worker who bills \$1,000 a day pre-pandemic (a measure of **output**) and works nine hours plus one hour of commuting. They are producing \$100 for every hour they spend working or commuting. Now imagine they work from home: Commuting time is zero and they still work nine hours. If they bill \$950 a day, that's an increase in productivity from their **perspective**: Now they're producing \$106 for every hour they put toward the job.

从理论上讲，双方都可能是对的，一个简单的假设性例子就可以说明。想象一下，一名工人在疫情前每天产出 1000 美元（以产出来衡量），工作 9 小时，通勤 1 小时。他们每工作或通勤一小时就能产出 100 美元。现在想象一下他们居家办公：通勤时间为零，但他们仍工作 9 个小时。如果他们每天产出 950 美元，从他们的角度来看，生产率增加了：现在他们在工作每投入一小时，就能产出 106 美元。

But from the manager's perspective, things look different. Because they don't count time spent commuting, pre-pandemic they think of the worker as producing \$111 per hour (\$1000/9 hours). Now, with work-from-home, that worker's productivity has fallen to \$106 per hour. If the employee's salary has stayed the same, the firm is getting less output for their money.

但从老板的角度来看，情况就不是这样了。因为他们不会把通勤时间计算在内，在疫情前，他们认为工人每小时产出 111 美元（1000 美元/9 小时）。现在居家办公，工人的生产率已经下降到每小时产出 106 美元。如果员工的工资保持不变，公司用付给他们的工资得到的产出就会减少。

These are **made-up** calculations, and most workers' output

massively ['mæsɪvli] *adv.* 大量地，大规模地 | Interest rates will rise massively. 利率将大幅度提高。

hinge on 有赖于，取决于 | His political future hinges on the outcome of this election. 他的政治前途取决于这次选举的结果。

count as 算作，视为 | Do bank holidays count as part of annual leave? 银行假日算年假的一部分吗？

commute [kə'mju:t] *v.* 上下班往返，通勤 *n.* 上下班路程 | She commutes from Oxford to London every day. 她每天上下班往返于牛津与伦敦之间。

in theory 理论上，按理说 | In theory, these machines should last for ten years or more. 从理论上讲，这些机器应能用十年以上。

hypothetical [haɪpə'tetɪkl] *adj.* 假设的，假定的 | It was a purely hypothetical question. 这是个纯属假设的问题。

output ['aʊtpʊt] *n.* （人、机器、机构的）产量，输出量

perspective [pə'spektɪv] *n.* 态度，观点，思考方法 | Try to see the issue from a different perspective. 试以不同的角度看待这件事。

made-up *adj.* 虚构的，捏造的，不真实的；化了妆的 | She used a made-up name. 她用了个化名。

perception [pə'sepʃn] *n.* 看法，见解；直觉 | The public's perception

can't be calculated this way — even if people thought like this. And, as mentioned above, in many cases productivity per hour actually increases when working from home. But it illustrates how important the commuting disconnect can be in explaining different **perceptions** of productivity. The answer depends in part on what gets counted.

这些都是虚构的计算，大多数工人的产出不能这样计算——即使人们是这样想的。而且，如上所述，在许多情况下，居家办公每小时的生产率实际上提高了。但它说明了要想解释有关生产率的不同看法，重要的是认识到人们对通勤的看法不同。答案在一定程度上取决于什么被计算在内。

Productivity is not the only place where managers and employees disagree. They also have very different ideas about the **disciplinary** consequences of not coming into the office. We asked both managers and employees what happens to workers who stay home on “work days.” Employees were far more likely than managers to answer “nothing,” while managers were more likely to say that the worker was risking **termination**.

生产率并不是老板和员工之间唯一存在分歧的地方。他们对不去办公室所造成的纪律性后果也有截然不同的看法。我们询问了老板和员工，如果员工在“工作日”待在家会发生什么。员工比老板更有可能回答“没什么”，而老板则更有可能说员工有被解雇的风险。

These differences in opinion reflect the need for more **clear-cut** policies on working from home. The best available approach for most companies is organized **hybrid**. Employers should choose two or three “**anchor**” days a week that all employees come into the office — typically between Tuesday and Thursday because Monday and Friday are the most popular work-from-home days. These in-office days should include the **bulk of** meetings, group activities, trainings, and lunches so that employees see the value of coming together. And **attendance** should be enforced the same way it was pre-pandemic: Not coming to work on anchor days is not acceptable, except in the

of him is slowly changing. 公众对他的看法在慢慢改变。

disciplinary [ˈdɪsəplənəri] *adj.* 有关纪律的，惩戒性的 | The company will be taking disciplinary action against him. 公司将对他进行纪律处分。

termination [ˌtɜːrmɪˈneɪʃn] *n.* 结束，终止 | Failure to comply with these conditions will result in termination of the contract. 违反这些条件将导致合同终止。

clear-cut *adj.* 明确的，明显的，清晰的 | There is no clear-cut answer to this question. 这个问题没有确切的答案。

hybrid [ˈhaɪbrɪd] *n.* 混合物，合成物 | hybrid working 混合办公（指一段时间远程办公，一段时间回办公室办公的工作模式。）

anchor [ˈæŋkər] *n.* 锚；支柱，靠山 *v.* 使稳固，使固定；抛（锚） | Make sure the table is securely anchored. 务必要把桌子固定好。

bulk of 大部分，多半 | The bulk of the population lives in cities. 大多数人口居住在城市里。

attendance [əˈtendəns] *n.* 出席，参加，出勤 | Teachers must keep a record of students' attendances. 老师必须记录学生的出席情况。

miss out on 没有参加，错过（对自己有益或有趣的事）；遗漏，漏掉 | Prepare food in advance to ensure you don't miss out on the fun! 事先

case of emergencies, like a sick child or a burst water pipe. Finally, managers should actively encourage working from home on non-anchor days, so employees can enjoy the benefits without fear that they're **missing out on** something at the office.

这些意见上的分歧反映出我们需要制定更明确的居家办公政策。对于大多数公司来说,最好的方法是有组织的混合办公。雇主应该每周选择两到三个“固定”日,让所有员工都来办公室上班——通常是在周二到周四之间,因为周一和周五是最受欢迎的居家办公日。这些回到办公室的日子应该包括大部分会议、小组活动、培训和午餐,这样员工就能看到在一起工作的价值。此外,应该像疫情之前那样强制出勤:在固定日不去公司上班是不可接受的,除非遇到紧急情况,比如孩子生病或水管破裂。最后,老板应该积极鼓励员工在非固定日居家办公,这样员工就可以享受福利,而不用担心错过办公室里的一些事情。

It's natural that a **massive** shock to working conditions like working from home would cause disagreements between employees and managers, but we've had more than two years to **navigate** this change and the **outlines** of the new era are **coming into focus**. The best evidence we have suggests that organized hybrid raises employee and firm productivity. Managers and employees need to get **on the same page**.

像居家办公这样对工作环境的巨大冲击自然会导致员工和老板之间出现分歧,但我们已经有两年多的时间来应对这种变化,新时代的轮廓正在成为焦点。我们有最好的证据表明,有组织的混合办公可以提高员工和公司的生产率。老板和员工需要达成共识。

预备好食物,确保你不会错过好玩的机会!

massive ['mæsɪv] *adj.* 巨大的,非常严重的 | I had a massive argument with her. 我和她大吵了一架。

navigate ['nævɪgeɪt] *v.* 找到正确方法(对付困难复杂的情况);导航;航行 | During childhood each of us has to navigate a pathway through a series of developmental stages. 我们每个人在童年时都要经历和应对不同的成长阶段。

outline ['aʊtlam] *n.* 轮廓,外形;概述,纲要 *v.* 概述,提出……的纲要;画……的轮廓 | Through the mist we could see the faint outline of the island. 透过薄雾我们看得见该岛屿模糊的轮廓。

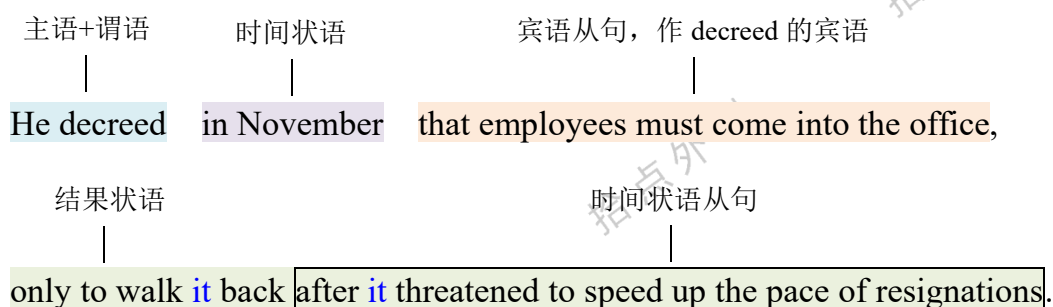
come into focus 成为焦点

on the same page 目标一致,就目标达成共识 | We need to get environmentalists and businesses on the same page to improve things. 我们需要使环境保护主义者和企业同心协力以改善状况。

➤ 脉络梳理

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➤ 长难句拆解



- 两个 it 指代主句中马斯克要求员工回到办公室工作的命令