1.13经济学人考研雅思|巴托比:团队合作和披头士



December 18h 2021 [Business]

Bartleby: Teamwork and the Beatles

巴托比: 团队合作和披头士

A new documentary on the Fab Four is a must-watch for managers, too

各位管理者, 披头士新纪录片不容错过

【1】 Paul is strumming his guitar in a studio in London. George yawns and Ringo looks on listlessly. John is late, as usual. Suddenly, magic. A melody starts to take shape; George joins in on his guitar; Ringo claps out a beat. By the time John arrives, The Beatles' next single, "Get Back", is thrillingly recognisable.

保罗正在伦敦的一间录音室里弹着吉他。 乔治打着哈欠,林 戈无精打采地看着这一切。约翰和往常一样,迟到了。突然, 魔法降临——一段旋律出现了,乔治的吉他随即加入,林戈 打着节拍。约翰到了,披头士的下一首单曲《回归》(Get Back)就这样呈现在观众面前,令人振奋。

[2] "Get Back" provides both the **standout** moment and the title of a **glorious** new documentary by Peter

中文导读

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1

melody /'melodɪ/ n. 旋律; 歌曲; 美妙的音乐 A great poet is a master **melody**.大诗人也是音律大师。

yawns /jo:n/ v. 打呵欠(yawn的第三人称单数) n. 呵欠;豁口(yawn的复数) His yawns suggested he was either tired or bored.他呵欠连天说明他不是疲倦,就是厌倦。

claps /klæp/ vt. 鼓掌;轻敲(clap的第三人称单数) vi. 拍手;发出碰撞声 She gives him a clap on the back.她 在他的背上拍了一下。

thrillingly /ˈθrɪlmli/ adv. 毛骨悚然地,令人激动地 But their resignation is thrillingly moving in its very graphic representation.而他们这种对于命运的顺从在如画的场景中是如此摄人心魄、令人动容。

2

standout /'stændaot/ n. 杰出的人; 突出度 adj. 杰出的; 出色的 The stand-out feature of Mundu Radio is the range of digital stations and the variety of content it offers.它能连接流动的网络电台给用户以成百上千的世界各地电台供选择。

glorious /ˈgloːrɪəs/ adj. 荣誉的, 光荣的 辉煌的, 壮丽的〈口〉非常愉快的; 令人快乐的 副 词: gloriously Better a glorious death than a shameful life.宁可光明磊落地死,决不卑鄙无耻地生。

stocking /'stokun/ n. 长袜 形容词: stockinged Printing on stockings and tights - Knit items Accessories, stockings and serigraphy Seamless...纺织品丝网印刷|纺织品印花...

3

staple //steip(ə)l/ n. 主要产品; 钉书钉; 主题; 主食 vt. 用钉书钉钉住; 把......分级 adj.主要的, 大宗生产的; 常用的; 纺织纤维的 时态: stapled, stapling, staples Merrill **stapled** a batch of papers together.梅里尔用订书钉把一叠纸钉在一起。

4

drummer /'drʌmə/ n. 鼓手; [美]旅行推销员; [经]跑街 a **drummer** in electronic software.电子软件旅行推销 员。

thrillingly /ˈθrɪlmli/ adv. 毛骨悚然地,令人激动地 But their resignation is thrillingly moving in its very graphic representation.而他们这种对于命运的顺从在如画的场景中是如此摄人心魄、令人动容。

casual /ˈkæʒjoəl/ adj. 漠不关心的, 冷淡的 随便的, 非正式的 偶然的, 碰巧的 临时的, 不定期的 副 词: casually 名词: casualness I didn't see him, except **casual**ly, in two months.我两个月里我只偶尔见过他。

Jackson, charting the days that the band spent together in January 1969, writing and recording songs for a new album. For anyone interested in music, pop culture or creativity, the film is a **stocking** filled with treats.

When George is struggling for a line to follow "Something in the way she moves", John has advice.

"Just say whatever comes into your head each time—'attracts me like a cauliflower'—until you get the right words."

《回归》代表了披头士的光辉时刻,也是彼特·杰克逊
(Peter Jackson) 指导的这部纪录片的名字,记录了乐队
在 1969 年 1 月一起创作新专辑、录制歌曲的日子。对于任何
对音乐、流行文化或艺术创造感兴趣的人,这部电影就像是一个装满零食的长袜。乔治正绞尽脑汁思考"她前方的路上"的
下一句歌词时,约翰给出了建议: "想到什么就说什么——就算是'像花椰菜一样吸引我'也没问题——直到想到合适的歌词。"

【3】 Executives should watch it, too. The question of what makes a team sing is a **staple** of management research, and the Beatles documentary is a rare chance to watch a truly world-class team at work. It reinforces known principles, and adds some of its own.

各位高管们也应该看看这部纪录片。管理学研究的一个重要课题就是如何让一个团队唱响协奏曲,而这部披头士乐队的纪录片正是一个难得的机会,能让他们了解真正的世界级团队是如何工作的。它既强化了管理中现有的原则,也创造了一些新方法。

【4】 Take the role of Ringo, for example. When he is not actually playing, the band's **drummer** spends most of his time either asleep or looking bewildered.

observer /əb'zɜːvə/ n. 观察者, 观察员; 遵守者 Observers predicted an early end to the negotiations.观察 家预言谈判不久将结束

dispensable /dɪs'pensəbl/ adj. 非必需的,可省去的 Delete what is **dispensable** and give more prominence to the essentials.可以不说的去掉,该说的就可以更突出。

musically /ˈmju:zikəli/ adv. 音乐上 The musical Establishment think he is a musical genius.音乐界权威人士认为他是个音乐天才。

conflict /'konflikt/ n. 战斗, 斗争 冲突, 抵触, 争论 vi. 抵触, 冲突 时 态: conflicted, conflicting, conflicts 形容词: conflictive They have come into **conflict**, sometimes violently.他们产生了矛盾,有时矛盾还非常激烈。

5

correlated /korə,let/ adj. 有相互关系的 v. (使) 相关 联; (使) 相互对照(correlate的过去分词) Chronic heart failure is **correlated** to hyperuricaemia and the deterioration of blood circulating inflammation.慢性心脏 衰竭与高尿酸血症以及血液循环炎症的恶化值有关。

intelligence /m'telldʒ(ə)ns/ n. 智力, 智慧; 理解力 情报, 消息 情报人员 China also is interested in electronic intelligence (ELINT) or signals intelligence (SIGINT) reconnaissance satellites.中国也对电子情报或者信号情报 侦察卫星感兴趣。

sensitivity /sensı'tıvıtı/ n. 敏感;敏感度 An instrument used to measure tactile sensitivity.触觉测量计用来测量触觉的一种装置。

cohesive /kəo'hi:sɪv/ adj. 有结合力的; 紧密结合的; 有粘着力的 The author skillfully fuses these fragments into a **cohesive** whole.作者将这些片断巧妙地结合成一个连贯的整体。

6

principle /'prmsip(ə)l/ n. 原则, 原理 准则, 规范 操守, 道义 工作原理 The constraints concerned here are two UG principles — Subjacency and Empty Category Principle (ECP).这限制条件指的是承接原则和空范畴原则。

consultancy /kənˈsʌlt(ə)nsɪ/ n. 顾问(工作) Kerwin Hack, a counsellor at HR **consultancy** Fairplace, therefore suggests larding CVs with phrases extracted from the job ad.人力资源咨询公司Fairplace顾问克尔温? 哈克(KerwinHack)从而建议,从招聘广告中摘取语句来点缀简历。

identified /ar'dentifard/ adj. 被识别的;经鉴定的;被认同的 v. 鉴定;辨认(identify 的过去式和过去分词) He was not the 'tough guy' the public identified him with. 他并不是公众所认定的那种硬汉。

renewal /rɪ'nju:əl/ n. 重建;更新 重生 Now our urban renewal usually adopts large-scale renewal mode that austerely challenge social justice.在这种改造模式下,社会公平受到了很大的挑战。

claps /klæp/ vt. 鼓掌;轻融(clap的第三人称单数) vi. 拍手;发出碰撞声 She gives him a clap on the back.她 在他的背上拍了一下。

bay /beɪ/ n. 海湾;狗吠声 vt. 向...吠叫 vi. 吠叫;大声叫嚷 They built a barrage across the **bay**.他们建造了一座横贯海湾的拦海堤坝。

When the other three musicians bicker, Ringo smiles beatifically. To a **casual observer**, he might appear **dispensable**. But **musically**, nothing works without him, and as a team member he softens **conflict** and bridges divides.

以林戈这个角色为例。这位乐队的鼓手没演奏的时候,要么睡觉、要么发呆。当其他三位乐队成员争论时,林戈便憨萌地 笑。 对于随便看看的旁观者而言,林戈似乎存在感并不强。 但在音乐上,乐队离开他不行,因为作为团队成员,他缓和了 冲突、弥合了分歧。

【5】 Psychological make-up matters to how teams come together. Academics at Carnegie Mellon University and the Massachusetts Institute of Technology have found that the performance of groups is not correlated with their members' average intelligence, but with characteristics such as sensitivity and how good teams are at giving everyone time to speak. Ringo provides backing; the band would be less cohesive without him.

团队成员的性格组成对团队的团结发展至关重要。卡耐基梅隆 大学和麻省理工学院的学者发现,团队的表现与其成员的平均 智力无关,而是与成员的性格有关,比如是否能够理解他人, 同时,团队成员是否能各抒己见也会影响团队表现。而在披头 士乐队中,林戈是坚强后盾,没有他,这个团队就不会这么有 凝聚力。

[6] Another principle reinforced by the film: look here, there and everywhere for inspiration. In a study from McKinsey, more than 5,000 executives were asked to describe the environment in which they had their own best experiences of being in a team. Among

exactly /ɪgˈzæk(t)lɪ/ adv. 精确地;准确地;确切地 (要求得到更多信息)究竟,到底 (答语,表示赞同或强调正确)一点不错,正是如此,完全正确 (说反话时用)并不,并没有 (用于纠正某人说过的话)并非如此,不完全是这样 What exactly are you looking for?你究竟需要一样什么武器?

introduction /ˌmtrə'dʌkʃ(ə)n/ n. 介绍, 引见 引言, 导论 引进, 传入; 采用 新采用的东西 He encouraged the **introduction** of new medical treatments.他鼓励采用新的医疗方法。

8

define /d'fam/ vt. 定义;使明确;规定时态: defined, defining, defines 名词: definability 形容词: definable 名词: definement 名词: definer Please listen while I **define** your duties.在我规定你的职责时,请仔细听好。

specific /spo'srfik/ adj. 特殊的,特定的;明确的;详细的;具有特效的 n. 特效药;细节;特性 He speaks in concepts rather than **specifics**.他讲话时尽用抽象概念,而不谈具体。

9

criteria /krar'tɪrɪə/ n. 标准,条件(criterion的复数) Diagnostic **criteria** and principles of management of byssinosis.棉尘病诊断标准及处理原则.

combination /kombi'neɪʃ(ə)n/ n. 合作, 结合, 组合 联合体, 组合物 密码组合, 字码组合 排列, 组合 形容词: combinational These players made a very good combination.这些运动员配合得很好。

autonomy /ɔː'tonəmɪ/ n. 自治,自治权 名 词: autonomist Tatarstan demanded greater autonomy within the Russian Federation.鞑靼斯坦求在俄罗斯联邦中享有更高的自治权。

remarkable /rt'mɑːkəb(ə)l/ adj. 异常的; 引人注目的; 不寻常的 副 词: remarkably The boy shows remarkable ability at mathematics.这男孩显示出非凡的数学才能。

10

briefly /'bri:fli/ adv. 短暂地 简单地说;简洁地;简短地 Meryl coughed **briefly** to advertise her presence.梅里尔咳了咳,想让大家注意到她在场。

quits /kwrts/ adj. 互不欠债的;抵消的 I want to be quit of him. 我想摆脱他。

determinant /dr'ts:minent/ n. 决定物; 决定因素 adj. 决定物的; 决定因素的 The magnitude of the **determinant** of the matrix M, which is a volume or area or hypervolume.矩阵M的行列式值的大小,为体积、面积或超体积。

sheer /ʃiə/ adj. 完全的; 十足的 陡峭的; 垂直的 极薄的, 轻的, 透明的 adv. 垂直地, 陡峭地 vi. 避开, 突然转向 时 态: sheered, sheering, sheers 副 词: sheerly For **sheer** enjoyment, you can't beat this game. 单以开心来说,没有比这个游戏更好的了。

11

other things, the **consultancy identified** the importance of "**renewal**", the habit of keeping staleness at **bay** by taking risks, by learning from others and by innovating.

这部纪录片再次证实了另一项原则: 敢于尝试各种方法以寻找灵感。在一项麦肯锡研究中,5000多名高管描述了在何种环境下自己拥有过最佳团队体验。在各种环境因素中,受访者强调了"更新"的重要性,即不再墨守陈规,而是敢于冒险、互相学习、不断创新。

[7] "Get Back" shows a team of superstars embracing exactly that ethos: playing the songs of other bands, grabbing ideas like magpies and happily taking the advice and help of outsiders. It is the introduction of a pianist called Billy Preston, known to the group from their early days playing in Hamburg, which really makes the recording sessions start to click. (Let's make him the fifth Beatle, suggests John. "It's bad enough with four," sighs Paul.)

的践行者: 不介意演奏别的乐队的歌曲、善于汲取灵感、乐于听取建议、接受别人的帮助。纪录片介绍了早期披头士在汉堡演出时结实的一位钢琴家比利·普雷斯顿(Billy Preston),正是因为他,乐队才得以顺利录制音乐。(约翰曾建议,让比利加入披头士,成为第五位队员。保罗叹了口

气说,"单我们四个人就够受的了。")

通过《回归》这部纪录片,我们可以看到披头士正是这一原则

[8] A third message of the film concerns when and how to let it be. In an effort in 2016 called Project Aristotle, Google tried to **define** the characteristics of its most effective teams. One of its findings was that goals ought to be "specific, challenging and

constantly /'k onstantlı/ adv. 不断地;时常地 He is a fool who bungles **constantly**.他真是个笨蛋, 做起事来总是笨手笨脚的。

separate /'sep(ə)rət/ vt. 使分离; 使分居; 使分开 vi. 分开; 分居; 隔开 adj. 分开的; 单独的 n. 抽印本; 分开 He sold his birds **separate**ly to **separate** buyers.他把他 的鸟儿分别卖给不同的买主。

axe /æks/ n. 斧 vt. 用斧砍;削减 He learnt how to handle an **axe**.他学会了怎样使斧头。

ghastly /gɑːs(t)lɪ/ adj. 可怕的; 惊人的; 极坏的; 惨白的 adv. 恐怖地; 惨白地 a **ghastly** murder.一场恐怖的谋杀

fundamental /fʌndəˈment(ə)l/ adj. 基本的; 重要的, 必要的 n. 基本原则, 基本法则 副 词: fundamentally The book presents a fundamentally distorted picture. 该书所描绘的情景是对真相的根本歪曲。

performing /pə'fə:miŋ/ adj. 表演的, 履行的 He delegated me to perform a task.他委派我去执行一项任务。

satisfaction /sætɪs'fækʃ(ə)n/ n. 满意, 满足, 实现 赔偿物, 补偿 I demand the **satisfaction** of a gentleman.我要求决斗以维护一个绅士的荣誉。

今日词汇 select [si'lekt] v. 选择、挑选; 选定(文件或某段文章) a. 精选的

考研出现次数: 15+

考频:★

考点回顾

阅读考点真题例句:

[例] Far less certain, however, is how successfully experts and bureaucrats can select our peer groups and steer their activities in virtuous directions. (2012年英语—25题)

[译] 但难以确定的是,专家和官员们在多大程度上 能成功地选择我们的同龄群体,并引导其活动朝着 良性的方向发展。

完形考点真题例句:

[例] Users could select which system to join, and only registered users whose identities have been authenticated could navigate those systems. (2011英语一字形)

二完形) [译] 用户可以选择加入哪个系统,而只有身份被验证了的注册用户才能在这些系统中随意浏览。

短语

1) 原文: Academics at Carnegie Mellon University and the Massachusetts Institute of Technology have found that the performance of groups is not correlated with their members' average intelligence, but with characteristics such as sensitivity and how good teams are at giving everyone time to speak.

词典: be correlated with与。。相关 例句: And so those brainwaves need to be correlated with the fundamental basic human emotions.

这些脑电波需要与基本的人类情感相关联。

attainable".

这部纪录片体现的第三项原则是关于何时以及如何才能打造一个高效率的团队。谷歌公司在2016年发起了"亚里士多德计划(Project Aristotle)",想要确定谷歌最高效的团队的各项特征。其中一个结论便是团队目标应该"具体明确、有挑战性同时也要切实可实现"。

[9] When they first meet up, on the second day of 1969, the band has a task that fits these **criteria** snugly: to write an album's worth of new songs in just a matter of days and perform them on a TV special. But how they get there is left largely to them. That doesn't always work out. At one point Paul yearns for a "central daddy figure" to set them straight on their scheduling. But the **combination** of a deadline and **autonomy** yields **remarkable** results.

新年伊始,1969年1月2日,乐队成员第一次见面便接到了一项完全符合上述标准的任务:在短短几天内写出一张能被纳入专辑的新歌,并在电视特别节目中演出。但要完成这个任务,他们只能靠自己。而且并不是每次目标都能实现,比如有一次,保罗渴望能有一个"主心骨"直截了当为他们做安排。但最终,截止日期的压力加之团队民主自治,使得任务得以完成。

"Get Back". The Beatles are not always supportive of each other—George, feeling disregarded by John and Paul, briefly quits the band. Drugs played a part in their output: LSD may be a red line for some managers. Although technical ability is not the only determinant of success, sheer talent helped. Any band with a Lennon, a McCartney and a Harrison in it would have an advantage.

2) 原文: At one point Paul yearns for a "central daddy figure" to set them straight on their scheduling.

词典: yearn for渴求、渴望

例句: Every man yearns for sympathy in sorrow.

每个遇到不幸的人都渴望得到同情。 3) 原文: Drugs played a part in their output: LSD may be a red line for some managers.

词典: play a role in在。。中发挥作用例句: The nutrition plays a role in the prevention of nearsightedness.

这种营养剂对预防近视有一定作用 4) 原文: The Beatles love what they do for a living. 词典:for a living谋生

例句: As far back as the era of classical aulic music, musicians relied on live performance for a living.

远在古典宫廷音乐的年代,音乐家的营 生就是靠现场演奏。

长难句

1) 原文:

"Get Back" provides both the standout moment and the title of a glorious new documentary by Peter Jackson, charting the days that the band spent together in January 1969, writing and recording songs for a new album.

2) 分析:

- 红色部分是这个句子的主体部分,结构 是provide的两个并列宾语
- 绿色部分是介词短语,说明了纪录片的 导演
- 蓝色部分是非谓语动词中的现在分词的 用法,用来修饰documentary,起到解 释说明的作用,表明纪录片的内容
- 黄色部分是that引导的定语从句,先行词是d**ays**
- 紫色部分同样是现在分词的用法,起解释说明作用,说明the band的所作所为3)译文:《回归》代表了披头士的光辉时刻,也是彼特•杰克逊(Peter Jackson)指导的这部纪录片的名字,记录了乐队在1969年1月一起创作新专辑、录制歌曲的日子。

写作技巧

1) 原文: For anyone interested in music, pop culture or creativity, the film is a stocking filled with treats.

对于任何对音乐、流行文化或艺术创造感 兴趣的人,这部电影就像是一个装满零食 的长袜。

2) 技巧分析:

原文中出现了几处引出话题的结构,这在英文写作中也很常见。

● Take the role of Ringo, for example.以林 戈这个角色为例。 可以直接使用Take...,...,后面不比一 定要用for example 然而,《回归》也体现出披头士这个团队并非完美无缺。披头士并不总是相互支持——乔治因为感到被约翰和保罗忽视,而暂时退出。此外,披头士创造音乐也得到了毒品的"帮助",但对某些管理者而言,LSD是一条不可触碰的红线。尽管专业能力并非决定是否成功的唯一因素,天赋也很重要,毕竟任何一只拥有约翰·列侬、保罗·麦卡特尼和乔治·哈里森的乐队都有着独特的优势。

注:看上去像邮票,实际上是一种新型毒品,学名叫麦角二乙胺,简称LSD,是一种强烈的半人工致幻剂,无色无味,但毒性极强。犯罪分子会将"LSD溶剂"吸附在纸上,浸泡饮料或者直接光口含服。"邮票"虽然看上去只不过是一张比指甲还小的纸片,但威力却是摇头丸3倍,仅仅是触碰就能被皮肤吸收。

【11】 But one wider lesson comes through loud and clear. The Beatles love what they do for a living.

When they are not playing music, they are talking about it or thinking about it. They do take after take of their own songs, and jam constantly. Managers who think that building esprit de corps requires a separate activity from work—here-comes-the-fun time, set aside for axe-throwing or GIF battles or something equally ghastly—are missing a fundamental point. The highest-performing teams derive the greatest satisfaction not from each other, but from the work they do together.

但这部纪录片也清晰明确地传达了一个值得借鉴的经验。披头士热爱自己的歌唱事业,就算没在弹奏音乐,也在谈论思考音乐。他们的确会一遍遍重唱自己的歌曲,但也经常即兴演奏。有些管理者认为团队精神的培养需要和私下娱乐分离开来——先工作,才能享受欢乐时光,才能玩掷斧头或斗图等暴力游戏,而他们忽略了至关重要的一点,那就是表现最好的队

● To a casual observer, he might appear dispensable.对于随便看看的旁观者而言,林戈似乎存在感并不强。To/for sb于某人而言

此外,还有以下结构

- When it comes to..., ... 当涉及到 ·······时
- A case in point is一个典型的例子 是······
- It is evident in the case of...以下例子可以体现出这一点

背景分析

每个人对披头士都有自己的理解,这也是他们引人着迷之处。就像《披头士:回归》中,把历史的碎片全部摊开,除了满足乐迷的好奇心,更能激发大家对创作的思考和回味。可能就是在这样的感受与启发中,披头士才能长久驻扎在大众的记忆中。

段落大意:

【1】披头士携单曲《回归》和同名纪录片 与观众见面。

【2】《回归》讲述了披头士创造音乐的故事,并且很有启发意义。 【3】这部纪录片对管理者也有借鉴意义,

【3】这部纪录片对管理者也有借鉴意义, 能让他们了解世界级的团队是如何工作 的。

【4】比如林戈,尽管看似可有可无,但团 队离不开他。

队离不开他。 【5】团队成员的性格组成对团队发展至关 重要,例如成员是否善解人意、能否各抒 己见

【6】一项麦肯锡研究表明"更新"对团队 工作效率意义重大。

【7】披头士的所作所为符合这一原则。

【8】谷歌的亚里士多德计划得出结论,说明高效率的团队应当具有的特质。

伍并非从彼此身上获得满足感, 而是从他们共同完成的工作中 收获幸福。

【9】例如,乐队成员第一次见面时就面临 着一项艰巨任务,这个目标完全符合以上

着一项艰巨任务,这个日标元宝付百以上的标准。 【10】《回归》也表明这个世界级团队也存在一些问题。决定团队是否成功的因素除了专业能力之外,也在于天赋。 【11】披头士热爱音乐,不论是否在工作都离不开音乐。而管理者往往忽略团队精神不一定要和娱乐分离,表现最好的队伍的成就感来源于共同的成功。